

HARROW STRATEGIC PARTNERSHIP BOARD
Partnership Structure Proposal
12th July 2011



Introduction

The Partnership Structure Consultation Document was presented to and considered by the Partnership Board on the 18th April. Members were invited to submit any further comments by the 24th June for inclusion in the report to the next Partnership Board meeting on the 12th July.

The proposed changes to the Partnership include:

- Creating an Assembly, with a membership largely the same as the current Board, that would meet in a more informal manner, twice a year, to discuss issues such as what to include in a refreshed Sustainable Community Strategy, the best ways of extending community involvement in Harrow or the needs of the diverse communities of the borough.
- Reducing the size of the Board, which would meet four times a year to deal with business items such as receiving monitoring reports on progress in implementing the Sustainable Community Strategy as well as receiving advice from the assembly on issues such as developing strategic direction for the Partnership and examining, from a community perspective, initiatives explored by Harrow Chief Executives;
- Streamlining the management groups and bodies that make up the partnership family.

Consultation Outcomes

The following is a summary of the comments received from members of the Partnership Board, Harrow Chief Executives and Management Groups;

- There was significant support for the development of Assemblies and it was felt that the Assembly would provide an improved mechanism for developing strategic discussions.
- It was imperative to the success of the structure that the outcomes of Assembly meetings are used to inform debates and work plans of the Board, HCE, management groups and task and finish groups and the outcomes from these meetings are used to shape the debate held at Assemblies.
- A small number of members felt that the Board consisted of too many health representatives. It was felt that this affected the balance of membership. Whilst another comment received suggested that CNWL should also be a member of the Partnership Board.

- A key role of the Board should be to hold the members of the partnership to account.
- The structure diagram should show engagement groups as an integral part of the Partnership structure with the ability to inform all decisions.
- Because of the diversity of the voluntary and community sector, members raised concerns over the ability of only 2 representatives on the Board being able adequately to represent the sector.
- It was suggested that a selection process is undertaken to choose a representative body for the business community. Existing representative bodies include the Chamber of Commerce, Pinner Business Club, Federation of Small Businesses, Hatch End Traders and North Harrow Traders Association
- The members of the Community Cohesion Management Group felt that the community cohesion debate has not been developed enough to be mainstreamed.
- Sustainable Development and Enterprise Management Group were concerned about the loss of sustainability/environment as a key strand in the partnerships work. They felt that sustainability needed to be strengthened across the four priorities.
- Concern was raised that the proposed partnership structure does not recognise the role of the Joint Analytical Group
- There was a general acceptance from members of Sustainable Development & Enterprise Management Group that the proposal to abolish this group will reduce duplication, particularly around the enterprise, business support and worklessness agenda. It was felt that these areas are already covered by Enterprising Harrow Steering Group and the Recession Busting Group.
- Representative for Greener Harrow felt that the existing group brought together representatives of many sectors of the Community for discussion and enabled strategic thinking and input into a number of Council consultations and felt that it was important that this group continued. There was also concern that the new structure does not feature the theme sustainability and it was suggested that a Greener Harrow representative should be included on the Board.
- The Voluntary and Community Sector representatives felt that a place should on the Board should be provided for a representative of the new CVS organisation when established and that Harrow Equality Centre should be represented at Board level.

Proposed Action

1. To create an Assembly, which is made up of the existing Partnership Board members, which includes a Central North West London Foundation Trust representative, plus the chair of Greener Harrow and a representative of Harrow Equality Centre. The Assembly will provide an avenue for a wider number of partners to feed into the decisions made at the Board level.
2. To hold an Assembly at least two times a year, following scheduled Partnership Board meetings.
3. To hold at least 1 Summit a year.
4. For the Partnership Board to consist of the following members:
 - The Leader of the Council;
 - one other majority party Councillor;
 - one minority party Councillor
 - three representatives of the voluntary and community sector; (*via an election process*)
 - one representative of the business community
 - one representative of the PCT
 - one GP representative
 - one representative of the North West London Hospital NHS Trust
 - one representative of the Further Education Sector
 - one representative of the Metropolitan Police
 - one representative of the London Fire Brigade
 - one representative of Job Centre Plus
 - Chair of Harrow Chief Executives
5. The Health Reform Bill is currently being considered by Government and therefore it is not clear what the future role will be for Primary Care Trusts and GP's. Until these roles are clarified it is proposed to include both representatives on the Board.
6. To hold a shortened Partnership Board meeting four times a year.
7. To amend the constitution of the Partnership to include the following criteria for the business representative on the Partnership Board:
 - a. Representative of the borough of Harrow
 - b. Membership based organisation, and
 - c. Represents existing businesses
8. To invite the Chamber of Commerce to nominate a business representative for the Partnership Board
9. To disband the Community Cohesion Management Group and create a smaller transition task and finish group, which will be tasked with embedding the principle of community cohesion across the partnership workplan and groups

10. To ensure the partnership work plan and partnership groups' terms of reference consider sustainability and community cohesion as underlying principles
11. To invite a representative from the Clinical Commissioning Board to become a member of HCE and invite additional partners as guests when required.
12. To review HCE terms of reference to ensure they align with the new partnership priorities
13. That on completion of the separate engagement process with stakeholders on the Children's Trust and Health and Wellbeing Board, the final proposals are brought to the next Partnership Board on the 3rd October for adoption.
14. The Greener Harrow, VCSF, HSRA continue in their role as key reference groups to the partnership and be represented on the new Assembly.
15. For Harrow Chief Executives to oversee the changes to the management groups and task and finish groups terms of reference alongside the development of the Partnership work plan.
16. To amend the Partnership structure to show the integral role of engagement groups to the partnership and the inclusion of the Joint Analytical Group (JAG)

On approval of a new structure, it is proposed that the organisations sending representatives to the Assembly and the Board should be written to setting out the changes and offering them the opportunity to consider whether their existing nominees are best suited to the new roles.

The Policy and Partnership Team will coordinate a new meeting timetable for the remainder of 2011, which will be circulated.

The next programmed HSP Board meeting on the 3rd October will be held in its new smaller format. An Assembly date is yet to be confirmed.

What are you asking the Partnership Board to do

The Partnership Board is recommended to approve the suggested changes to the partnership structure as outlined in the proposed actions.

Partnership Structure – Figure 1

