

# HARROW STRATEGIC PARTNERSHIP GOVERNANCE HANDBOOK



*Harrow Strategic Partnership – Local Strategic Partnership for Harrow*

*Working together and working with you*



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# Harrow Strategic Partnership Constitution

## 1. Introduction

1.1. This Handbook sets out the strategic, decision making and operational structure of the Local Strategic Partnership (LSP) for Harrow, the Harrow Strategic Partnership. The Handbook identifies the roles and responsibilities of partners and will be reviewed and updated as the Harrow Strategic Partnership evolves.

## 2. Vision of the Harrow Strategic Partnership

By 2020, Harrow will be recognised for:

- Integrated and co-ordinated quality services, many of which focussed on preventing problems from arising, especially for vulnerable groups, and all of which put users in control, offering access and choice;
- Environmental, economic and community sustainability, because we actively managed our impact on the environment and supported inclusive communities which provided the jobs, homes, education, healthcare, transport and other services all citizens needed
- Improved the quality of life, by reducing inequalities, empowering the community voice, promoting respect and being the safest borough in London.

## 3. Purpose

3.1. The Harrow Strategic Partnership exists to lead and influence the delivery of services and objectives. The Harrow Strategic Partnership is a conduit for change to improve the social, economic, environmental, health, education, and community safety needs of the communities of Harrow as reflected in the Sustainable Community Strategy.

3.2. As the umbrella partnership for organisations and partnerships, the Harrow Strategic Partnership is the senior partnership in the borough.

## 4. Definition

4.1. The Harrow Strategic Partnership is an unincorporated association with a non-statutory and non-executive body. It is NOT a separate legal entity and therefore cannot be an “approved body”.

4.2. The Harrow Strategic Partnership is responsible for allocating and monitoring the Partnership Fund.

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4.3. The Harrow Strategic Partnership is a representative partnership based on good will and a shared common purpose and members of the Harrow Strategic Partnership are equal partners.

4.4. The Harrow Strategic Partnership consists of the Assembly, Partnership Board, the Harrow Chief Executives, Thematic Management Groups, Reference Groups, Delivery Groups and task and finish groups.

## 5. Terms of Reference

5.1. Sustainable Communities are places where people want to live and work, now and in the future. They meet the diverse needs of existing and future residents, fully respect the physical environment and integrate environmental considerations into all aspects that contribute to a high quality of life. They are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.

5.2. The Harrow Strategic Partnership will work to deliver its Vision through the following:

- Monitoring the progress and evaluating the success of the Sustainable Community Strategy, through a Partnership Performance Monitoring Framework, ensuring that its kept up to date
- Members of the Harrow Strategic Partnership having a responsibility to contribute to the co-ordination of plans, partnerships and initiatives that are delivered in Harrow
- Partners jointly developing cross agency proposals and bids for local, regional, national and international funding in consultation with the relevant Accountable Body.
- Working together towards the development of an integrated network of public and other services, focusing on outcomes, minimising bureaucracy and working towards aligning budgets for appropriate projects and areas of work;
- Assessing the effectiveness of the work of the Harrow Strategic Partnership annually to ensure it delivers the above items.

## Status of the Partnership

5.3. The role of Harrow Strategic Partnership members is to: -

- Facilitate and promote a network of public, private, business and voluntary agencies to deliver effective, efficient and high quality services, with optimum outcomes;
- Prepare, agree and implement a Sustainable Community Strategy and a Partnership workplan for Harrow;
- Ensure the views and priorities of Harrow residents and stakeholders are reflected in the Sustainable Community Strategy and the Partnership Workplan;

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- Be accountable to the Partnership Board for the commitments they make to the Harrow Strategic Partnership with regard to the implementation within their organisations / partnerships of the Sustainable Community Strategy;
- Provide leadership and be advocates for Harrow;
- Promote innovation, be open to change, share information, data, consultation initiatives, best practice and resources freely and openly wherever possible;
- Prioritise the work of the Harrow Strategic Partnership and commit only to those areas of work which they can deliver,
- Make 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 Harrow Strategic Partnership, and better service provision in the borough;
- Promote clear and open decision-making,
- Develop mutual trust and respect through a willingness to participate in constructive debate and provide strong support;
- Commission any additional research/consultation to address gaps in existing information
- Analyse and use existing consultation carried out by partner organisations;
- Identify issues raised by the community that require delivery by one or more partner organisations;
- Allocate funding as appropriate in support of the Harrow Strategic Partnership priorities in accordance with the provision of the Finance Protocol – Appendix B
- Identify gaps in delivery and where necessary pilot new and innovative ways of working to address these;
- Insofar as practical, align the objectives and processes of their own organisations with those of the Harrow Strategic Partnership;
- Align reporting from their performance management systems with the Harrow Strategic Partnership cycle and their objectives with the Sustainable Community Strategy and its overarching strategies;
- Ensure consistency between their business and service planning and the overall aims of the Harrow Strategic 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 long-term streamlining and co-ordination of budgets

## 6. Structure of the Harrow Strategic Partnership

6.1. The Harrow Strategic Partnership currently consists of the following Partnership Groups:

### - The Assembly

- Partnership Board
- Harrow Chief Executives' Group
- Thematic Management Groups
  - o Safer Harrow Management Group
  - o Shadow Health and Wellbeing Board
- Reference Groups
  - o Harrow Senior Residents Assembly
  - o Voluntary and Community Sector Forum
- Partnership Delivery Groups
- Task and Finish Groups
  - o Community Cohesion Task and Finish Group (in development)

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Deleted: <#>Sustainable Development and Enterprise Management Group¶

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<#>Community Cohesion Management Group¶  
Children's Trust

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## 7. Membership

- 7.1. Membership of the Harrow Strategic Partnership is made up of representatives from key public, private, voluntary and community umbrella organisations that are active in Harrow.
- 7.2. There is no set limit to the number of organisations that are represented on the Harrow Strategic Partnership.
- 7.3. Members of the Harrow Strategic Partnership are made up of participating organisations and networks which are represented by named representatives. Each organisation should supply one named substitute. This named substitute may attend in place of the named representative.
- 7.4. Members of the Partnership Board is listed in Appendix A
- 7.5. Members of the Harrow Strategic Partnership are expected to contribute to decision making, and seek the commitment of resources and actions by their organisation;
- 7.6. Appendix C, sets out the code of conduct introduced by the Nolan Committee on the standards to which Partners should conform.

Deleted: <#>It is recommended that members of either the Partnership Board or the Harrow Chief Executives should not be Chairs of a thematic management group as this would reduce the opportunity for others to participate in the work of the Harrow Strategic Partnership and reduce effective overview, scrutiny and challenge.¶

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## **8. Role of the Chair**

- 8.1. The role of the Chair of each Partnership Group is to be the champion and the public face of the Harrow Strategic Partnership. He/she will do this by:
- Pro-actively raising awareness of the purpose and work of the Harrow Strategic Partnership, both outside and within the Harrow Strategic Partnership;
  - Ensuring the partner organisations are engaged, have the appropriate advice, information and support they need as a member of the Harrow Strategic Partnership;
  - Ensuring that the business of the Harrow Strategic Partnership is effectively carried out, monitored, and evaluated in accordance with the Partnership Group's agreed objectives and that this information is presented to the Partnership Board at the annual meeting;
  - Managing meetings effectively;
- 8.2. The appointments process for the chairperson of each Partnership Group is detailed in Appendix B, Deleted: C
- 8.3. The Chair carries a casting vote.

## **9. Decision Making and Resolving Conflict**

- 9.1. It is expected that all partners will work in good faith to achieve consensus and agree to abide by the majority vote
- 9.2. Where an item is placed for decision, that decision will be taken by agreement of the Partnership Group, by vote if necessary.
- 9.3. Each member present, will have one vote
- 9.4. In the event of a tied vote, the Chair will have a second or a casting vote.
- 9.5. If a partner is unhappy with a decision, they can request this to be reviewed through a written request to the Partnership Board or Harrow Chief Executive Group. The decision made after review will be final and will then be supported and implemented as appropriate.
- 9.6. In the event of the Chair, or any partner, behaving inappropriately another representative of the partnership group may request from the partners present that the person leaves the meeting. If they refuse, then the meeting can be closed.

## **10. Accountability**

- 10.1. The Harrow Strategic Partnership is accountable to its member bodies, as well as to the local community including the business sector.

- 10.2. The Partnership Board and The Assembly meetings are open to the public and are publicised on the Harrow Council website under the meetings calendar.
- 10.3. Formal monitoring of the work of the Harrow Strategic Partnership takes place through the provision of its decisions/minutes to Cabinet and decisions are open for formal scrutiny by the Harrow Council Overview and Scrutiny Committee.
- 10.4. Progress against the Harrow Strategic Partnership objectives is also subject to the monitoring and scrutiny arrangements of individual partner bodies.
- 10.5. 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 Board;

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## 11. Resources

- 11.1. The Harrow Strategic Partnership will seek the appropriate resources to enable it to fulfil its purpose. It will do this by making:
- Appropriate representation to partner organisations for resources;
  - Appropriate representation to any other organisation for resource;
- 11.2. Harrow Council will provide support services for the Partnership Board and Harrow Chief Executives. Seconded staff and other assistance from statutory and other agencies may add to the capacity of the Policy and Partnership Team and assist in the effective support of the Harrow Strategic Partnership.
- 11.3. Servicing of the thematic management groups and delivery groups are the responsibility of the Chair of each of the management/delivery groups. Thematic management group members will be expected to contribute services and resources to ensure delivery against relevant priorities and targets.
- 11.4. The Council will meet standard administration and accommodation costs for the Partnership Board and Harrow Chief Executive meetings. Any additional work is reliant on Partner contributions.
- 11.5. The Policy and Partnerships Team at Harrow Council will oversee the servicing and policy development aspects of the Harrow Strategic Partnership, in consultation with the Chairs of the Partnership Board and Harrow Chief Executives.
- 11.6. Representatives, board members or staff of any agency or organisation of the Harrow Strategic Partnership may contribute to or propose policy changes to the Partnership for consideration.
- 11.7. Democratic Services at Harrow Council are responsible for the timely preparations and distribution of agendas and minutes, in addition to booking meeting venues and refreshments for the Partnership Board.
- 11.8. Harrow Chief Executives will advise and monitor the allocation of any Partnership Funds and the Partnership Board will agree the allocation.

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## 12. Meetings

- 12.1. General meetings of the Partnership Board will be held on a quarterly basis.
- 12.2. The Chairperson may call a special meeting of their Partnership Group at any time.
- 12.3. Partners will be given at least 5 clear working days advance notice of the times, venue and agenda of each meeting.
- 12.4. Attendees should make every effort to read the papers circulated in advance of the meeting
- 12.5. A programme of meetings will be set annually in advance. This will include key areas of work to be discussed at each meeting. All members are expected to note the meeting dates. The work programme will be managed by the Policy and Partnerships Team
- 12.6. Members of the public and outside organisations will be able to speak at meetings of the Partnership Board, with the prior agreement of the Chairperson.
- 12.7. Members of the Harrow Strategic Partnership should make every endeavour to attend meetings. In the event that they cannot, a substitute should attend in their place in order to ensure that the business of the Harrow Strategic Partnership continues.
- 12.8. When it is not possible to send a substitute, apologies should be submitted 2 working days in advance of a meeting so that a decision whether to continue with the meeting can be made by the Chairperson.
- 12.9. In the event that the nominated representative of a Partner organisation does not attend two consecutive meetings or if over a 12 month period the partner does not attend at least 50% of all meetings, the Partnership Group will consider whether to remove that particular organisation from its membership.
- 12.10. Constituent partners can be removed at any meeting of the Harrow Strategic Partnership if their membership is no longer appropriate either through changes in the remit of the group or non-attendance. Any decisions made under this clause require a simple majority vote.
- 12.11. As part of the membership self assessment process, the Harrow Strategic Partnership reserves the right to remove a partner organisation. If there is a proposal for this, then this will be put to vote and determined by a simple majority. This will be done in the event of a Partner organisation or nominated person behaving in a manner inappropriate to the Partnership.
- 12.12. Reports submitted for consideration at Harrow Strategic Partnership meetings must state the required recommendations and desired outcomes
- 12.13. Minutes should be circulated no later than two clear working weeks following the meeting

**Deleted:** An Annual General Meeting of the Partnership Board will be held each year, in June, to report the past and planned activity of the Partnership. The meeting will be open to the public and publicised on the Harrow Council website.

### **13. Quorum**

- 13.1. Meetings must be quorate. The quorum shall be one third of the appointed membership. In the event that a meeting does not have a quorum, an informal discussion will be held instead.

### **14. Voting**

- 14.1. Each member present will have one vote
- 14.2. In the event of a tied vote, the Chairperson will have a casting vote.

### **15. Accountability**

- 15.1. The Harrow Strategic Partnership is accountable to the principle authority, Harrow Council for:
- achieving its purpose
  - its financial management
- 15.2. The Harrow Strategic Partnership will report to the public its achievements and future targets via the Partnership Board and the Annual Plan as in Section 10 above.

### **16. Conflicts of Interest**

- 16.1. It is each member's responsibility to declare conflicts of interests of relevance to the agenda at the start of any meetings (including Summits, Assemblies the Partnership Board, Harrow Chief Executives, Thematic Management Groups or any other meetings relating to the Harrow Strategic Partnership), or immediately in the event that an issue is raised during a meeting.
- 16.2. The Chairperson is required to submit declared interests to the Council's Democratic Services who will maintain a register of any such declarations.

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## **17. Consultation, Engagement and Information Sharing**

- 17.1. The Harrow Strategic Partnership is responsible for involving the wider community in the work of the Harrow Strategic Partnership and ensuring the views of different sections of the community are heard.

This will be achieved by;

- Undertaking joint consultations by using a range of methods e.g. residents panel, focus groups, online surveys, forums
  - Providing feedback from consultation exercises stating what views were received through the consultation, what has changed as a result of consultation, what will not change and the reasons why
  - Monitoring of the partnerships consultation activities reported to the Consultation Link Officers Group<sup>1</sup> and communicated to the wider community
  - Providing assistance to those who may encounter challenges which may prevent them participating e.g. interpreters, advocates/supporters
  - Providing publicity in accessible formats, where necessary
  - Considering the timing of consultation meetings in order to maximise opportunities for participants to attend
  - Holding consultation meetings in accessible and appropriate venues, providing facilities that meet people's needs
- 17.2. To maintain the integrity of the Harrow Strategic Partnership, information used by the Harrow Strategic Partnership and provided to external bodies will be accurate, timely and fit for purpose.
- 17.3. Partners of the Harrow Strategic Partnership are encouraged to share information as required for the purpose of planning, developing and monitoring partnership projects and services by adhering to the Harrow Strategic Partnerships information sharing protocol

## **18. Risk Management**

- 18.1. Risk management is an important part of the Harrow Strategic Partnership's corporate governance arrangements.
- 18.2. The Harrow Strategic Partnership is committed to the management of risk and has adopted a best practice approach in the identification, assessment, management and monitoring and reporting of its risks.
- 18.3. The achievement and delivery of the Harrow Strategic Partnerships priorities and objectives is supported by the quarterly review and update of risk registers and the reporting of risks at the management group and Harrow Chief Executive level.
- 18.4. Support and guidance is provided by the Council's Policy & Partnerships and Risk Management teams.

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<sup>1</sup> Consultation Link Officers Group - The consultation link officers group aims to provide a single strategic voice to improve the way in which the council and partners involve the community in decision making processes.

## **19. Finance**

- 19.1. The Partnership may not enter into contracts, or employ any staff directly, or incur any financial liabilities.
- 19.2. All budgets, which support the activities of the Harrow Strategic Partnership, will be held and administered by Harrow Council. The Partnership Board will report to the Scrutiny Committee of Harrow Council on the use of funds. Any expenditure other than that relating to staffing and general administration costs (which can be authorised by Harrow Council) must be authorised by the Partnership at one of its meetings, either annual, general or a special meeting.
- 19.3. Any expenditure must be in respect of Harrow Strategic Partnership-related activities.
- 19.4. Partners are committed to making resource contributions to the Harrow Strategic Partnership priorities
- 19.5. Partners are committed to be involved in joint funding applications to secure funding based on the established priorities of the Harrow Strategic Partnership.

## **20. Amendments to the Constitution**

- 20.1. Any major amendments to the Constitution must first be approved by Harrow Council before taking effect and once so approved can be confirmed by approval of at least two thirds of those present at the meeting of the Partnership Board considering the amendments.
- 20.2. In the event that the Council decides that the Harrow Strategic Partnership has achieved its purpose, or that its purpose is unnecessary, or superseded by another organisation, then the Council can dissolve the Harrow Strategic Partnership by serving one month's notice on the organisations of the Harrow Strategic Partnership.
- 20.3. In the event of the Harrow Strategic Partnership being dissolved, all monies held on behalf of the Harrow Strategic Partnership will be returned to the appropriate partners, after meeting any outstanding liabilities. Allocation will be decided and agreed through a general or special meeting of the Partnership Board.
- 20.4. In the event of a programme commissioned by the Harrow Strategic Partnership continuing beyond the life of the Harrow Strategic Partnership, the person or body responsible for it, it will be accountable to Harrow Council.

## 21. Appendix A

### *Financial protocol for the Harrow Strategic Partnership*

- | 21.1. The Harrow Strategic Partnership should not be a separate entity from Harrow Council. Harrow Council will act as the accountable body, with arrangements being drawn up within the terms of reference of the LSP as regards decision making. This will ensure preparation of group accounts or separate VAT registrations are not required. Formatted: Bullets and Numbering
- | 21.2. The Harrow Strategic Partnership will be bound by the relevant Authority's Financial Procedure Rules Formatted: Bullets and Numbering
- | 21.3. Management and budgetary control will be carried out via a nominated budget holder. Formatted: Bullets and Numbering
- | 21.4. The Partnership Board will agree on terms of reference and procedures for delegating budgets and for agreeing grants Formatted: Bullets and Numbering
- | 21.5. The Harrow Strategic Partnership budget will be held by Harrow Council and will be assigned its own unique cost code. This cost code will need to be separately identified at the year end as a project budget, to allow any under/over spend to be separately accounted for. Formatted: Bullets and Numbering
- | 21.6. The expenditure budget may need to include provision for Harrow Strategic Partnership support (including on cost) accommodation etc Formatted: Bullets and Numbering
- | 21.7. As a general rule, the three statutory partners (Harrow Council, NHS Harrow and Harrow Police) will contribute to an annual budget as follows: Formatted: Bullets and Numbering
- Harrow Council 50%
  - NHS Harrow 25%
  - Harrow Police 25%
- | 21.8. The annual budget will support the Harrow Strategic Partnership's objectives and priorities for improvement. Formatted: Bullets and Numbering
- | 21.9. The Harrow Strategic Partnership, from time to time, may receive funding from external sources. The Harrow Strategic Partnership will seek to secure external funding. All such funds shall be received by and returned by Harrow Council until allocated to another body whether part of the Harrow Strategic Partnership or otherwise. Formatted: Bullets and Numbering
- | 21.10. The Partnership Board has authority to delegate allocation of Harrow Strategic Partnership funds to Partnership Groups<sup>2</sup>. Formatted: Bullets and Numbering
- | 21.11. Harrow Chief Executives' Group is accountable for the ongoing monitoring of the allocated funding to ensure the stated deliverables are achieved. Formatted: Bullets and Numbering

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<sup>2</sup> Partnership Groups are defined as; Partnership Board, Harrow Chief Executive Group, Thematic Management Groups, Delivery Groups, Reference Groups and Task and Finish Groups Formatted: Bullets and Numbering

## 22. Appendix B

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### The Assembly

#### Roles and Responsibilities

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22.1 The Assembly provides a forum for an open and challenging discussion on issues related to the borough.

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22.2 Through its discussion it provides cross agency views on issues/challenges, possible solutions and/or direction setting for the Partnership Board and Harrow Chief Executives

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22.3 Any stakeholders, including officers of the Council or any other partner organisation and members of the public, may propose and add agenda items to the forward programme.

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22.4 The outcomes of the Assembly discussions are used to generate ideas for inclusion in the Partnership work programme;

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22.5 The Assembly debates new and emerging issues affecting the work of the Partnership

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22.6 The Assembly informs the development/refresh of the Sustainable Community Strategy

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22.7 The Assembly provides a wider range of organisations active in the borough with space to network and helps to permeate a shared ethos amongst its members

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22.8 The Assembly has a consultative role and is key in providing a checking and challenge process for the Partnership Board's activities and policies

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22.9 The Assembly meets at least twice a year

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#### Membership

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22.10 The assembly has a large membership of key stakeholders in the borough. The Assembly consists of partner organisations that are represented by senior representatives nominated from the following organisations. Members are expected to represent their organisation and not their individual interests.

- Harrow Council
- NHS Harrow
- Harrow Police
- Harrow Centre for Human Rights and Equalities
- 5 Nominated Voluntary and Community Sector Forum Representatives
- Northwick Park Hospital NHS Trust
- London Fire Brigade
- Job Centre Plus – West London
- Metropolitan Police Authority
- Westminster University
- Further Education Sector Representative
- Chamber of Commerce
- Harrow in Business



- [Large Employer's Network](#)
- [Harrow Youth Parliament](#)
- [Harrow Senior Residents Assembly](#)
- [Greener Harrow Chair](#)
- [Central and North West London Mental Health Trust](#)
- [Skills Funding Agency](#)
- [Young People's Learning Agency](#)
- [Clinical Commissioning Group](#)
- [Safer Harrow](#)
- [Shadow Health and Wellbeing Board](#)

## **Chair**

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22.11 The Leader of the Council chairs the Assembly, in recognition of his/her elected status and the Council's Community Leadership role.

## **The Partnership Board**

### **Roles and Responsibilities**

22.12 The Partnership Board is the governing body of the Harrow Strategic 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 quarterly.

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22.13 Through this discussion it sets the strategic direction and priorities for the Harrow Strategic Partnership, and provides governance to Harrow Chief Executives in the production, revision and delivery of the Sustainable Community Strategy, [Partnership Workplan](#) and other key strategic partnership documents. The Partnership Board is also pivotal in communication between the Harrow Strategic Partnership and the wider community.

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22.14 The Partnership Board operates strategically. Implementation will be through its associated partnerships and member organisations and working groups formulated from the organisations and community as required and agreed by the Harrow Strategic Partnership.

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22.15 The Partnership Board actively encourages and facilitates collaborative joint working across all partners to achieve more effective and efficient services for Harrow residents and stakeholders.

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22.16 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 and add agenda items to the forward programme.

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22.17 Meetings of the Partnership Board are arranged by officers of the Harrow Council Democratic Services and the Policy and Partnership Team.

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22.18 Agenda items must be submitted via the Policy and Partnerships Manager in the Chief Executives Department at Harrow Council by the due date. Approval of the final agenda for a meeting rests with the Chair.

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22.19. Specifically, the Board is responsible for:

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- Developing strategic direction for the Harrow Strategic Partnership;
- Providing leadership and direction to the family of Partnership groups and bodies;
- Agreeing the Sustainable Community Strategy as updated from time to time;
- Co-ordinating the development and agreement of the Sustainable Community Strategy for Harrow, ensuring that the needs of all parts of Harrow's community, including all of the equality strands, are taken into account;
- Advocating the vision and objectives of the Sustainable Community Strategy to be integrated into member organisations plans;
- Agreeing the Partnership Workplan 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<sup>3</sup> 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 the Partnership Workplan and holding Harrow Strategic Partnership members accountable for its delivery, and
- Examining from a community perspective initiatives explored by Harrow Chief Executives;
- Generating ideas for potential inclusion in Harrow Chief Executives' work programme;
- Setting strategic objectives and operational plans, including the commitment of core resources and agreement to continuous review of Partnership arrangements;
- Promoting collaboration between Harrow Strategic Partnership members, particularly relating to skill sharing, training, resource management, external funding and bid development; and good practice; and

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Deleted: <#>Developing and implementing a Communications Strategy that ensures effective communication between the work of the Harrow Strategic Partnership and the local community;¶

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<sup>3</sup> The Harrow Compact is a written agreement, setting out a framework for the future working relationships between Local Government, the wider statutory sector, the private sector and the voluntary and community sector. It sets out a range of shared principles and undertakings from all sectors and incorporates some specific action points.

## Membership

22.20. The Partnership Board consists of partner organisations that are represented by senior representatives nominated from the following organisations. Members are expected to represent their organisation and not their individual interests.

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- The Leader of Harrow Council
- One other majority party Councillor
- One minority party Councillor
- Three representatives of the voluntary and community sector (via an election process)
- Two representatives 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 Harrow Police
- One representative of Job Centre Plus
- Chair of Harrow Chief Executives

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22.21. Three representatives of the voluntary and community sector are elected biennially by the sector. For details of the current organisations and named representatives please refer to Appendix A.

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<#>Harrow Police¶  
<#>Harrow Centre for Human Rights and Equalities¶  
<#>Nominated Voluntary Sector Representatives¶  
<#>Northwick Park Hospital Trust¶  
<#>London Fire Brigade¶  
<#>Job Centre Plus – West London¶  
<#>Metropolitan Police Authority¶  
<#>Westminster University¶  
<#>Further Education Sector Representative¶  
<#>Chamber of Commerce¶  
<#>Harrow in Business¶  
<#>Large Employers' Network¶  
<#>Harrow Youth Parliament¶  
<#>Older People's Reference Group¶  
<#>Central and North West London Mental Health Trust¶  
<#>Skills Funding Agency¶  
<#>Young People's Learning Agency¶  
<#>Voluntary and Community Sector – 5 organisations to be recruited biennially¶

22.22. In addition to the above, the Partnership may co-opt nominated representatives, as appropriate .

22.23. Advisers to the Partnership will be:

Harrow Council Corporate Directors and Divisional Director of Partnership, Development and Performance and other officers from partner agencies as appropriate from time to time

22.24. There is no set limit to the size of the Partnership Board; and membership will be confirmed at its Annual General Meeting.

22.25. Members of the Partnership Board are expected to commit to a minimum two year term

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22.26. Any organisation outside those named under clause 23.9 that wishes to join will make formal representation to the Harrow Strategic Partnership through the Chair of the Partnership Board. The Partnership Board members will vote on the suitability of the appointment.

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22.27. A partner may resign at any time by writing to the Chair.

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22.28. All meetings of the Partnership Board will be open to the public in accordance with the Local Government (Access to Information) Act 1985.

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## Chair

- | 22.29. 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 two year term. Formatted: Bullets and Numbering
- | 22.30. In the absence of the Chair at a Partnership Board meeting, the deputy chair will be appointed Chair for that meeting. Formatted: Bullets and Numbering

## Decision Making

- | 22.31. Where an item is placed for decision, that decision will be taken by agreement of the Partnership Board, by vote if necessary. Formatted: Bullets and Numbering
- | 22.32. Each member present, will have one vote Formatted: Bullets and Numbering
- | 22.33. In the event of a tied vote, the Chair will have a second or a costing vote. Formatted: Bullets and Numbering
- | 22.34. Each year no less than 4 cross agency Partnership Board members plus the chair will be nominated to form a decision sub group of the Partnership Board. The remit of the decision sub group is to discuss and make decisions on behalf of the Partnership Board when a decision is required outside of the meeting timetable. Deleted: At each Annual General Meeting  
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- | 22.35. The decision sub group can only be used if the Partnership Board has agreed to utilise the group for the specific decision beforehand. Formatted: Bullets and Numbering
- | 22.36. The sub group may make decisions via a virtual meeting. Formatted: Bullets and Numbering
- | 22.37. The sub group is required to be quorum for the decision to be made. The quorum shall be 4 of the appointed membership. Formatted: Bullets and Numbering

## Harrow Chief Executives

### Roles and Responsibilities

- | 22.38. The role of Harrow Chief Executives is to operationally manage the delivery of the priorities and targets of the Partnership as set out in the Sustainable Community Strategy and Partnership Workplan. It achieves this through coordinating and monitoring the work of the five Thematic Management Groups and formation of Task and Finish groups as required. Formatted: Bullets and Numbering  
Deleted: Local Area Agreement
- | 22.39. Agenda items may be put forward by any member of Harrow Chief Executives for inclusion in the forward plan. Final approval of items for the agenda lies with the Chair. Formatted: Bullets and Numbering
- | 22.40. Agenda items must be submitted via the Policy and Partnership Manager in the Chief Executive's Department at Harrow Council by the due date. Formatted: Bullets and Numbering

22.41. Specifically, Harrow Chief Executives will be responsible for:

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- Taking forward the public service transformation agenda;
- Shaping and advising on the strategic direction for the borough
- 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;
- Holding management groups to account for the delivery of the Sustainable Community Strategy and the Partnershi Workplan and providing support, challenge and direction as necessary;
- Monitoring and providing support and direction as necessary for the risk registers;
- Identifying communication opportunities for the Partnership to increase its public profile;

Deleted: Co-ordinating Harrow's response to the Area Assessment of the Comprehensive Area Assessment;

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22.42. Harrow Chief Executives will meet at least 6 times a year.

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## Membership

22.43. Membership of 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 Strategic Partnership.

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- Harrow Council
- Harrow Police
- Harrow Association of Voluntary Services
- Harrow NHS
- Harrow in Business
- Job Centre Plus
- Northwick Park Hospital NHS Trust
- Clinical Commissioning Group

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22.44. The Chair of Harrow Chief Executives will be nominated and voted for by the members of Harrow Chief Executives.

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22.45. Every quarter Harrow Chief Executive will hold performance meetings where the chairs of the five thematic management groups will be required to attend to report on their groups' performance against the agreed objectives.

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22.46. In addition to the above, Harrow Chief Executives may co-opt nominated representatives, as appropriate.

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## Decision Making

- | 22.47. Where an item is placed for decision, that decision will be taken by agreement of Harrow Chief Executives, by vote if necessary. Formatted: Bullets and Numbering
- | 22.48. Each member present, will have one vote Formatted: Bullets and Numbering
- | 22.49. In the event of a tied vote, the Chair will have a second or a costing vote. Formatted: Bullets and Numbering

## Thematic Management Groups

### Roles and Responsibilities

- | 22.50. These bodies are tasked with coordinating delivery of the priorities of the Harrow Strategic Partnership, as identified in the Sustainable Community Strategy and the Partnership Workplan. Formatted: Bullets and Numbering
- | 22.51. 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. Deleted: Local Area Agreement  
Formatted: Bullets and Numbering
- | 22.52. They will take responsibility for embedding key targets and for pursuing specific pieces of work on behalf of the Harrow Strategic Partnership. Formatted: Bullets and Numbering
- | 22.53. Thematic Management Groups will meet as and when appropriate. Formatted: Bullets and Numbering
- | 22.54. The main objectives the thematic groups are set out as Appendix E. Formatted: Bullets and Numbering

### Membership

- | 22.55. Membership of each thematic management group may be drawn from any of the organisations within the Harrow Strategic Partnership, or where there is a need for additional expertise, from other relevant bodies. Formatted: Bullets and Numbering
- | 22.56. Thematic management members are to be invited to become members of the thematic management group Formatted: Bullets and Numbering
- | 22.57. Portfolio Holders are to be included as members of the relevant thematic management group. Formatted: Bullets and Numbering
- | 22.58. The Chair will be nominated and appointed by the members of the relevant thematic management group. Formatted: Bullets and Numbering
- | 22.59. The Chair of each thematic management group is expected to be at least at Director or equivalent level of one of the Partnership's member organisations. Formatted: Bullets and Numbering

| 22.60. 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. Formatted: Bullets and Numbering

| 22.61. The Chairs will be reviewed on an annual basis. Formatted: Bullets and Numbering

## Accountability

| 22.62. Thematic Management Groups take direction from and are responsible to Harrow Chief Executives for delivering relevant aspects of the Sustainable Community Strategy, and delivery against the annual priority areas for the Harrow Strategic Partnership. Formatted: Bullets and Numbering

| 22.63. Thematic Management Groups report their achievements against the relevant priorities and targets to Harrow Chief Executives on an exception basis, in line with the Harrow Strategic Partnership's agreed Performance Management Framework. Deleted: ,  
Deleted: identified improvement areas under the Comprehensive Area Assessment Framework  
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## Delivery Groups

### Roles and Responsibilities

| 22.64. The role of delivery groups is to deliver the priorities of the Harrow Strategic Partnership, as identified in the Sustainable Community Strategy and Partnership Workplan. Decisions about the configuration and number of delivery groups that relate to each thematic management group will be determined by the relevant management group. Formatted: Bullets and Numbering  
Deleted: Local Area Agreement

| 22.65. The need for particular groups may come and go depending on the achievement of the delivery groups objectives. The Thematic Management Group can create or dissolve delivery groups as appropriate. Formatted: Bullets and Numbering

| 22.66. Delivery groups will meet as and when appropriate. Formatted: Bullets and Numbering

### Membership

| 22.67. Membership of delivery groups is made up of representatives from the key delivery organisations required to achieve and deliver the priorities of the group. Formatted: Bullets and Numbering

| 22.68. Thematic Management Groups may advise on the pattern of membership of a delivery group or act as an arbitrator if the group is unable to agree on a chair or list of members. Formatted: Bullets and Numbering

### Accountability

| 22.69. Delivery groups are accountable to their thematic management group. Delivery groups may include elected members from the Council, Council officers and/or representatives of other partner organisations including the community and voluntary sector. Formatted: Bullets and Numbering

## Reference Groups

- | 22.70. Reference Groups are independent partnership groups that are self governing. The Harrow Strategic Partnership recognises these Groups as a source of expert advice. Formatted: Bullets and Numbering
- | 22.71. The Harrow Strategic Partnership invites Reference Groups to consider relevant issues on which the Harrow Strategic 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 but is not limited by the performance of Thematic Management Groups, the manner of service delivery, gaps in provision, the content and targets of the Partnership Workplan and development and recognition of the Compact and the content of the Sustainable Community Strategy. Deleted: Local Area Agreement
- | 22.72. The formation of new Reference Groups can be made through formal representation to the Harrow Strategic Partnership through the Chairperson of the Partnership Board. The Partnership Board members will vote on the suitability of the appointment. Formatted: Bullets and Numbering

## Task and Finish Groups

- | 22.73. The Harrow Strategic Partnership can create or dissolve task and finish groups as appropriate. These groups will have a specific purpose, function or project brief. These groups will: Formatted: Bullets and Numbering
- Meet more frequently than the Partnership Board as appropriate to their business/purpose
  - Carry out the work for which the group was created
  - Report to the Partnership Board on a regular basis
  - Membership of working groups will consist of organisations representatives that are able to contribute to the achievement of the groups objectives. The partnership can vary membership from time to time and this will be reviewed annually.
- Formatted: Bullets and Numbering



## 23. Appendix C

### ***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 the Harrow Strategic Partnership are:

<b>Selflessness</b>	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.
<b>Integrity</b>	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 Harrow Strategic Partnership role
<b>Objectivity</b>	In carrying out Harrow Strategic Partnership business partners should always make choices on merit
<b>Accountability</b>	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 Harrow Strategic Partnership
<b>Openness</b>	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
<b>Honesty</b>	partners have a duty to declare any private interests relating to their role with the Harrow Strategic Partnership and to take steps to resolve any conflicts in a way that protects the public interest
<b>Leadership</b>	partners should promote and support these principles by leadership and example

Individuals serving on any of the Harrow Strategic 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 Harrow Strategic 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 Harrow Strategic 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 Harrow Strategic 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.

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## 24. Appendix D

### Objectives of the Thematic Management Groups

#### Safer Harrow Management Group

- Identify crime patterns and trends
- Monitor performance against area and local targets
- Identify and promote effective preventative and enforcement methods
- Promote effective educational activity to ensure a better public understanding of the scale, and impact of crime, disorder, anti social behaviour and substance misuse in Harrow
- Identify and promote effective action to prevent crime through physical improvements to property and/or the built environment, the use of CCTV and other deterrents and public education to maximise community safety
- Promote effective use of the duty (Section 17 of the Crime and Disorder Act, 1998) requiring the Council and the Police to consider the impact on crime and disorder of the exercise of all of their functions

#### Shadow Health and Wellbeing Board

- Agree the health and wellbeing priorities for Harrow
- Act as a mechanism through which the joint strategic needs assessment can be developed
- Develop a joint health and wellbeing strategy to provide a framework within which joint commissioning plans for the NHS, social care and public health can be developed, and promote joint commissioning
- Seek to influence the commissioning arrangements for the NHS (including Clinical Commissioning Groups), social care and public health, consider these are in line with the joint health and wellbeing strategy
- Write formally to the NHS Commissioning Board/Local Authority leadership where commissioning plans have not had sufficient regard to the strategy
- Ensure that health and wellbeing commissioning arrangements are aligned
- Support the local Commissioning Group in their establishment and bid to become authorised commissioners
- Consider how to best use the totality of resources available for health and wellbeing e.g. consider pooled budgets. Also oversee the quality of commissioned health services
- Role in agreeing the commissioning arrangements for local Healthwatch
- Provide a key forum for public accountability of NHS, public health, social care and other health and wellbeing services, ensuring democratic input to the commissioning of these services
- Monitor the outcomes of the public health outcomes framework (framework introduced from April 2012)
- Authorise Harrow's Clinical Commissioning Group annual assessment
- Undertake additional responsibilities as delegated by the local authority or the Clinical Commissioning Group e.g. considering wider health determinants such as housing, or be the vehicle for lead commissioning of learning disability services

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Deleted: Sustainable Development and Enterprise Management Group¶  
¶  
<#>Develop Harrow as a Centre for Green Excellence¶  
<#>Increase the Employment Rate in Harrow ¶  
<#>Development and Delivery of the Rayners Lane Neighbourhood Plan¶  
¶

Deleted: Adult Health and Wellbeing Management Group

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The Adult Health and Well-Being Partnership will coordinate the delivery of the health and wellbeing priorities of the Harrow Strategic Partnership identified in the Sustainable Communities Strategy and Local Area Agreement with the aims of:¶

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Deleted: <#>Improving well-being and quality of life for vulnerable people in Harrow.¶  
<#>Improving health outcomes in adults¶  
<#>Reducing health inequalities for adults¶  
<#>Developing social care for adults¶  
<#>Ensuring independent and supported living¶  
Children's Trust¶  
¶  
To develop and promulgate a child and family-centred, outcome led vision for all children and young people via the Children and Young People's Plan, informed by their views and those of their parents and the Joint Strategic Needs Assessment.¶  
¶  
Putting in place robust arrangements for inter-agency governance¶  
¶  
Developing integrated strategy, joint planning and commissioning, pooled and aligned budgets, and the Children and Young People's plan.¶  
¶  
Supporting this via integrated processes: effective Joint working sustained by a shared language and shared processes; and¶  
¶  
Developing and promoting integrated front line delivery organised around the child, young person or family rather than professional or institutional boundaries.¶  
Community Cohesion ... [1]

Improving well-being and quality of life for vulnerable people in Harrow.

Improving health outcomes in adults

Reducing health inequalities for adults

Developing social care for adults

Ensuring independent and supported living

## **Children's Trust**

**To develop and promulgate a child and family-centred, outcome led vision for all children and young people via the Children and Young People's Plan, informed by their views and those of their parents and the Joint Strategic needs Assessment.**

**Putting in place robust arrangements for inter-agency governance**

**Developing integrated strategy, joint planning and commissioning, pooled and aligned budgets, and the Children and Young People's plan.**

**Supporting this via integrated processes: effective Joint working sustained by a shared language and shared processes; and**

**Developing and promoting integrated front line delivery organised around the child, young person or family rather than professional or institutional boundaries.**

## **Community Cohesion Management Group**

**To identify key issues in the community, including gaps in service provision, and make recommendations to the Partnership Board on how these might be addressed or resolved**

**To disseminate information about Community Cohesion that will benefit local organisations and communities through newsletters, reports or through the attendance of conferences**

**To strive for better policies that will increase the empowerment and inclusion of groups and communities**

**Produce a performance monitoring process for the Community Cohesion Management Group**

**To determine and secure resources to enable the group to succeed**

**To oversee delivery of key targets within the Local Area Agreement.**