



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

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

29

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

5

Overview and Scrutiny Committee at their meeting on 23rd 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.