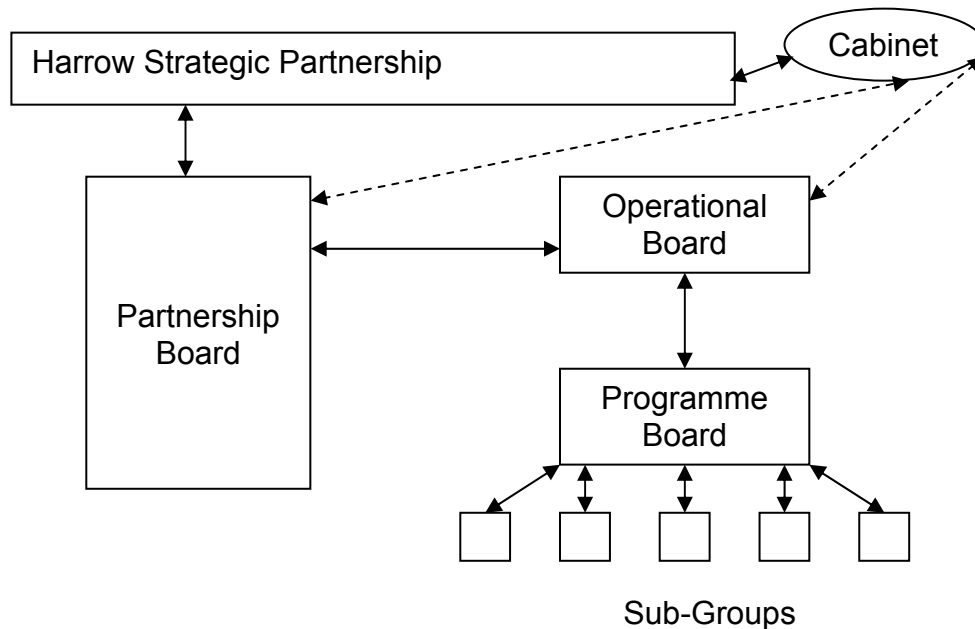


Governance Structure – Appendix A

Overall Structure

The diagram below sets out the overall



TERMS OF REFERENCE OF THE PARTNERSHIP BOARD

1. Purpose

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

2. The Partnership Board shall:-

- 2.1 ensure that the work of the Partnership is aligned to the Council's key strategies and business processes;
- 2.2 develop, promote and approve Future Business Cases from the Partnership and ensure that these are in line with the Council's priorities;
- 2.3 receive reports on the progress of the Partnership and its projects (including Future Projects) and provide guidance where appropriate;
- 2.4 receive and approve an annual Service Development Plan;
- 2.5 review and agree the appropriate Partnership arrangements including governance arrangements;

- 2.6 ensure the Partnership achieves its objectives in relation to the Harrow Strategic Partnership;
- 2.7 review and recommend to the Council and Partner changes to the Partnership objectives to reflect changed circumstances; and
- 2.8 act as arbitrator in the case of unresolved disputes between the Council and the Partner.

3. Membership

The Partnership Board shall comprise of the following:

Council

- 3.1 The leaders of the main political parties (Cllr Shah, Cllr Mote, Cllr Lyne);
- 3.2 The Portfolio Holder responsible for Finance (Cllr Dighé);
- 3.3 A Member from IT Members' Forum (Cllr Ingram);
[NB Council Members may appoint Reserves.]
- 3.4 Chief Executive (Joyce Markham); and
- 3.5 Executive Director (Business Development) (Jill Rothwell);
- 3.6 In addition the Council's BTP Director (Carol Cutler) shall act as an advisor to the Partnership Board.

CAPITA:

- 3.7 Director of Public Policy (John Tizard);
- 3.8 Executive Board Member (Bob Martin);
- 3.9 Partnership Director (John McGuire); and
- 3.10 Director (Matt Key).

4. Quorum

The Partnership Board requires a quorum of four, being at least two from the Council.

5. Meetings

- 5.1 The Partnership Board will meet bi-monthly.

- 5.2 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.

6. **Documentation Availability**

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.

1. **OPERATIONAL BOARD**

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

1.1 **Terms of Reference of Operational Board**

The Operational Board shall:

- 1.1.1 manage jointly agreed changes, and resolve disputes regarding the Agreement;
- 1.1.2 provide reports to the Partnership Board as required;
- 1.1.3 develop the strategies related to the key processes involved in running the delivery programme, including:
 - 1.1.3.1 the management of risk;
 - 1.1.3.2 communications;
 - 1.1.3.3 benefits management;
 - 1.1.3.4 quality assurance;
 - 1.1.3.5 change management
 - 1.1.3.6 knowledge management; and
 - 1.1.3.7 programme and project management approach;
- 1.1.4 deal with matters escalated from the Programme Board pursuant to the [*relevant section*] of the Initial Services Schedule;
- 1.1.5 review and prepare a report on Service Development Plans for the Partnership Board;
- 1.1.6 review and prepare a report on Benefits Cards prepared by the Partner and report to the Partnership Board;
- 1.1.7 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;
- 1.1.8 provide executive management of all aspects of the Partnership;

- 1.1.9 review reports in respect of Partnership performance and if required escalate to the Partnership Board; and
- 1.1.10 identify business development opportunities.
- 1.2 The Operational Board shall comprise of the following:
 - Council:**
 - 1.2.1 Executive Director (Jill Rothwell);
 - 1.2.2 BTP Director (Carol Cutler);
 - 1.2.3 Director of Financial and Business Strategy (Myfanwy Barrett);
 - 1.2.4 A Senior Manager - Urban Living;
 - 1.2.5 A Senior Manager - People First; and
 - 1.2.6 A senior representative from People Performance and Policy.
 - Partner:**
 - 1.2.7 Partnership Director (John McGuire)
 - 1.2.8 Delivery Director/Manager (John Curran);
 - 1.2.9 Finance Director (Rachel Cooper); and
 - 1.2.10 Commercial Director (Sean McGuire).
- 1.3 The Operational Board requires a quorum of four; at least two from the Council and two from the Partner. The Operational Board will meet monthly.
- 1.4 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.
- 1.5 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.
- 1.6 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.