

APPENDIX 1

Committee/Meeting: Cabinet	Date: 8 th February 2012	Classification: Unrestricted	Report No: CAB 075/112
Report of: Stephen Halsey, Corporate Director Communities Localities and Culture Originating officer(s) Shazia Hussain, Service Head Localisation		Title: New Partnership Structures Wards Affected: ALL	

Lead Member	Mayor Lutfur Rahman
Community Plan Theme	One Tower Hamlets
Strategic Priority	Reducing Inequalities Work efficiently and effectively as One Council

1. SUMMARY

1.1 The existing Partnership structure has served the Council well but there is a growing consensus across the partnership that it needs updating to keep pace with local and national priorities and the fairly radical changes to the public sector organisational environment.

A range of potential changes have been discussed with representatives from partner organisations and within the Council and this report provides Cabinet with details of the preferred Partnership structure, terms of reference and proposals for new forums within the Partnership. It details how current local and national circumstances present a timely opportunity to update the Partnership structure to increase engagement opportunities for those who live and work in the borough and meet the aspirations of the Mayor to make services more relevant and responsive to the communities they serve.

The options and recommendations in this paper are responding to a number of drivers, including:

- the aspiration to remain at the cutting edge of Government policy
- the Mayor's desire to have a more locally focused Partnership which delivers more citizen centric services and helps to align the delivery of the Community Plan priorities with the Mayor's priorities at a community level
- the need to link the Partnership more directly to our approach to service localisation

- 1.2 The proposed improvements to the partnership structure are built upon the recommendations made in the Tower Hamlets Citizen Engagement Strategy.

2. DECISIONS REQUIRED

The Mayor in Cabinet is recommended to –

- 2.1 Agree the proposed approach to the Partnership Structure set out in section 6 of the report and agree that –
 - (1) The Partnership Executive and Partnership Board functions be rationalised as set out in paragraph 6.1.
 - (2) Community Plan Delivery Groups (CPDGs) be updated as set out in paragraph 6.2, with directorate responsibilities as specified in paragraph 6.3.
 - (3) Agree the arrangements for Mayor’s assemblies and local forums.
- 2.2 Agree the terms of reference in Appendix 1.
- 2.3 Agree the costs and timetable for the implementation of the new partnership arrangements as set out in paragraph 6.31 of the report.

3. REASONS FOR THE DECISIONS

- 3.1 The Mayor is committed to ensuring greater levels of community engagement, empowerment and accountability across the Partnership. The Council must also ensure that the Partnership continues to align service delivery infrastructure with new government policy seen in a number of landmark pieces of legislation introduced by the coalition government including the Localism Act 2011, the Police Reform and Social Responsibility Act 2011 and the Health and Social Care Bill 2011.

4. ALTERNATIVE OPTIONS

- 4.1 No Action:

The current structure is no longer entirely fit for purpose in a number of areas specific to resident engagement or involvement and requires a refresh. Doing nothing would hinder the Council and its partner’s ability to engage with residents of Tower Hamlets and reduce our ability to provide appropriate services for local residents. It would also risk reputational damage and have an adverse impact on our ability to work effectively and in a joined up way with our partners.
- 4.2 Partial Restructure:

It would be possible to implement a Partnership structure refresh but with fewer local forums. However, this would reduce the accountability of the approach with the potential to create disproportionate representation in different parts of the borough. Fewer forums would result in a less responsive

partnership offer and, from an equalities perspective, would be less sensitive to the needs of the borough. The proposed structure for Local Forums is based on creating efficiencies by aligning with the current SNT ward forums. If we reduced the number of Local forums we would not be able to align the two structures and create a dual structure that would be more costly to operate and create duplication, rather than streamlining, in the current climate of efficiencies.

- 4.3 It would be possible to organise Mayors assemblies on a solely geographic rather than themed basis. However such an approach would militate against the development of the cross cutting themes and joint working to address the issues faced by our community.

5. BACKGROUND

- 5.1 The Local Strategic Partnership (LSP) was launched in 2001. It has served the Council well, not least by bringing together key local stakeholders to improve services for those who live and work in the borough and taking overarching responsibility for developing and delivering the borough's Community Plan. However, a number of factors mean that the time is now right to review these arrangements.
- 5.2 The national and local picture for Local Strategic Partnerships has shifted significantly over the last year or two, with many LSPs reducing their roles and responsibilities. The end of Working Neighbourhood Fund (WNF) grant in April 2011 has resulted in greatly reduced funding to support the Partnership and created the need to rationalise and streamline structures to meet the new efficiency agenda.
- 5.3 In terms of national policy there is an increasing focus on empowering citizens to both shape strategic priorities at a local level and to take greater responsibility for improving outcomes for residents in their localities. This focus can be seen in a number of landmark pieces of legislation introduced by the coalition government including the Localism Act 2011, the Police Reform and Social Responsibility Act 2011 and the Health and Social Care Bill 2011.
- 5.4 In addition, over the last two years there has been a systematic stripping away of the top-down requirements which have historically dictated much of the structure and focus of local partnerships. The abolition of the Comprehensive Area Assessment (CAA), Public Service Agreements (PSAs), Local Area Agreements (LAAs) and reporting on National Indicators (NIs) has freed council's and their partners from a range of reporting requirements - allowing greater opportunity to innovate locally and develop more meaningful measures and more local priorities.
- 5.5 These national level changes are leading to councils across the country reconsidering their local strategic partnership arrangements. A briefing paper published by IDEA noted that:

“The reduction in ‘top-down’ prescription coupled with a Coalition view on the ‘localism’ agenda, is fundamentally re-directing the focus for partnership working. We are seeing:

- much greater emphasis being placed on ‘outward accountability’ – being held to account by the citizen rather than by Whitehall (data and transparency agenda);
- renewed interest in localism and devolution – and ensuring issues are addressed at the lowest practicable spatial level (principle of subsidiarity); and,
- a shift towards adopting more of an ‘enabling’ role – helping people and communities do more for themselves and each other (‘Big Society’)”

5.6 Moreover, it is not just the national picture that is changing. With a new elected Mayor in post the time is right to reconsider the structure and purpose of local partnership and accountability arrangements. The Mayor is committed to the development of structures that support improved consultation and opportunity for local people to influence decision making. Additionally, the clear feedback from cabinet members on the Citizen Engagement Strategy has been to ensure we have tangible and accountable ways to demonstrate the actual application of the Strategy - and that this should be done through a more resident focused, localised and community-led partnership structure.

5.7 These local and national drivers mean the timing is right for our Partnership to review its successes and ensure its future structure is fit for purpose. In particular, the role of local forums and residents needs to be carefully reviewed to maximise citizen focussed engagement in the planning of localised activities.

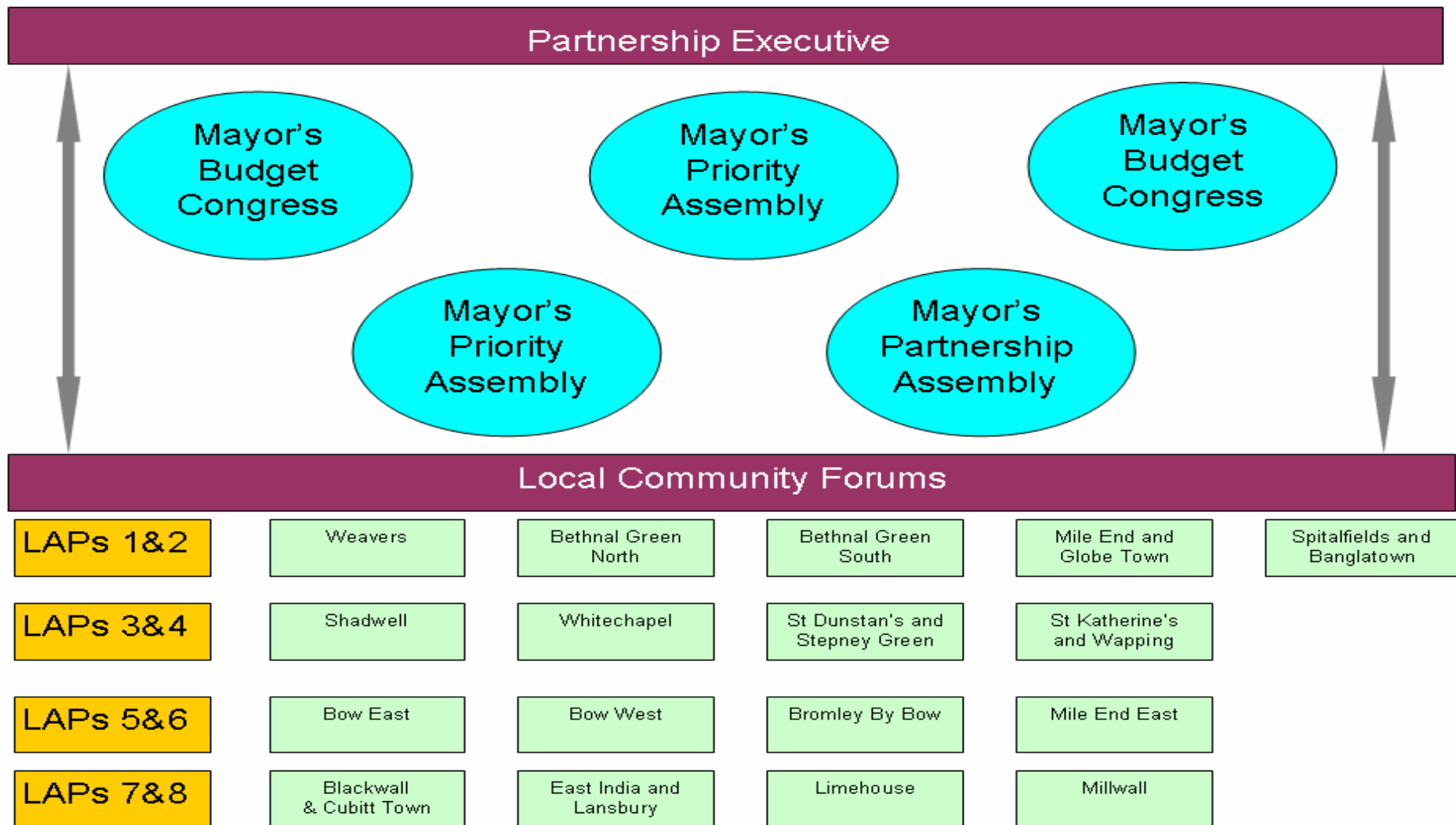
5.8 In reviewing our partnership arrangements it will be critical both to embrace new ways of working, and to build on what has worked successfully in the past. The relationships with both the PCT and the Police are a strength of the existing partnership and new arrangements should provide opportunities to develop these further. The PCT currently operates Local Health Networks on a paired LAP basis to provide local accountability for health services. The PCT have already flagged their interest in being part of a more localised structure for the borough through local forums – indicating a further opportunity to join up local public service delivery. The Police also have a localised structure based on paired LAPs and ward panels to engage residents in setting local police priorities. The MPS has confirmed its commitment to join up any new local partnership forums with their existing ward panels

5.9 In November 2010 the responsibility for partnership management passed to the Chief Executive’s Department from Communities Localities and Culture. CLC is now the established corporate lead on Service Localisation and has strong operational links with all of the Boroughs key partners. For these reasons it is has been agreed that responsibility for the strategic development,

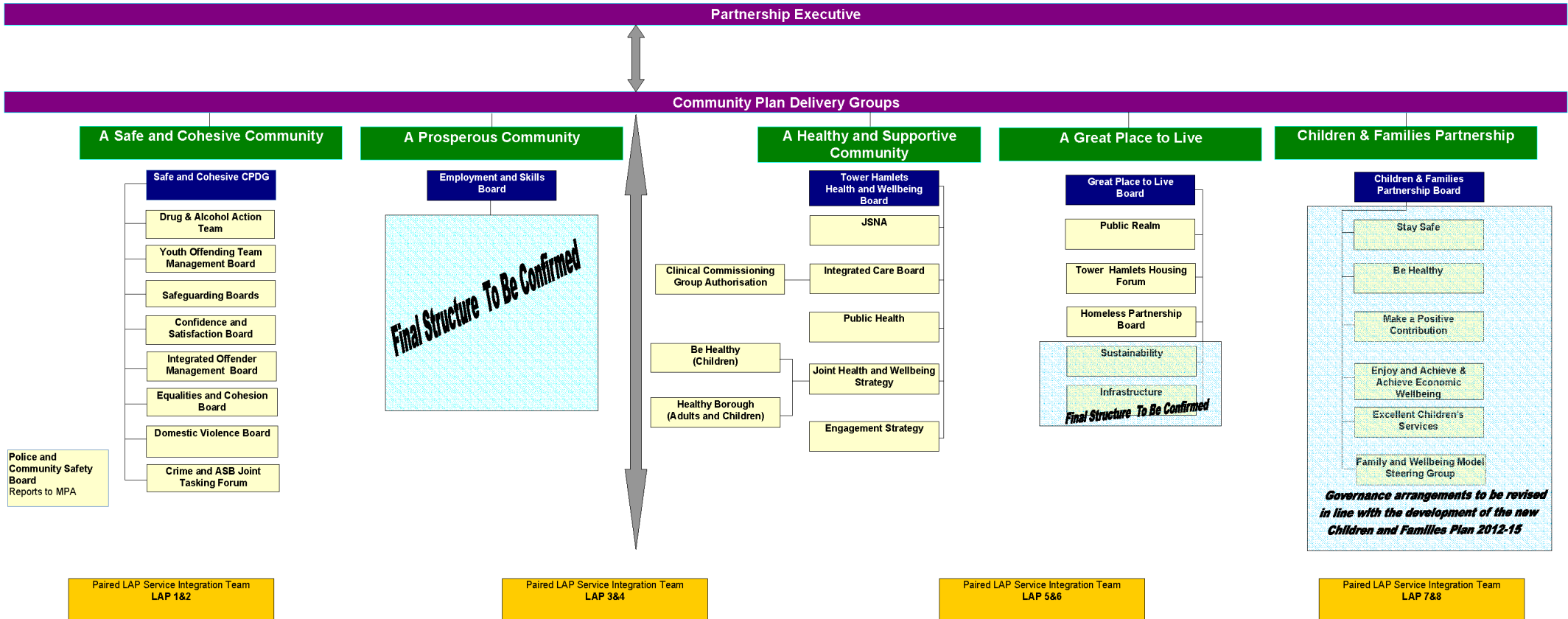
management, support and governance arrangements for the Partnership revert back to Communities Localities and Culture. Whilst performance management and reporting within the Partnership will be vested with CLC, the council's Strategy and Performance team has responsibility to the Council for overseeing the development and delivery of the Community Plan and the Performance Management and Accountability Framework. It is through this that the Partnership Executive will monitor the work of the Community Plan Delivery Groups. The Strategy and Performance Team will attend the Executive and advise on strategic performance relative to the Community Plan and provide support to enable the Executive to fulfil its role. The management and administration of Corporate Council performance reporting responsibilities will remain the responsibility of the Council's Strategy and Performance team. For the purposes of corporate reporting CLC Partnership officers will work closely with the Corporate SPP function to establish the relevant protocols, formats and working arrangements.

- 5.10 The suggested structure, outlined in this paper, is detailed over the following two pages:

Partnership Engagement Structure



Partnership Operational Framework



6. BODY OF REPORT

The Partnership Executive and Partnership Board

- 6.1 Currently the Partnership Executive acts as the governing body for the Partnership, agreeing priorities and monitoring performance against the Community Plan targets and holding the Partnership to account through the active involvement of local residents. The Partnership Board provides performance challenge and strategic leadership for cross cutting themes and issues across the Partnership. The membership and role of the Partnership Executive and Board is, in many cases, duplicated. In order to reduce the number of meetings and associated officer time it is recommended that the Partnership Executive and Partnership Board are combined. The merger of these strategic governance structures would not compromise our excellent service standards but would have the benefit of creating a more streamlined decision making process - and reduce the administrative and resource burden. This would focus the activity of the members of the new Partnership Executive into 4 meetings per year – at the beginning of each financial quarter. Full proposed terms of reference are included in appendix 1 of this report but the attendance is as follows:

Name	Organisation/ Group	Position
Lutfur Rahman	London Borough of Tower Hamlets	Mayor / Chair of Partnership
Alibor Choudhury	London Borough of Tower Hamlets	Lead member for resources
Aman Dalvi	London Borough of Tower Hamlets	Interim Chief Executive
Jane Milligan	NHS East London & City	Tower Hamlets Borough Director
Paul Rickett	Metropolitan Police	Borough Commander / Safe & Supportive CPDG partner co-chair
Steve Halsey	London Borough of Tower Hamlets	Corporate Director Communities, Localities & Culture and COO for Safe and Cohesive CPDG
Isobel Cattermole	London Borough of Tower Hamlets	Acting Corporate Director Children & Families and COO Children and Families Partnership
Stephen Cody	London Borough of Tower Hamlets	Interim Corporate Director Adults Health & Well Being and COO for Health & Well being Board
Jackie Odunoye	London Borough of Tower Hamlets	Acting Corporate Director Development & Renewal and COO for Employment & Skills Board and Great Place to Live CPDG
Bruce Epsly	Fire Brigade	Borough Commander
Graham Houghton	Jobcentre Plus, East London District	City and East London District Manager
Gavin Cansfield	Tower Hamlets Homes	Chief Executive
Mike Tyrrell	Tower Hamlets Housing Forum	THHF Chair/ GPtL CPDG partner co-chair
Khadiru Mahdi	Tower Hamlets Council for Voluntary Sector	Chief Executive

Dr Sam Everington	GP Consortia	Chair of the GP Consortia Network
Alan Green	Tower Hamlets Interfaith Forum	Chair of the Tower Hamlets Interfaith Forum
Liam Kane	East London Business Alliance (ELBA)	Chief Executive of ELBA

The Community Plan Delivery Groups

6.2 The Community Plan Delivery Groups (CPDGs) facilitate effective practitioner-level cooperation between the Council and Partners and it is proposed that they should continue to undertake this important function. The following CPDGs will be included in the Partnership structure:

- **A Great Place to Live**
- **Children and Families Partnership**
- **Tower Hamlets Health and Wellbeing Board – A Statutory Board**
- **Employment and Skills Board**
- **Community Safety Partnership – A Statutory Board**

6.3 It is intended that three of the five CPDGs (Health and Wellbeing Board, Employment and Skills Board and Community Safety Board) will be Chaired by the Mayor, Cabinet member or other appropriate deputy. Each CPDG will be encouraged to consider greater involvement by service users and Community Champions.

6.4 Chief Operating Officers within directorates already have responsibility for leading the CPDGs and it is proposed that this responsibility remains. It is important to have the high level leadership that these officers provide and to ensure that the CPDGs are linked with the most appropriate lead Council directorate. However, Chief Operating Officers would need to continue to ensure that they provide appropriate levels of support to CPDGs so that they continue to be a successful element of the structure. The new structure will provide greater freedoms and opportunities for each CPDG to create locally appropriate and relevant action plans, addressing cross-cutting issues. Current terms of reference for these groups are included in appendix 1 of this report.

The Mayor's Assemblies

6.5 The Mayor's Assemblies are a new element of the structure and provide a mechanism for residents to engage with the Mayor, the Cabinet and cross agency public service providers at a local level. They will be chaired by the Mayor and are open public meetings. Proposed terms of reference are included in appendix 1.

- 6.6 They are a means for the Mayor to engage with our diverse communities – particularly those which are considered ‘hard to reach’ and are less likely to engage in regular, formalised structures. The Mayor can hear from the community and has an opportunity to communicate his pledges and partnership priorities first hand, meeting with residents to celebrate Partnership achievements across the borough. This provides a means of bringing our communities together and ensures the Mayor is able to hold an effective dialogue with all residents of the borough – supporting our Community Plan theme of One Tower Hamlets. As part of the One Tower Hamlets focus the Mayors Assemblies will be a key vehicle through which particular focus will be given to the borough wide equality groups, which represent the interest and views of many residents who often feel excluded. These groups would be given greater priority and an invitation to attend the Assemblies to ensure a greater dialogue with the Mayor and Partnership is developed.

There will be five Mayors Assemblies each year covering 3 themes. Detail for each of these are outlined below:

- 6.7 *Mayor’s Assembly: The Budget Congress x2*
The Mayor will host two borough-wide Budget Congress sessions each year. Each of these sessions will have a specific focus on a particular issue, such as the challenges of making budget savings and the impacts of the Government’s welfare reforms on our residents. The Budget Congress sessions for 2011/12 are scheduled for December 2011 and January 2012.
- 6.8 *Mayor’s Assembly: The Mayor’s Priority Assembly x2*
The Mayor will host two borough-wide celebrations of Tower Hamlets each year. These day long events (11am-3pm) will be focussed on the Mayor’s priorities and pledges and will provide an opportunity for the Mayor to communicate achievements. These will be held in large and accessible venues across the borough, such as York Hall.
- 6.9 Events in the morning will include activities for key target groups with events such as a tea dances, health promotion and civic ceremonies etc. The afternoon will include a Q&A with the Mayor. Questions can be submitted on the day and by pre-submitting questions using the engagement portal MyTowerHamlets, via the Council web pages and through the Community Information Portals (which will be in Idea Stores in early 2012). Where there is limited time to respond to all questions they will be addressed by posting responses through the Council web pages following the session.
- 6.10 *Mayor’s Assembly: The Mayor’s Partnership Assembly x1*
Each year the Mayor will host a large scale event to report on the progress of the Partnership over the previous twelve months - and outline the strategy for dealing with challenges in the coming year. It will be organised on a Saturday between 11am-3pm. They will be open public events held in a large venue - to ensure maximum potential attendance.

- 6.11 Public agencies will attend with stalls to promote and advertise their services and during the first 3 hours the public will have an opportunity to speak with stall holders. The final hour of the event will include a Q&A with the Mayor, Cabinet and public sector chief officers from the Council, Police, NHS Tower Hamlets, London Fire Brigade and the CVS. As in the Mayor's Priority Assemblies questions can be submitted on the day and by pre-submitting questions using My Tower Hamlets, via the Council webpages and through the Community Information Portals. Receiving questions in advance means responses can be provided by appropriate officers with the required level of detail. Where there is limited time to respond to all questions they will be addressed by posting responses through the Council and partner webpages following the session. As part of this process of accountability Cabinet will receive a Partnership Annual report which will also be presented at the Mayors Partnership Assembly.
- 6.12 The above programme of Mayor's Assemblies will be advertised using established communications channels including East End Life, the Council and partner websites, display screens in Idea Stores and press releases to the local media. This will include the time and location of events and means of raising questions. Outcomes from these sessions will be reported through the Council webpages, East End Life and a report presented to the Partnership Executive.
- 6.13 The Assemblies will be arranged over a year. These are open public meetings – regardless of where residents live in the borough. Partner's venues which provide value for money and are suitable will be considered on merit. Potential costs associated with these Assemblies would include hiring suitable venues and communications costs.
- 6.14 These Mayoral Assemblies will also determine local priorities. They will form part of a Locality Plan for a paired LAP area against which the Mayor can demonstrate activity and achievements. The Plan will act as a key reference point at the Mayor's Assemblies. It will reflect the local demographic profile of the community and bring together all relevant planned interventions across the Community Plan and Key Strategies to improve local knowledge, planning and service delivery. It will express the high level vision and priorities from the Community Plan and Local Development Framework (LDF). From a clearly defined and initially limited decision making framework the Locality Plan will reflect the local priorities within each paired LAP area.

The Local Governance Structure: Local Forums

- 6.15 Local forums would be the most localised arrangements in the new Partnership structure and would replace the 8 Local Area Partnerships (LAPs). They would both build on the strengths of the LAPs and apply learning from the delivery experience.
- 6.16 In particular the new local structures will aim to:

- Build on existing localised delivery arrangements where these are working well
- Learn from the experience of Neighbourhood Agreements
- Provide freedom for bottom-up local networks to coalesce around specific issues of interest and action
- More precisely define how communities can hold services to account and create closer links between the local forums and CPDGs

6.17 The proposal set out in the following section establishes two main channels for engaging local residents in the Partnership. The first creates a tier which will directly involve local residents in holding services to account and shaping local delivery priorities (Local Forums). The second creates a mechanism whereby local community groups can be supported to become more directly involved in taking responsibility for outcomes in their area and co-designing solutions to entrenched issues (Neighbourhood Agreements).

6.18 **‘Local Ward Community Forums’** - local forums run with the SNT Ward Panels. This avoids duplication and presents opportunities for spotting synergies, sharing information and further increasing communications between agencies and residents. These would fit the 17 pre-existing local electoral districts in Tower Hamlets. The 17 wards are an existing structure which are recognised and understood by residents, services and Councillors alike. These also fit into the geography of the existing Police Ward Panels. As Partners will also recognise ward boundaries this would present a way of quickly establishing local forum areas.

6.19 Whilst the two structures (SNT ward Panels and Local Ward Community Forums) will be closely linked they will be 2 separate meetings. The local ward community forums, held in each ward per year, will be heavily publicised and promoted under the Partnership arrangements, they would be public meeting (whilst the SNT ward Panels are closed) and only take place 4 times a year (whilst the SNT panels take place on average every 6 weeks).

6.20 ***Shaping local priorities and holding local services to account***

One important function of the new Partnership arrangement is to enable residents to more directly shape local services by helping to set priorities and then holding services to account for delivery. This is likely to work best in policy areas where locally based teams exist.

6.21 It is therefore proposed that the local forums are:

- Focused on those areas of service delivery which are genuinely localised. That currently includes community safety, public realm services, youth services, schools, primary care and police services.
- Based on a structure to enable integration with the Safer Neighbourhood Team delivery arrangements, the Police Ward Panels, and the CLC Integrated Service Teams

- Broaden the focus of the existing structures to enable dialogue on youth services, community health services, planning etc.
- 6.22 The local forums would be chaired by Community Champions. They will be recruited and provided with training and support in order to fulfil their role – and would be local to the area in which they were volunteering. Should this report be agreed by Cabinet officers will initiate and develop a framework for recruitment to the local community forums.
- 6.23 Local public service officers from the paired LAP Service Integration Teams (SIT) will be expected to be in attendance at each of the forums. The SIT's already include Council frontline services, police SNT teams and in some cases local youth providers. There would also be an expectation that local service providers such as GPs, Public Health co-ordinators and youth contract managers etc would be represented - but attendance would vary and be based upon the pre-agreed agenda to ensure the most appropriate officers are invited. The use of the local SIT enables quick and appropriate responses to local issues without creating another layer of bureaucracy and costly officer time.
- 6.24 This model is public-led and though Councillors participate they would not chair or vote on existing SNT Ward Panel priorities and this would be extended to the local forums. This enables the Partnership to build on an already agreed local decision making structure, led and chaired by Community Champions.
- 6.25 The existing SNT Ward Panels meet every 6 weeks and 4 of these meetings could be extended as forum meetings each year. If necessary, additional meetings could be arranged as required. The agenda would be set by the Community Champions, but working through the SIT teams the local authority and its partners would have the opportunity to suggest issues for consideration if there were questions on which it would be valuable to engage residents.
- 6.26 The expectation would be that issues arising from the local forums would be addressed in the first instance by local delivery teams, but that a brief report would also be made to the relevant CPDG, one of whose functions would be to ensure that the services of the Council and its partners were responsive to local concerns.
- 6.27 ***Powerful public – engaging in collaborative problem solving and delivery***

A second function that will be important to any future LSP arrangement is the ability to empower local residents to take more responsibility for outcomes, improve things locally, engage in joint problem solving with the council, and possibly take on some service delivery on a commissioned basis. This is the notion of a “powerful public” idea that underpins concepts such as the Big

Society, informs the policy direction of the Localism Act, and has been tested through Tower Hamlets' Neighbourhood Agreement (NA) pilot.

- 6.28 The NA is the most local element of our governance structure. It enables local residents and local service providers to set out their rights and responsibilities against service standards and improvement of services at a neighbourhood level. These will be resident led but will be a recognised process for the Council, police, RSLs and the health service. The NA pilot demonstrated the value of engaging residents in a very different way, in co-producing solutions to entrenched issues. It also highlighted the need for mechanisms to enable bottom-up action to be supported and be effective. Imposing neighbourhood-agreement structures on communities from above is unlikely to lead to the dynamic interaction that is needed. It is therefore proposed that rather than dictate a rigid geographical structure, Tower Hamlets define a standing "offer" to local communities. This would set out what the Council would provide, and what the community group needs to do to benefit from the offer. So the Council might offer:
- a) Support in helping them develop their agenda and establish an action plan
 - b) Access to decision makers in the Council so things change
 - c) Engagement and greater levels of accountability from ward councillors
 - d) Access to small amounts of seed-funding to get projects off the ground
 - e) Training to group leaders to help them chair and move things forward effectively
 - f) Provide access to Neighbourhood Agreement 'How To' toolkit from the pilot
 - g) Engagement in the creation of meaningful and appropriate service standards that are relevant to residents
- 6.29 The offer would be made to any local action group that comes forward and asks for it, providing they can demonstrate that:
- a) They have sufficient buy-in and support to be a self-sustaining network
 - b) They have someone who is willing to act as the chair, and has the support of the wider group in doing so
 - c) They have a reasonably well-articulated sense of why they want to come together and what they want to do
 - d) They can show that they are broadly representative of others in their community and are pursuing goals which are in line with the spirit of the Community Plan
- 6.30 Sitting alongside the local forums, this "offer" would enable a number of action focused groups to develop, which would probably be based on smaller local communities than wards. There would be considerable opportunity for these groups to refresh membership – there would be no need to continue to maintain a group artificially if it got stale or started to dwindle. The Council and its partners would also be able to feed in issues, challenges and

successes arising from these action groups into the local forum discussions, or indeed the borough.

Finance and Timetable

- 6.31 Cost analysis and benchmarking indicates that the costs necessary to deliver the new structures and functions specific to the promotion of a 'Powerful Public' with resident involvement and development of Community Champions will be approximately £90,000 per annum. Resources necessary to implement the proposals will be identified from within the existing establishment and can therefore be contained within existing budgets. It is difficult to accurately estimate the costs associated with maintaining the new partnership infrastructure at this stage. It may be necessary to allocate additional resources in 2012/13 which will be subject to the normal budget planning process.
- 6.32 The proposed implementation time table is as set out in the table below.

Date	Action
February 8 th 2012	<ul style="list-style-type: none">• Presented to Cabinet for consideration
Early February	<ul style="list-style-type: none">• Develop the communications launch plan
Early February	<ul style="list-style-type: none">• Finalise the terms of reference for the Local Forums
March	<ul style="list-style-type: none">• Launch new structure
March	<ul style="list-style-type: none">• Recruitment of Community Champion Coordinators
April	<ul style="list-style-type: none">• Launch local forums and initial meetings

7. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 7.1 This report provides Cabinet with details of the preferred Partnership structure, terms of reference and proposals for new forums within the Partnership. The Corporate Director Communities Localities and Culture has confirmed that the new arrangements will be managed within existing staff resources.
- 7.2 However, the Corporate Director Communities Localities and Culture has also intimated that it is difficult to accurately estimate the costs associated with maintaining the new partnership infrastructure at this stage. It may therefore be necessary to allocate additional resources in 2012/13 which will be subject to the normal budget planning processes.

8. CONCURRENT REPORT OF THE ASSISTANT CHIEF EXECUTIVE (LEGAL SERVICES)

- 8.1. The paper proposes detailed arrangements for how the Council will work with its partner authorities and with local communities. Much of this work is

connected with development and delivery of the Tower Hamlets Community Plan. The Community Plan comprises the sustainable community strategy, which the Council is required to have pursuant to section 4 of the Local Government Act 2000, and provides a reference point for the exercise of the Council's well-being powers contained in section 2 of the Act.

- 8.2. The Council is empowered under section 2 of the Local Government Act 2000 to do anything which it considers likely to promote the social, economic or environmental well being of Tower Hamlets, provided the action is not otherwise prohibited by statute. This power includes the ability to incur expenditure or to give financial assistance to or enter into arrangements or agreements with any other person. The power may be exercised in relation to, or for the benefit of: (a) the whole or any part of Tower Hamlets; or (b) all or any persons resident in Tower Hamlets. In exercising the power, regard must be had to the Community Plan and there should be some evidence to support a conclusion that benefits are likely to be achieved by reason of an exercise of the power.
- 8.3. The Council is required to work with partner authorities to develop the Community Plan, but it is also open to the Council to conclude that the proposed arrangements are the best way of achieving the objectives of the Community Plan and, hence, that that the proposed arrangements are supported by the well-being power.
- 8.4. The Council is subject to specific statutory obligations to work in partnership, which include the following –
 - Under section 10 of the Children Act 2004, the Council must make arrangements to promote co-operation to promote the well-being of children in Tower Hamlets. This covers co-operation between the Council, relevant partners and such other persons as the Council considers appropriate who exercise functions or are engaged in activities in relation to children in Tower Hamlets.
 - Under sections 5 and 6 of the Crime and Disorder Act 1998, the Council is required to work with relevant partners to develop and implement crime and disorder reduction strategies.
- 8.5. Putting in place effective partnership working arrangements should assist the Council to deliver upon its statutory obligations to co-operate and work in partnership.
- 8.6. The Council is subject by section 3A of the Local Government Act 1999 to a duty to involve, which requires the Council to take such steps as it considers appropriate to involve representatives of local people in the exercise of its functions. The detailed arrangements proposed in the report may contribute to the discharge of this duty.
- 8.7. The proposed arrangements include reference to the Tower Hamlets Health and Wellbeing Board. The current Board has been set up in advance of, and in anticipation of, the introduction of an obligation to create such a Board. That

obligation is expected to arise when (and if) the Health and Social Care Bill 2011 becomes effective law. Until such time, when the Board will have to be formally established as a committee, there would be issues with allocating formal functions to the Board. In the meantime, any matters agreed at the Board requiring the exercise of the Council's functions should continue to be the subject of the Council's existing decision-making processes and Constitutional arrangements. This means that the Board will continue to operate as a shadow board at this stage without delegated council functions.

- 8.8. Before putting in place any new arrangements, the Council should have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. Information is provided in the report, particularly section 9, relevant to these considerations.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 The Partnership structures and working arrangements are a key means of local public agencies working with local residents to improve services for the communities who live and work in the Borough. The new Partnership Structures build on bringing diverse communities together to engage in decision making and empowerment of their public services. These opportunities for strengthening citizen engagement are demonstrated through the local forums, the Mayor's Assemblies and through involvement in local decision making, supporting the Councils One Tower Hamlets priority. The community leadership role of our residents is supported by the framework for developing Community Champions.
- 9.2 The strong connection between the work of the Partnership and the Tower Hamlets Community Plan objectives is such that work done through the Partnership arrangements is likely to promote equality of opportunity and foster good relations within the meaning of section 149 of the Equality Act 2010. The Community Plan was itself the subject of equality impact assessment prior to being adopted in its revised form by the Council in July 2011.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 10.1 The refresh of the Partnership and the recent move of the Great Place to Live CPDG to the Development & Renewal directorate created increased links to the sustainability agenda. This will be further enhanced through the creation of local forums and the work of the Service Integration Teams to support the creation of smart and sustainable communities.

11. RISK MANAGEMENT IMPLICATIONS

11.1 Establishing effective local forums enables the public services of the Council, Police and NHS Tower Hamlets to provide more responsive services for residents. The creation of the forums manages the risk of not having a meaningful structure for local accountability and local engagement in local service design and delivery.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

12.1 The new Partnership arrangements include the recently refreshed Safe and Cohesive CPDG, ensuring that its sub-groups and action groups are streamlined and focused to deliver against this agenda. This group exists to ensure there is efficient and effective governance, reporting and accountability against the Community Plan theme and vision.

12.2 The involvement of SNT Ward Panels and Service Integration Teams in the partnership working arrangements ensures that key issues in relation to crime and disorder locally will be addressed in a more coherent way so that duplication is reduced and crime and disorder is effectively targeted and dealt with.

13. EFFICIENCY STATEMENT

13.1 There are clear benefits in refreshing the Partnership to ensure that it continues to provide efficient and enhanced service delivery. This report has considered the use of resources for the Partnership in order to do this. Improved efficiently which addresses potential areas of overlap and through the coordination of partnership resources, such as through the integration of SNT Ward Panels into the Local Forum structure, will help to realise this.

14. APPENDICES

Appendix 1 – Partnership Terms of Reference

**Local Government Act, 1972 Section 100D (As amended)
List of “Background Papers” used in the preparation of this report**

Brief description of “background papers x	Name and telephone number of holder and address where open to inspection.
The Tower Hamlets Draft Community Plan Consultation full EQIA Assessment 2011	N/A