

Appendix 1

Partnership Terms of Reference

- 1.01 Partnership terms of reference are included on the following pages:

Introduction

- 1.02 Launched in November 2001, the Tower Hamlets Partnership is the borough's Local Strategic Partnership and brings key stakeholders together to create and deliver the borough's Community Plan. Members of the Partnership include the Council, Police, the NHS, other statutory service providers, voluntary and community groups, faith communities, businesses and citizens.
- 1.03 The Community Plan is an agreement that articulates the aspirations of local communities and sets out how the Borough will work together to realise these priorities. Initially developed in 2001 and then revised in 2008, the Community Plan has been refreshed in 2011 to address the wide ranging changes taking place nationally and locally.
- 1.04 The Partnership involves stakeholders in the prioritisation and delivery of services so that we can collectively achieve the objectives of our Community Plan and its' aspiration of One Tower Hamlets where all our work is delivered against a framework of tackling inequality, strengthening cohesion and building community leadership and personal responsibility. At the same time the Partnership will work to ensure services are of the highest standards and offer the best value for money.
- 1..05 These Terms of Reference define the purpose, membership, structure, working arrangements and schedule for the delivery of Partnership work in Tower Hamlets. They place a greater emphasis on resident involvement and participation.

Our purpose

- 1.06 The ultimate goal of the Partnership is to achieve the objectives of the Community Plan. Although there is no longer a statutory requirement for the Borough to have a Local Strategic Partnership, the key partners are committed to working together and see this as the only way to secure the best possible outcomes for local people.
- 1.07 This Terms of Reference aims to reflect the changed statutory context and a new framework for delivering on Partnership priorities. Our key purposes are:

- To provide leadership for local public services and act as the forum for developing borough wide strategies in response to national legislation and local needs.
- To deliver on the priorities, objectives and cross-cutting principles of the Community Plan, through agreed delivery arrangements including how we will review progress against targets and ensure a partnership approach to developing local solutions.
- To support a powerful public through pro-active citizen and service user engagement in the delivery of local services.
- To share resources and expertise in joint commissioning and delivery arrangements.
- To operate in a transparent and accountable way by seeking external and peer challenge to assess and improve performance.
- To share knowledge and learning by collecting and sharing data improve service delivery.

Principles of Membership

1.08 There are a number of principles that all Partners will adhere to as Members and in order to ensure momentum and continuous improvement in the delivery of the Community Plan. The Council is only first amongst equals in having responsibility for the management and delivery of the Partnership. Participation and involvement in Partnership work is defined by a common and agreed set of principles. These are that:

1. Partners will actively participate to achieve the aspiration of One Tower Hamlets of tackling inequality, strengthening cohesion and building community leadership and personal responsibility.
2. The Partnership is open to all stakeholders who live, work, study and take part in leisure and cultural life in Tower Hamlets
3. All partners have personal responsibility and a community leadership role in participating in Partnership arrangements and to leading on the delivery of Partnership work in their own organisations.
4. All partners are open to challenge and scrutiny.

The Mayor's Assemblies

Purpose

- 2.01 Mayor's Assemblies provide a mechanism for residents to engage with the Mayor, the Cabinet and service providers at a local level. They are chaired by the Mayor and are open public meetings.
- 2.02 They are also a means for the Mayor to engage with our diverse communities – particularly those which are 'hard to reach' and are less likely to engage in regular, formalised structures.

2.03 A programme of 5 themed Mayor's Assemblies will take place during each year:

The Budget Congress (x2) - 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 Mayor's Priority Assembly (x2) - Events focussed on the Mayor's priorities and pledges. This will combine events to bring together the community and culminate in a Q&A with residents and the Mayor.

The Mayor's Partnership Assembly (x1) - Large scale event to report progress of the Partnership over the previous twelve months - and outline the strategy for dealing with challenges in the coming year. Local public service agencies attend with stalls to discuss their services with the public. This culminates in a Q&A with the Mayor, the Cabinet and public sector chief officers from the Council, Police, NHS Tower Hamlets, and London Fire Brigade etc.

Membership

2.04 Mayor's Assemblies are chaired by the Mayor and are open public meetings. The Mayor's Partnership Assembly will include representation from the Cabinet and public sector chief officers from the Council, CVS, Police, NHS Tower Hamlets, and London Fire Brigade and other relevant public bodies.

Working Arrangements

2.05 Although Partners will be actively involved, as the lead organisation, the Council will arrange the logistics of the Mayor's Assemblies. This will be in arrangement with the Partnership Team and the Mayor's Office.

2.06 Events are staggered throughout the year:

- The Budget Congress takes place in December and January prior to the budget setting process.
- The Mayor's Priority Assembly will take place in various locations around the borough to ensure coverage for our residents (e.g. East and West of Tower Hamlets).
- The Mayor's Partnership Assembly takes place around the end of the first quarter of the financial year as an opportunity to review progress in the previous financial year.

The Partnership Executive

Purpose

- 3.01 The Partnership Executive Group responsible for the design, development and implementation of the Community Plan. The Group is required to fulfil a community leadership function in engaging citizens and local communities to reflect the community voice in their questioning and scrutiny of Partnership performance. Using these outcomes the Group will advise and guide the strategic direction of the Community Plan and related strategies for delivering Plan objectives.
- 3.02 The Executive is the strategic decision-making body of the Partnership and is responsible for the management and direction of the Community Plan Delivery Groups. The Executive must consider reports from Mayoral Assemblies as they occur in discharging their executive role and in monitoring the progress and delivery of Community Plan objectives.
- 3.03 The Executive will monitor and manage performance of CPDGs through the Performance Management and Accountability Framework; including a regular 'dashboard' report with spotlight sessions on areas of performance challenge.
- 3.04 The Executive will drive the achievement of the cross-cutting principles of the Community Plan. These are to ensure that Community Plan objectives are realised with reference to:
- One Tower Hamlets – tackling inequalities, strengthening cohesion and building community leadership and personal responsibility
 - Efficiency – delivering value for money services
 - User engagement – being responsive to the needs of service users and supporting a powerful public
 - Localisation – delivering in partnership in local areas through active involvement of local people
- 3.05 The specific role of the Executive Group will be to:
1. Drive Service Improvement by offering constructive challenge to other Executive and Partnership forum members in order to drive performance improvement and ensure delivery of Community Plan objectives and outcomes
 2. Identify and broker solutions to any barriers to delivery and task and commission activity to implement these solutions
 3. Improve the alignment and coordination of mainstream budgets to support cross partnership working and delivery of the Community Plan

4. Make sure any recommendations agreed including at Mayoral Assemblies are acted upon and information is disseminated on actions taken
- 3.06 The Executive will publish a Partnership Annual report on performance and progress against the objectives and cross-cutting principles of the Community Plan. The report will be presented to Cabinet and the Mayor's Partnership Assembly.
- 3.07 The Executive will co-ordinate a self-assessment of the Partnership against these Terms of Reference and include the outcomes of that review within the annual report of the Partnership.

Membership

- 3.08 The Mayor will chair the Executive in his role as Chair of the Tower Hamlets Partnership. Chief Operating Officers (COO) of each of the CPDGs will attend the Executive reflecting their role and responsibility for the delivery of each of the Community Plan Themes. The Executive will include the Chair of the CVS Board and will invite the chair of emerging GP consortia once in place.
- 3.09 The membership of the Executive will be reviewed annually to ensure arrangements reflect changes to any regional and sub-regional and local partnerships.
- 3.10 All members of the group are expected to conduct themselves in accordance with the Partnership Code of Conduct (Appendix 1) and the principles of One Tower Hamlets (tackling inequality, strengthening cohesion and building community leadership)
- 3.11 Members of the Group should declare any personal, financial, business, organisational or prejudicial interests as part of the normal course of meetings. The Chair will advise on managing any related issues and it will be noted in the record of the meeting.

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

Working arrangements of the Partnership Executive

3.12 The Executive will meet four times a year as the Executive Group as in the illustrative schedule below:

January	Partnership Executive
April	Partnership Executive
July	Partnership Executive
October	Partnership Executive

3.13 The Executive will ensure data and information are collated and shared in a format that is meaningful and useful to all stakeholders in setting partnership objectives and determining the shape of borough wide initiatives. This will include a focus on ensuring information that is accessible and include the caveats required in cases where data has been simplified to be provided at a high and summary level of detail.

3.14 The minutes of all Partnership Executive meetings will be made public, through publication on the LBTH website. The meetings will be business meetings and will not be open to the general public.

3.15 The Partnership Executive can only take decisions that are within the powers delegated to chief officers by their respective organisations.

The Partnership Executive will make decisions based on robust evidence, principles and consensus.

4.01 **Community Plan Delivery Groups**

4.02 The Community Plan Delivery Groups (CPDGs) are the thematic strategic delivery groups responsible for the delivery of a set of objectives relating to each of the Community Plan Themes.

The new CPDG structure for the refreshed Community Plan is as follows:

- Great Place to Live CPDG – responsible for the delivery of a Great Place to Live theme (current terms of reference pages 30 - 31)
- Employment & Skills Board - responsible for the delivery of a Prosperous Community theme (terms of reference to be confirmed)
- Safe and Cohesive CPDG – responsible for a Safe and Cohesive Community theme (current terms of reference pages 21-22)
- Tower Hamlets Health and Wellbeing Board – responsible for the delivery of a Healthy and Supportive Community theme (current terms of reference pages 26 – 30)
- Children and Families Partnership - responsible for the delivery of cross-cutting issues relating to children and families (current terms of reference pages 22 – 25)

4.03 As part of overseeing the delivery of their Community Plan themes, CPDGs will be required to:

- 1) Review membership and sub-groups to make sure that they remain fit for purpose in light of the refreshed Community Plan, including streamlining groups and members;
- 2) Produce and agree action plans/work programme for their theme based on the priorities and objectives in the Community Plan;
- 3) Demonstrate clear consideration to the cross-cutting principles of the Community Plan including working closely with the relevant structures and processes;
- 4) Monitor progress against action plans/delivery plans; and
- 5) Report progress to the Executive through the chair

4.04 The Partnership also includes the Localisation Board within this group and level of Partnership forums because of its relationship to the achievement of the Community Plan as a cross-cutting principle and because of the focus on Localism in current national legislation.

4.05 CPDGs will be accountable to the Partnership Executive; the Chief Operating Officer (COO) and Co-chairs will report directly to the Partnership Executive and feed back to the delivery group.

- 4.06 CPDG's will create an environment where services can effectively commit to joint working and improve the lives of local people. Each CPDG is responsible for its work programme, which will work towards the following objectives:
- 1) To deliver and monitor progress of the 2020 Community Plan vision to "improve the quality of life for everyone who lives and works in the borough".
 - 2) To support delivery of the Community Plan strategy through delivery plans and local and borough-wide strategies.
 - 3) To drive service improvement through shared working & encouraging cross-partnership activity
- 4.07 CPDGs will be managed and serviced by those Directorates and Partners with the greatest responsibility of delivering priorities under each of the Community Plan themes.

Membership

- 4.08 Membership will be made up of the relevant stakeholders needed to deliver community plan objectives.
- CPDG's will be chaired by the Mayor, a lead cabinet member or a relevant representative from a lead partner organisation within the Partnership.
 - Corporate Directors from the Council are the Chief Operating Officers and accountable to the Partnership Executive
 - Relevant partner organisations and officers can be invited to the meetings as and when necessary in agreement of the Co-chairs
- 4.09 The specific role of CPDG members will be to:
- Take ownership of the targets relevant to the CPDG
 - Report to the Partnership Executive on quarterly basis highlighting progress and potential risks to the delivery of objectives.
 - Establish sub-groups if required, for a time limited period, to assist with the delivery work programme
 - Role of CPDG members to deliver on outcomes of CPDG discussions and to disseminate information between the Partnership and their own organisations
- 4.10 All members of the group are expected to conduct themselves in accordance with the THP code of conduct (Appendix 1)

4.11 Community Plan Delivery Groups - Terms of Reference

Safe and Cohesive CPDG (Statutory)

- 4.12 This group is accountable for the reduction of crime and increasing community cohesion. It determines priorities and oversees the statutory and non-statutory boards and panels responsible for the specific elements of this. It meets on a bi-monthly basis and is co-chaired by the Metropolitan Police Service Tower Hamlets Borough Commander and the Deputy Mayor for Tower Hamlets with responsibility for Community Safety. It is also responsible for ensuring that the Partners meet their statutory obligations in relation to strategic review and planning for the safety of the borough's community. Membership to this Group is at Chief Executive or Corporate Director level across key public agencies.

Safe and Cohesive Community Plan Delivery Group (CSP) Membership	
Organisation	Officer Title (within organisation)
Metropolitan Police Service (MPS)	Borough Commander
London Borough of Tower Hamlets (LBTH)	Deputy Mayor (responsible for Crime and Disorder)
LBTH	Chief Executive
LBTH	Director of Communities Localities and Culture
LBTH	Head of Safer Communities
LBTH	Service Head of Youth & Community Learning
LBTH	Head of Youth Offending Team
London Fire Service	Borough Commander
London Probation	Assistant Chief Officer
Metropolitan Police Authority (MPA)	MPA Link Officer
MPA	Engagement and Partnership Officer
LBTH	Development Manager
Tower Hamlets Housing Forum	Director of Housing & Customer Services
Tower Hamlets Police and Community Safety Board	Chair
Tower Hamlets Primary Care Trust	Associate Director, Public Health
LBTH	Service Head of Public Realm
MPS	Superintendent for Partnership
MPS	Partnership Chief Inspector
LBTH	Corporate Director Adult Health & Wellbeing
LBTH	Service Head for Disability and Health
LBTH	Service Head, One Tower Hamlets
LBTH	Service Head, Scrutiny & Equalities
Safeguarding Boards	Independent Chair
Thames Magistrates Court	Deputy Justice's Clerk
LBTH	Scrutiny Lead, Communities, Localities and Culture
Interfaith Forum	Chair of No Place For Hate Forum

4.13 **Children and Families Partnership**

4.14 Overall purpose

- To set the strategic direction for Children and Families' services in Tower Hamlets, ensuring that local priorities are identified and met effectively and efficiently.
- To lead the implementation of key priorities for children and families, as published in the Children and Young People's Plan (CYPP).
- To carry out statutory functions imposed on Children's Trust Boards under the Children Act 2004 and other legislation.

4.15 Targets responsible for:

- National and Local Indicators for children and families
- Additional targets to monitor priorities as set out in the CYPP

4.16 Budgets responsible for:

No direct budgetary responsibility but will have oversight of all public sector spending for children and families in Tower Hamlets.

Individual group members have responsibility within agency accountability frameworks for budgets for Children and Families services.

The group may also be given responsibility for the governance of pooled budgets.

4.17 Legal agreements (e.g. S75s) overseen by the Executive relating to:

- Child and Adolescent Mental Health Services
- Disabled Children's Services

4.18 Accountable to

Members remain accountable to their individual agencies for delivery of their priorities in the CYPP. The Board is also accountable to the Tower Hamlets Partnership Executive Group.

4.19 Who is accountable to the group?

Commissioning and Delivery Groups:

- Be Healthy
- Stay Safe
- Make a positive Contribution
- Enjoy and Achieve/ Achieve Economic Wellbeing
- Excellent Children's Services

4.20 The Family Wellbeing Model Steering Group is a cross-cutting group which is also accountable to the Children and Families Board.

4.21 Key tasks

- Agree priorities for children, young people and families and publish them in the CYPP.

- Review these priorities annually to ensure that they are still relevant.
- Ensure that Commissioning and Delivery Groups (CDGs) produce robust and challenging Commissioning and Delivery Plans (CDPs) which will meet the priorities set out in the CYPP.
- Agree partner agencies' allocations of budgets to CDGs to fund CDPs.
- Make decisions about alignment or pooling of resources to meet the priorities identified in the CYPP.
- Monitor performance against national and local indicators relevant to children and families, reporting to the Tower Hamlets Partnership.
- Scrutinise the work of the CDGs, holding them to account for delivering the priorities set out in the CYPP and taking a troubleshooting role where there are concerns about performance.
- By taking an overview of the work of CDGs, ensure that duplication is minimised.
- Deliver an annual progress report for publication.
- Agree key policies and strategies which cut across services for children and families and ensure that cross-cutting priorities are robustly addressed.
- Oversee the delivery of our Child Poverty Strategy and our child poverty commissioning intentions.
- Make decisions about strategic integration of services, including frontline integration between partners.
- Manage risk.

4.22 Decision- Making Powers

Approval of the following documents:

- CYPP
- Other key joint strategies, policies, procedures and protocols that affect all partners providing services to Children and Families

4.23 Outputs

- CYPP
- Cross cutting strategies (eg child poverty)
- Response to annual safeguarding report from LSCB
- Risk register

4.24 Quorum and decision- making process

The quorum for the Board is 25%.

4.25 All members of the board are encouraged to ensure a deputy or alternative representative who has decision making powers attends board meetings in their absence as they will be bound by board decisions. Alternative representatives or deputies should be agreed in advance with the chair.

4.26 Consensus is the preferred route to decision but, in the event that a consensus cannot be reached, a vote will be taken by show of hands and a simple majority of those voting will decide the matter. In the event of equal votes for and against, the chair will have a second or 'casting' vote and this will decide the matter.

4.27 Membership

The following table lists membership of the Children and Families Partnership Board.

Agency	Role
London Borough of Tower Hamlets (LBTH)	Cabinet Member for Children, Schools and Families (Chair)
LBTH Children, Schools and Families	Corporate Director of Children, Schools and Families
Metropolitan Police	Chief Inspector, Lead for Partnerships
NHS East London and the City	Tower Hamlets Borough Director
NHS East London and the City	Co-Director of Public Health Tower Hamlets
Barts and the London Trust	Managing Director, Community Health Services
East London NHS Foundation Trust	Director for Specialist Services
GPs	GP, Lead for children and maternity
Schools	Two Head Teachers, nominated by the Tower Hamlets Head Teachers Consultative Forum
Tower Hamlets College	Principal
Registered Housing Providers	Representative nominated by the Tower Hamlets Housing Forum
Third sector representatives	Two representatives, nominated by the Voluntary Sector Children and Youth Forum
Parents representatives	Two representatives, nominated by schools governing bodies
Chairs of the Commissioning and Delivery not already represented above	-

4.28 The Board will invite representatives from the Tower Hamlets Youth Council to attend Board meetings on a regular basis, and officers supporting the Board and the CDGs will attend Youth Council on a regular basis. This will be to ensure ongoing links between the groups, and ensure that young people influence the agenda of the Children and Families Partnership through their representatives on the Youth Council.

4.29 Expectations of Chair and Members

The Chair and members of the Board will be expected to:

- Read papers in advance of meetings, respond to e-mails and other communications in relation to the work of the Children and Families Partnership.
- Attend meetings, or provide a suitable delegate by notifying the Board's support team in advance and obtaining the agreement of the chair to the deputy or alternative representative.

- Participate in meetings and vote on decisions as a representative of their organisation or stakeholder group.
- Feedback relevant information to their group or organisation.
- Represent and promote the work of the Children and Families Partnership as set out in the CYPP.
- Contribute to the development of the Partnership including raising concerns with the chair if necessary.

4.30 Meeting frequency
Bi-monthly

4.31 Support

The LBTH Children, Schools and Families Directorate will provide business management and policy support for the Board including:

- Arranging meetings
- Planning and writing agendas
- Co-ordinating board papers
- Writing and circulating minutes
- Advising on key policy developments which the board needs to respond to

4.32 Variation

These terms of reference may be varied by the London Borough of Tower Hamlets (by Cabinet or in accordance with a delegation by Cabinet).

4.33 **Tower Hamlets Health and Wellbeing Board (Statutory)**

4.34 The Tower Hamlets Shadow Health and Wellbeing Board demonstrates joint commitment to work together in partnership to improve the health of all communities and sectors in the borough. Chaired by the Mayor of Tower Hamlets and with representatives from the Local Authority, the NHS -ELC Cluster and the Clinical Commissioning Group of local GPs, this Board provides a unique opportunity to reduce health inequalities and to deliver significant improvements in health and wellbeing through the initiation of integrated and joint approaches that provide added value or benefit the population of Tower Hamlets.

4.35 The Tower Hamlets Shadow Health and Wellbeing Board will continue to act as Shadow until the formal constitution of the Health and Wellbeing Board. It is expected that the legislation will be passed to enable the new Board to be established in April 2012 when it will become a committee of the Borough Council with executive powers.

4.36 During the shadow period, the Board will promote the development of robust and appropriate governance arrangements to ensure the

effective introduction of the formal statutory Health and Wellbeing Board and will oversee relevant transitional arrangements for health, social care and public health until the new arrangements are fully in place.

- 4.37 N.B. References in this document to the 'Board' are references to the Tower Hamlets Shadow Health and Wellbeing Board. Prior to the establishment of the Statutory Board, the terms of reference will be reviewed.
- 4.38 Standing Orders: The Standing Orders of LBTH will apply with any necessary modifications including the following:
- The Chair of the TH Health and Wellbeing Board will be the Elected Mayor of the Borough
 - The quorum for a meeting shall be a quarter of the membership, including at least one Elected Member of the Council, one representative of NHS ELC and one representative of the TH CCG
- 4.40 Membership of the shadow TH Health and Wellbeing Board:
- Mayor (Chair of the HWB)
 - Cabinet Members for Health & Wellbeing and Children's services (2)
 - Chief Executive -LBTH
 - DASS -LBTH
 - DCS -LBTH
 - Vice-Chair -NHS East London and the City (and lead Non-Executive Director for Tower Hamlets)
 - Borough Director -Tower Hamlets - NHS ELC
 - Chair - NHS TH CCG
 - Director of Public Health - Tower Hamlets
 - Chair of THINK/local Healthwatch
 - Chair of Tower Hamlets CVS
 - Corporate Director of Communities, Localities and Culture
 - Corporate Director of Regeneration and Renewal
 - Representative of Barts and The London NHS Trust
 - Representative of East London Foundation Trust
 - The Chair of the Tower Hamlets Council Health Scrutiny Panel shall be invited to attend meetings of the Shadow Board and to comment and advise on the matters under consideration.
- 4.41 Notes (i) The representation on the Board reflects the expected statutory provisions and the main funding partners. Arrangements will be made for the establishment of groups to support the work of the Board comprising a range of stakeholders, including providers. It is hoped that the decisions of the Board can be reached by consensus without the need for formal voting. If in the light of experience, voting is necessary, voting rights will be established in the light of statutory regulations.

- 4.42 Notes (ii) To ensure representation of key partners at each meeting, members of the Shadow Board may each nominate one named deputy who may attend in their absence. Deputies must be notified in advance to the clerk. All meeting papers will be sent to the members of the shadow board and if any member is unable to attend a meeting it is the responsibility of that member to arrange attendance by his/her deputy and to pass on any necessary papers to the deputy.
- 4.43 Frequency of Meetings: The Tower Hamlets Health and Wellbeing Board will meet quarterly commencing in September 2011. Subsequent HWB meeting will be scheduled normally in December, March and July. Additional Extraordinary Meetings may be arranged with the agreement of the Chair as necessary. Ordinary and Extraordinary meetings of the Shadow Board shall be open to the public subject to any discussion of 'exempt' or confidential information taking place in closed session in accordance with the Council's Access to Information Procedure Rules.
- 4.44 Board Role and Purpose: The Shadow Health and Wellbeing Board will lead, steer and advise on strategies to improve the health and wellbeing of the population of Tower Hamlets through joint work and greater integration of health and social care services in the Borough.

In support of this aim the Board will:-

1. Identify needs and priorities across Tower Hamlets and publish and refresh the Tower Hamlets Joint Strategic Needs Assessment (JSNA) so that future commissioning/policy decisions are based on evidence.
2. Prepare and publish a Joint Health and Wellbeing Strategy and Plan for approval by the Council, NHS TH Borough Committee, and TH Clinical Commissioning Group (CCG).
3. Communicate and engage with local people on how they could achieve the best possible quality of life and be supported to exercise choice and control over their personal health and wellbeing.
4. To have oversight of the use of relevant public sector resources across a wide spectrum of services and interventions, with greater focus and integration across outcomes spanning health care, social care and public health.
5. Ensure robust arrangements are in place for smooth transition into the Statutory Board in time for April 2012?

4.45 The Work of the Board in Practice

Identifying Needs and Priorities:

The Shadow Health and Wellbeing Board will take a key role in identifying future needs and priorities in Tower Hamlets to ensure that

future health and social care developments and services are based on evidence of needs. The Board will:

- Ensure that the JSNA is refreshed, using a variety of tools, evidence and data, including user and carer experiences to support this view
- Reach a shared understanding of the health needs, inequalities and risk factors in local populations, based on the JSNA and other evidence, and demonstrate how this evidence has been applied to decisions and strategic priorities.
- Reach a shared understanding of how improvements in outcomes will be monitored and measured.
- Ensure that the Council, NHS ELC and TH CCG demonstrate how the JSNA and other appropriate evidence has been used in their commissioning decisions.
- Provide high-level guidance on the achievement of the Borough's strategic health and wellbeing outcomes.

4.46 Strategy:

The Shadow Health and Wellbeing Board will develop, publish and refine a Joint Health and Wellbeing Strategy that is supported by all stakeholders and sets out objectives, a rate of improvement for health and wellbeing outcomes including reduction in health inequalities, and how stakeholders will be jointly held to account for delivery. In addition, the Board will:-

- Take account of the JSNA and the recommendations of the Director of Public Health's Annual Report.
- Focus collective efforts and resources on the agreed set of strategic priorities for health and wellbeing.
- Ensure the work of the Board develops in tandem with other local and national policy developments, dependencies and legislation.
- Retain a strategic overview of the work of commissioners to further the Board's strategic objectives.
- Ensure that the Council, NHS ELC, and TH CCG demonstrate how the Joint Health and Wellbeing Strategy has been used in their commissioning decisions
- Quality assure and sign off joint delivery plans to achieve the Board's agreed strategic outcomes
- Receive reports from other strategic groups and partners responsible for delivery, including specialist commissioning groups.
- Challenge performance of delivery plans which support the strategic priorities of the Health and Wellbeing Board, taking action as necessary, including agreeing recovery and improvement plans.
- Be accountable for applicable outcomes and targets as agreed by partners, via specific performance frameworks applicable to the NHS, public health and local authority.

4.47 Achieving Outcomes:

The Shadow Health and Wellbeing Board will have oversight, where appropriate, of the use of resources across a wide spectrum of services and interventions to achieve its strategy and priority outcomes and to drive a genuinely collaborative approach to commissioning, including the co-ordination of agreed joint strategies.

- Provide system level oversight to the totality of commissioning expenditure in Tower Hamlets which is relevant to achieving the Board's strategic priorities.
- Identify service areas where additional improvements in joint commissioning are required to achieve priority outcomes and recommend the development of aligned or pooled budgets where that would enable improved delivery of service.
- Facilitate effective joint commissioning including the development of effective partnership arrangements, financial protocols and monitoring arrangements.
- Where there are realisable efficiencies in relevant public sector services encourage partners to share or integrate services.
- Have an overview of the management of resources already committed.
- Make recommendations on the priority of projects and allocation of resources to service providers and/or localities as appropriate, in order to achieve jointly agreed objectives.
- Have an overview of major service reconfiguration by providers of relevant public sector services and make recommendations to those providers to enable improved and integrated delivery of services.

4.48 Communication and Engagement:

The Shadow Health and Wellbeing Board will communicate and engage with local people in how they can achieve the best possible quality of life and be supported to exercise choice and control over their personal health and wellbeing. In support of this the Board will:-

- Develop and implement a Communications and Engagement strategy for the work of the Board, including how the work of the Board will be influenced by stakeholders and the public, including seldom heard groups, and how the Board will discharge the specific duties with respect to consultation and engagement on service changes.
- Represent Tower Hamlets in relation to health and wellbeing issues at a local, sub-regional, regional, national and international level, influencing and negotiating on behalf of the members of the Board and working closely with THINKs/local HealthWatch.
- Debate issues of mutual interest and concern, including key cross-cutting issues, gathering and sharing examples of good practice and taking and implementing key decisions as necessary.

4.49 Executive Officer Group to support the HWB; In order to ensure implementation of decisions and strategic direction set by the Board, an Executive Officer Group will be formed, led by the Corporate Director of Adults, Health and Wellbeing as Chief Operating Officer. Other members to include;

- a. Corporate Director of Children's Schools and Families
- b. Director of Public Health –Tower Hamlets
- c. Borough Director – Tower Hamlets
- d. CEO –NHS TH CCG
- e. Chief Executive - THINK/local Healthwatch.
- f. Representative of BLT NHS Trust
- g. Representative of ELFT

4.50 **Employment and Skills Board**

Detailed priorities and Terms of Reference being developed.

4.51 **A Great Place to Live**

The terms of reference are draft and to be agreed by the Group. Board meetings will consist of high level focussed meetings with an agenda focussed on relevant key strategies and performance indicators. The Board is jointly chaired by the Lead Member for housing and the chair of Tower Hamlets Housing Forum.

Membership

Lead Member for Housing
Tower Hamlets Housing Forum chair
Corporate Director, Development and Renewal
Service Head, Public Realm, CLC
Head of Homeless and Housing Advice Service, D&R
Service Head Strategy and Sustainability, D&R
PCT (focus on assets)
Police (focus on assets)

5.01 **Local Governance Structures – Terms of Reference**

Purpose

5.02 Forums provide opportunities for residents to more directly shape local services by helping set priorities and then holding services to account for delivery. They are a means of creating community engagement and fostering community empowerment and provide a mechanism for escalating local issues to the Partnership Executive.

5.03 Forum meetings are open to all who live or work within the area. They provide a local space where people from the area come together and

work with local public service providers, elected representatives and one another.

- 5.04 Local residents, in the form of Community Champions provide resident leadership for the forums, including agenda setting. Forums have autonomy about their agenda setting, allowing them to be proactive about very local concerns. However, to ensure clear links to the Partnership's priorities and the other Partnership structures (the CPDGs and Partnership Executive) opportunities for discussion are available through having the Community Plan themes as standing items on the forum's agenda. It is expected that local SIT's would address any issues arising.
- 5.05 Each forum will receive around £10K per annum from the Council to allocate towards local priorities. This would be allocated through a smaller and more localised version of our successful Participatory Budgeting programme led by the Community Champions in each of the areas. However, all residents within the area would have an opportunity to vote to prioritise the available options.
- 5.06 Alongside the local forums, support would be available to enable local action focused group to develop - which would most likely be based on smaller local communities. This includes developing Neighbourhood Agreements, which enable local residents and local service providers to set out their rights and responsibilities against service standards and improvement of services at a neighbourhood level. It will also include the Council providing 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. The Council will 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
- 5.07 To access the 'offer' local action groups would be required to demonstrate:

- 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

5.08 However, this funding will be monitored by the Community Champions in each of the forums.

Membership

5.09 Community Champions will be recruited and receive training and support. They will be recruited from within the area they are volunteering for. Their role includes scrutinising local public services, setting local priorities and monitoring the distribution of the allocated 'seed funding'.

5.10 Local public service officers from the paired LAP Service Integration Team (SIT) will be in attendance at each forum meeting. The SIT already include Council frontline services, police SNT teams and in some cases local youth providers. There would also be an expectation for representation of local service providers such as GPs, Public Health co-ordinators and youth contract managers - but attendance would vary and be based upon the pre-agreed agenda to ensure the most appropriate officers are invited. The appropriate ward Councillors are invited to attend the forum meetings.

5.11 Administrative support, including minute taking, is provided through the 'Partnership Governance Apprenticeship Scheme'.

5.12 Forum meetings are open public meetings and as such are open to all. Meetings are advertised well in advance through established Partner communications channels.

Working Arrangements

5.13 Each Forum meets four times a year. However, this is flexible to permit additional meetings if required, for instance when organising the 'seed funding' through the Participatory Budget arrangements additional sessions in quick succession for key forum members may be necessary.

5.14 The minutes of all meetings will be recorded and shared with all members of the forum within a month following each meeting.

- 5.15 Issues raised at the forums will be escalated to the relevant CPDG by SIT officers in attendance in the form of a short summary report. This report must be accepted as true and accurate by the forum's chair. Reports from all of the forums will be compiled by the 'Local Forum Coordinator' based at the Council.

6.0 **Tower Hamlets Partnership: Code of Conduct**

Introduction

The code of conduct sets out the standards of conduct expected of all partners and their representatives when working as part of the Tower Hamlets Partnership. The Code applies to all the partner representatives and applies to all activities undertaken on behalf of the partnership.

General Principles

The Tower Hamlets Partnership commits to follow the Seven Principles of Public Life as set out by the Nolan Committee on Standards in Public Life:

Selflessness

Partners should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Partners should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, partners should make choices on merit.

Accountability

Partners are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Partners should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Partners have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Partners should promote and support these principles by leadership and example.

In addition, the principles of One Tower Hamlets (tackling inequality, strengthening cohesion and building community leadership), and adhering to the principles set out in the Performance Management and Accountability Framework will robustly apply.

Roles and responsibilities

There are certain specific expectations, above and beyond the general principles, that apply to all partners. To this end partners will:

- put the residents of Tower Hamlets at the centre of their work by remaining responsive to needs and establishing a powerful public
- treat one another with respect and equality
- be punctual in attendance at partnership meetings or present apologies for absence
- adhere to the format of meetings, the rules of debate and generally the spirit and rules by which the meeting is conducted
- ensure that their contribution to the partnership is of a consistently high quality in order to drive performance improvement and ensure delivery of objectives and outcomes
- be open to constructive criticism
- ensure that everyone is treated equally and there is no discrimination on the basis of age, gender, disability, ethnicity, culture, religion, sexuality or any other grounds, and
- remain professional at all times

Confidential information

Some of the information that partners have access to will be of a confidential or sensitive nature. Partners commit to respecting the confidentiality of that information and treating it with discretion. When in doubt about the confidentiality of a document, representatives should check with the chair of their group. If the chair is unsure, direction should be sought from the Service Head, One Tower Hamlets.

This should not, in any way, prevent partners with serious and reasonably held concerns about malpractice within the work of the partnership to come forward and voice these concerns.

Declaring interests

Partners must declare a personal interest where a matter or decision connected to the partnership might reasonably be regarded as affecting, to a greater extent than other residents of Tower Hamlets, one or more of the following:

- Their well-being or financial position or that of a friend or relative;
- Any employment or business carried on by such persons;
- Any person who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- Any organisation of which they are a member;
- Any organisation in which they are in a position of general control or management.

A partner with a personal interest also has a prejudicial interest if the interest is one that a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the partner's judgement of the public interest.

All personal and prejudicial interests must be declared as soon as they become apparent. A partner declaring a prejudicial interest must not influence nor participate in the partnership decision-making regarding the matter in which they have an interest.

Gifts and hospitality

Offers of gifts or hospitality should be treated with caution. The conduct of partners and their representatives should never lead anyone to question their interests, and it is the perceptions of the general public that are paramount when deciding whether a gift or offer of hospitality is reasonable.

Naturally, criminal sanctions can apply where gifts or hospitality are accepted in return for influence over local government business.

Compliance with the Code

Any suspected breach of the Code should be brought to the attention of the Chair of the partnership and the Service Head, One Tower Hamlets. They shall have the power to require the representative or partner concerned to withdraw from participating in partnership business until such time as an investigation has been undertaken and agreement reached between the other partners as to the appropriate way forward.