

Harrow
Strategic Partnership

Constitution

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1.0 HARROW STRATEGIC PARTNERSHIP

The Local Strategic Partnership (HSP) for the London Borough of Harrow is a single body that brings together the statutory, private, business, community and voluntary sectors in Harrow. It is a vehicle through which local needs will be identified and addressed in partnership ensuring that initiatives and services are brought together where possible and support each other.

2.0 VISION

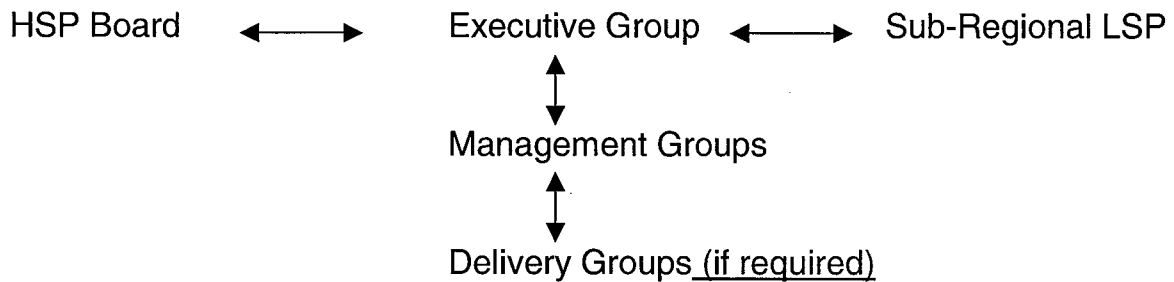
The HSP will work to make a measurable improvement to the quality of life of the people of Harrow through robust and inclusive partnership working.

3.0 AIMS

The aims of the Harrow Strategic Partnership are:

- To oversee the development and implementation of Harrow's Sustainable Community Plan Strategy and the Local Area Agreement (LAA)
- To hold the local authority and other partners accountable for the delivery of the Sustainable Community Plan Strategy and the LAA
- To work in partnership to improve services in Harrow
- To encourage and facilitate partnership working across the borough and regionally
- To facilitate involvement by stakeholders in Harrow who wish to contribute to making the HSP's vision a reality
- To actively remove barriers to social inclusion
- To value Harrow's diversity
- To use partnership resources more effectively
- To focus on the renewal of local areas and neighbourhoods through the development and use of the Harrow Vitality Profiles
- To develop strong cohesive communities

4.0 STRUCTURE



5.0 FUNCTION OF HSP GROUPS

5.1 The HSP Board¹

The HSP Board is responsible for:

5.1.1 providing the strategic direction for the HSP

5.1.2 championing the development of the Sustainable Community Plan Strategy based on a borough needs analysis

5.1.3 championing the delivery of the LAA

5.1.34 directing the Executive Group to action the delivery of priorities to a fixed timescale

5.1.45.1.5 monitoring the implementation of the Sustainable Community Plan Strategy and holding HSP members accountable for its delivery

5.1.55.1.6 actively encouraging the participation and involvement of interested Harrow stakeholders in the HSP

5.1.65.1.7 working with partner organisations to identify areas where mainstream budgets can support HSP priorities and LAA outcomes

5.1.75.1.8 working with partners to reduce contradictions in partners plans and strategies

¹ Responsibilities extended and agreed by the HSP Board in June 2006

5.1.85.1.9 providing leadership and direction to the family of Strategic Partnerships

5.1.95.1.10 developing a project plan to utilise reward funding received for achieving the LAA stretched targets to help towards the 2020 vision to be outlined in the refreshed Sustainable Community Plan Strategy

5.1.105.1.11 delegating responsibility for decision making to the Executive Group on particular issues where appropriate

The HSP Board will meet at least three times a year.

5.2 The Executive Group²

The Executive Group is responsible for:

5.2.1 making executive decisions on behalf of the HSP Board when appropriate.

5.2.2 determining priorities within the Sustainable Community Plan Strategy and identifying resources to address these priorities

5.2.3 overseeing the delivery of the LAA

5.2.4 monitoring the delivery of the HSP priorities and the LAA outcomes

5.2.3 identifying and directing champion(s) to establish Management Group(s) to action delivery of the Sustainable Community Plan Strategy and LAA priorities. These groups may be convened to deliver on a specific task, project or objective.

5.2.4 receiving and commenting on progress reports from the Management Groups and in turn reporting this progress to the HSP Board

5.2.5 holding Management Groups accountable for the achievement of priorities

² Responsibilities extended for the Executive Group by the HSP Board in June 2006

- 5.2.6 providing support to Management Groups by working to resolve restrictions or blockages to addressing priority areas in order that the Management Groups may discharge their obligations effectively
- 5.2.7 monitoring delivery of the HSP priorities and LAA outcomes
- 5.2.8 providing an effective steer to partner organisations' strategies to achieve alignment where possible
- 5.2.9 identifying opportunities for partnership efficiency and gaps that need addressing
- 5.2.10 developing inter-agency planning to implement the Sustainable Community Plan Strategy
- 5.2.11 maintaining a communication plan for the Strategic Partnership

The Executive Group will meet at least six times a year

5.3 Management Groups

Each Management Groups will have a 'champion' who will chair and establish the membership of the Group

The Management Groups will be responsible for:

- 5.3.1 developing a project plan/work plan and overseeing the establishment of one or more Delivery Groups if required to action all or part(s) of the project plan
- 5.3.2 identifying the resources needed to deliver objectives in the project plan
- 5.3.3 performance managing Delivery Groups
- 5.3.4 reporting achievements and recommendations to the Executive Group

The Management Groups will meet as often as required to ensure the delivery of priorities.

5.3.5 Links Between the HSP Reference Groups and the HSP Board and Executive³

Where an issue is raised by the Reference Group that members of the group wish to be considered by the HSP Board and Executive, ~~this shall~~ it will be referred to the Executive via a written report by the Chair of the Reference Group. The Policy & Partnership Service (PPS) will work to support the Chair to develop the report and add it to the agenda of the subsequent Executive meeting for consideration. ~~If the Chair so requires, the report~~ may ~~will~~ be presented in person at the Executive meeting. Once the issue has been considered, ~~the minutes of the meeting shall~~ outcome will be sent to the Chair of the Reference Group.

Where the HSP Board or Executive identifies an issue on which ~~that they~~ require input from the Reference Groups ~~on, a request for input will be this~~ shall be minuted and a copy of the minute sent to the Reference Groups Chair for consideration at the subsequent meeting of the Reference Group. Once the issue has been considered by the Group, the response will be reported ~~a report shall be made to~~ the next meeting of the Executive or Board.

A networking meeting shall take place quarterly with the Chair of the Reference Group, Harrow Council's Portfolio Holder for the HSP as well as a member of the HSP Executive.

5.4 Delivery Groups

Delivery Groups will be responsible for

- 5.4.1 implementing the clear task orientated, time limited project plan allocated by a Management Group
- 5.4.2 reporting progress to the Management Group including any barriers to progress encountered

Delivery Groups will meet as often as required to ensure the delivery of the project plan.

6.0 MEMBERSHIP

6.1 The HSP Board

- The Leader of Harrow Council
- ~~Deputy Leader Partnership Portfolio Holder~~, Harrow Council
- Two Councillors nominated by their political groups and allocated between the groups so as to reflect as far as possible (having taken into account the Leader and ~~Deputy Leader Portfolio Holder~~) the respective group strengths on the Council
- Chair of Harrow Primary Care Trust
- Chair of Metropolitan Police Authority
- Four business representatives
- Four voluntary and community sector representatives
- Member of local Further/Higher Education Governing Body⁴
- Members of the Executive Group with voting rights⁵

Quorum⁶

The quorum of the HSP Board be set at four members, to include one representative from four of the following six sectors represented on the Board: the Council, the Harrow Primary Care Trust, the Metropolitan Police, the Business Sector, the Voluntary and Community Sector and the Education Sector.

6.2 HSP Executive

- Local Authority Chief Executive
- Primary Care Trust Chief Executive
- Harrow Police Borough Commander

~~Partnership Portfolio Holder~~ Deputy Leader of the Council

- Chief Executive of Voluntary/Community Sector representative⁷

³ agreed at the Executive on 22/03/05 & the Board on 06/09/05 for reporting/communication links between the Reference Gps & the Executive)

⁴ Agreed by the HSP Board at its meeting 3 August 2006

⁵ Agreed by the HSP Board at its meeting in June 2006

⁶ Agreed by the Board at its meeting on 9 February 2006

⁷ Agreed by the HSP Board at its meeting on 3 August 2006

- One business representative
- Representative from Further/Higher Education

Board Chair

- Reference Group chairs (no voting rights)⁸
- Management Group Chairs (no voting rights)⁹

Quorum

The quorum of the HSP Executive be set at three members, one from each sector.

6.3 Management Groups

- Identified nominees with a specialism, interest or knowledge in the subject area

6.4 Delivery Groups

- Identified nominees with a responsibility for delivery in a specific priority area or a linked area

6.5 Election process

- Harrow Association for Voluntary Service will be responsible for the election of voluntary sector representatives to the HSP Board. The four elected representatives will in turn nominate a representative to the Executive Group
- Harrow Chamber of Commerce will be involved in the election of the business representatives to the HSP Board. The four elected representatives will in turn nominate a representative to the Executive Group.
- The Further/Higher Education representative will be sought from the relevant bodies
- In addition to the Leader of the Council and the Portfolio Holder for Partnership, two other Councillors representing the political structure of the Council will be nominated by the relevant political groups to be members of the HSP Board.

⁸ Agreed by the HSP Executive 20 July 2006

6.5 Stakeholder Meetings

Stakeholder meetings will be held up to three times a year to allow dissemination of partnership achievements to the wider community and to give communities the opportunity to input into the work of the HSP.

7.0 CHAIRING ARRANGEMENTS

- The HSP Board will elect a Chair and Vice-Chair annually.
- The Executive Group will elect a Chair and Vice-Chair annually.
- Management Groups will be chaired by their identified champion
- The Delivery Groups will be led by a representative nominated by the appropriate Management Group

8.0 ADMINISTRATION

The HSP Board and Executive Group meetings will be serviced and supported by the Committee Section of the London Borough of Harrow. The Policy and Partnership Service will provide support to groups in the HSP in determining and implementing their Terms of Reference, membership, work/project plans and addressing administration issues as they arise.

9.0 ACCESS

9.1 All HSP meetings will be structured in two parts. Part 1 will be open to the public, part 2 will be closed to the public. Part 2 meetings will discuss issues where confidentiality is needed, commercial interests may be compromised or named individuals will be referred to such as within the Crime & Disorder Reduction Partnership.

9.2 Developing and supporting a cohesive community will be a key focus for the Harrow Strategic Partnership. Harrow is a changing community and its residents come from a range of different backgrounds with different attitudes and lifestyles.

To ensure that Harrow remains a safe and strong community the HSP will:

- Ensure that strong and positive relationships develop between partners, particularly those who represent hard to reach groups

- Establish projects that are inclusive and seek to engage all communities
- Ensure that the Sustainable Community Plan Strategy takes into account the regional work being undertaken by the West London Alliance on Community Cohesion
- Develop policies that take into account The Race Relations (Amendment) Act 2000. This means the LSP must be pro-active in promoting race equality including tackling racial discrimination and promoting good relations between people from different racial groups.
- Ensure policies meet the requirements specified in the Disability Discrimination Act, Human Rights Act and other equality legislation and/or guidance.

10.0 PERFORMANCE MANAGEMENT AND ACCOUNTABILITY

10.1 Statutorily the Local Authority is accountable for the delivery of the Community Strategy. The Local Authority is also the accountable body for the delivery of the LAA. However LSP members accept joint accountability for the implementation of the Community Strategy and the LAA, with the aim of improving the quality of life of the Harrow community.

10.2 Each Group within the HSP structure will have clearly defined terms of reference, a workplan and clear lines of accountability.

10.3 Each individual project undertaken by Delivery Groups to deliver the Sustainable Community Plan Strategy and the LAA stretched targets will have a project plan/delivery plan with headings such as:

- aim and objectives of the project
- tasks
- outputs (performance indicators)
- outcomes (performance indicators)
- lead responsibility and partners involved for each task
- timescale for completing each task
- resources required

Progress reports submitted for a project will also identify:

- Barriers to success encountered
- Remedial action taken

10.3 A balanced scorecard system¹⁰ is used to manage the performance of the HSP. The scorecard focuses on the LAA indicators and key outcomes from the Community Strategy and other strategic documents.

¹⁰ It was agreed at the 9th February Board meeting that the HSP would adopt a balanced scorecard performance management framework

- 10.4 Scorecards at the management group level inform the overall HSP balanced scorecard, which is reported to the Board quarterly.
- 10.5 Regular use of reporting and accountability mechanisms between the groups will ensure a robust performance management framework for the Partnership.
- 10.6 Public Accountability will be achieved through the publication of minutes of meetings, stakeholder meetings and regular communications
- 10.5 Financial Accountability will be addressed through the accompanying Resources Protocol.

11.0 DECISION MAKING PROCESSES

- 11.1 Decisions will be made by consensus. Where this is not possible, decisions will be made by a majority vote.
- 11.2 Where necessary, the Chair shall have a second (casting) vote.
- 11.3 The HSP recognises that it cannot make binding decisions on behalf of its member organisations. The HSP may agree an action or direction as a collective body but this is subject to ratification by individual organisations, through their internal decision-making processes.

12.0 PROTOCOLS

This constitution for the Harrow Strategic Partnership should be read in conjunction with the supporting Protocol documents:

- Consultation
- Communication
- Resources
- Roles & Responsibilities of HSP Members
- Information Sharing
- Financial Accountability

- Voluntary Sector Compact
- Other as agreed by the HSP Board and Executive Group