

## Report to Harrow Strategic Partnership Board- 8 December 2005

### Governance of the Harrow Strategic Partnership

This paper identifies the need to reconsider the governance of the Harrow Strategic Partnership (HSP) for the reasons given in the introduction below.

#### The HSP Board is asked to:

- i. Agree that a review of Governance of the HSP is timely given the requirements of the Local Area Agreement and local issues;
- ii. Consider the structure as identified in section 4 of the report;
- iii. Agree that the proposed Sustainable Development and Enterprise Group be chaired by Graham Jones, Director of Strategic Planning, Harrow Council; and
- iv. Note the possible future opportunities available to the HSP in the light of the council's Strategic Business Partnership with Capita.

## 1 Introduction

There are a number of reasons to support the review the Harrow Strategic Partnership (HSP) Governance structure:

- The HSP's success in securing Local Area Agreement (LAA) Pilot status for Harrow ;
- The increasing importance of community cohesion issues locally in the wake of national and international events;
- To increase effective participation and engagement across the HSP
- The need to consider the appropriate position of the 'green' Harrow agenda
- The continuing development of health and social care partnerships
- The need to make best use of our capacity in delivering improvements through the HSP
- The Council's decision to enter into a long term strategic business partnership with Capita

## 2 Current HSP Governance

The Harrow Strategic Partnership (HSP) was launched in May 2003. The Management Groups began to be developed from that point. On the launch of the Community Strategy for Harrow and in 2004, the Community Cohesion and Older Person's Reference Groups were added to the structure as a result of the consultation conducted on the Community

Strategy which strongly indicated the need for two overarching groups- one to focus on issue relevant to older people in Harrow and one which would ensure that issues related

to Community Cohesion were at the heart of the work of the HSP. This paper has been developed in the light of Harrow's Local Area Agreement (LAA). The Management Groups that are currently in operation are: Children & Young People, Safer Harrow, Learning for All and Healthy Harrow. Work is currently being done to develop the Regenerating Harrow Management Group and although two meetings of the ICT Group have taken place, progress has stalled.

### **3 Issues to address and proposals**

- a) Central Government has proposed a structure of 'blocks' to organise our LAA. These are children and young people, healthy communities and older people, economic development & enterprise and safer & stronger communities. These blocks map quite well onto our current structure and could be the basis of streamlining our structure. This would require the 'Green Harrow' work to be picked up as part of the Liveability agenda in the Safer Harrow Group, and the retitling of Regenerating Harrow as Economic Development and Enterprise in Harrow. This group could also pick up Learning For All and ICT Management Groups' responsibilities- these groups are focused on the skills of Harrow's residents and sit well with the economic development agenda. The Learning For All Management Group could, however, be part of the governance structure for the Harrow Corporate University (HCU).
- b) Given the importance of Community Cohesion issues locally and the strong crime focus within Safer Harrow there is a strong case for creating a 'Stronger Harrow' stand alone Management Group. This could be created from the existing Community Cohesion Reference Group.
- b) Wherever this may be located, the 'Greener Harrow' agenda needs to receive greater prominence in the HSP's agenda. The Government's view is that green issues are best considered within the liveability context – this would imply that operational environmental issues should be picked up in the Safer Harrow group. Longer-term strategic environmental issues, for example, sustainability, green belt strategy, biodiversity strategy and the local development framework could be better placed within an Economic Development and Enterprise group.
- d) The Council has recently entered into a long-term strategic business partnership with Capita. The focus of the Partnership is initially on transforming the Council's First Contact arrangements, HR, finance and management information system. These projects all deliver during 06/07. Initially the main direct impact of this work on the HSP is the availability of Capita resources to help us develop our approach to management information across the partnership. Capita and Council colleagues would like to approach partners over the next four weeks to discuss the management information requirements of the HSP and its management groups. At this stage it is suggested that the HSP Board and Executive review quarterly updates on the work of the Council's partnership with Capita. The Executive and Management Groups may want to discuss their management information requirements at upcoming meetings. As the partnership with Capita

develops it may be appropriate to engage the BTP more directly in HSP governance. This position should be kept under review.

- e) The new health and social care partnership structure is now being established. A further report on the practical operation of new structure is currently in development. It is expected however, that this group address issues relevant to the Health and Older People's LAA block.
- f) The rationalisation of governance proposed above would make better use of the capacity we have across the partnership to support our joint work.

#### **4. Chairing and Membership**

- No change is required in the chairing arrangements for the Children's and Young People and Adult Health & Social Care Groups. However, within the former, the schools' agenda that may currently be covered in the Learning For All will need to be addressed.
- The membership of the Stronger Harrow Group could be the same as the Community Cohesion Reference Group. Chairing might be done by the currently chair of the CCRG-Deven Pillay, Chief Executive of Harrow Mencap.
- Safer Harrow should continue to be chaired by the Borough Commander of Harrow Police.
- It is suggested that Graham Jones, Director of Strategic Planning at the Council, chair the Economic Development and Enterprise Group. Graham will need to consider appropriate membership for this group with key partners, but should include representation to address the skills agenda previously addressed by the ICT and Learning For All Management Groups. Membership will also need to be relevant to cover the area renewal and regeneration agendas.

**PROPOSED HARROW STRATEGIC PARTNERSHIP STRUCTURE**

