



The Tower Hamlets Partnership

Terms of Reference



What's changed and why:

- The three strands of the partnership will remain, but with redefined roles that
 - improve 'internal' and 'external' partnership accountability
 - align the LAA process with the CPAGs
 - provide a stronger focus on delivery of improved outcomes
 - develop a joint partnership performance framework
 - ensure clear Partnership communication

Outcomes:

- **Long term** - deliver the Community Plan strategy, vision and outcomes
- **Medium term** - deliver the Local Area Agreement targets and locally defined priorities
- **Short term** - engage stakeholders so that they can make a contribution to the design and delivery of the above through local priority setting

The 3 Spheres:

Strategic Co-ordination – WHAT

With 2 key parts:

- Partnership Board
- Partnership Executive

Strategic Delivery function – HOW at a strategic level

5 Community Plan Delivery Groups

1. Children and Young Peoples Partnership
2. Safer Communities
3. A Good Place for Living
4. Healthy and Supportive Communities
5. Prosperous Communities

The Locality Delivery function - HOW at a local level –

8 local Area Partnerships (LAPs)

Local Delivery Networks in each LAP area.

The frequency – WHEN

The Board will meet 4 times a year, all other meetings will be bi-monthly. The bi-monthly meetings should ensure the Delivery Groups meet one month and feed outcomes into the LAP SG which meet in the alternate month. This will ensure a constant state of debate and delivery to inform the work of the Partnership Executive.



Partnership Board:

The Board would ensure wide scale involvement of all partners and have overall responsibility for the delivery of the Community Plan. It will involve local residents and key players from the public, private, community and voluntary sector.

Proposed membership

- Leader of the Council as the Chair of the Partnership
- Lead Member for Regeneration, Localisation and Community Partnerships
- Resident Vice Chairs from the Local Area Partnerships
- Partner Chairs of the Community Plan Delivery Groups
- Faith leaders from the principal faith groups (A Muslim and Christian representative invited from the Inter Faith Forum)
- The Young Mayor and Deputy Young Mayor
- 2 Third Sector representatives from umbrella bodies
- 2 Business representatives
- The Chief Executive of Tower Hamlets Council
- The Chief Executive of the Primary Care Trust
- The Borough Commander, Metropolitan Police
- Chair of the Tower Hamlets Housing Forum
- The Chief Executive of Job Centre Plus
- The Borough Commander for the Fire Brigade

Its role:

Acting as the governing body of the partnership it will have responsibility for the following:

- overseeing an effective strategic partnership
- agreeing priorities, targets and strategy through development and regular review of the Community Plan
- monitoring and ensuring the delivery of the Partnership's priorities as set out in the Community Plan and Local Area Agreement

Meetings will normally be closed to allow for consistent attendance and dialogue, with only resident observers permitted. However, one meeting a year may be open to provide a more consultative process. All members would have the opportunity to make proposals, ask questions and raise objections but only for the best interest of the Partnership and on behalf of their spheres of the Partnership (Delivery Groups and LAPs). Each member would be expected to sign up to a code of conduct which outlines their roles and responsibilities as well as commitments. This would be part of the Partnership Charter.



The Board will meet 4 times a year. Intelligence provided to this board will come from the Partnership Executive.

Meeting 1 – Progress Review and Priority Setting (End November):

This meeting will review progress on key annual targets (LAA and local priorities) and inform the forthcoming priorities. It will be aligned with the budget setting process of the Council and where possible other partners such as the police and the PCT. Joint budget setting priorities with the Partnership priorities will identify risks to delivery and a review of commissioning approaches over the next annual cycle.

Performance information will be circulated prior to the meeting to allow for any questions to be put forward *before* the open meeting takes place, and solutions explored in time for the meeting, enabling informed and effective decision making processes.

Meeting 2 – planning and commissioning activity (February):

With priorities established in meeting 1, this meeting will review where mainstream services will deliver improvement, and where joint commissioning needs to take place. All commissioning should contribute to improvements set out in the LAA targets, and reflect locality priorities.

Meeting 3 – Mid cycle monitoring (May):

This meeting is an opportunity to check that commissioning has taken place as agreed at the last meeting, consider the SWOT analysis of achieving targets by the end of the year, and make necessary amendments/interventions where required in order to achieve success.

Meeting 4 – Monitoring

Review and monitor progress in line with the above. Initiate discussions about future priorities and agree data required for next meeting.

In between this meeting and the first meeting of the next cycle, a series of public workshops will be conducted (similar to the Community Plan workshops conducted last year), and the outcomes available in time for the next meeting. This will double up as the Council's budget consultation (which is a statutory requirement).

Meeting 4 will agree the focus of those workshops in line with discussions throughout the year.



In addition, the Partnership will host a cross Borough Partnership day to help raise the profile of the work of the Partnership or to highlight a particular priority, reflecting the LAA targets and community plan aspirations.

Partnership Executive:

The Executive will be chaired by the Leader of the Council in his/her capacity as Chair of the Partnership and to ensure a clear link with the Partnership Board. The Lead Members for Regeneration, Localisation and Community Partnership, and Employment and Skills will have a standing invite to all meetings.

The Partnership Executive can only take decisions that are within the powers delegated to chief officers by their respective organisations and is not a decision making body in its own right.

The principal role of the executive will be to bring together the most senior officers of those organisations primarily responsible for delivering public services in Tower Hamlets, so that:

- Management actions in each of the partner organisations are co-ordinated and designed to optimise and accelerate delivery of the Community Plan;
- Performance management of LAA targets is overseen by chief officers at a partnership level;
- Opportunities for co-operation, shared services and efficiency are identified and realised;
- Actions that require Board level approval (e.g. Cabinet in the case of the Council) are progressed through the governance arrangements of each of the delivery organisations.

Proposed membership

- Leader of the Council as Chair of the Partnership
- Chief Executive of Tower Hamlets Council
- Chief Executive of the Primary Care Trust
- Borough Commander, Metropolitan Police
- Chair of the Tower Hamlets Housing Forum
- Chief Executive of a Third Sector Umbrella Body
- Chief Executive of Job Centre Plus

Standing invitation

- Lead Member for Regeneration, Localisation and Community Partnership
- Lead Member for Employment and Skills



The Executive will bring the key elements of the work of the existing Excellent Public Services CPAG and the LAA Cross Block meetings. It will meet 4 times annually 3 weeks before the Partnership Board meets to inform dialogue.

It will have the key function of strategic co-ordination for the Partnership with responsibility for implementing the decisions of the Partnership Board, to which it will be directly accountable.

The Executive will bring together the chief officers of the main partners as well as the voluntary and community sector umbrella body. Its overall purpose will be to drive delivery of the Local Area Agreement and the Community Plan. A key responsibility for the group will be to ensure the One Tower Hamlets theme crosses all areas of work and reflect key borough wide initiatives such as the Olympics.

It will be tasked with bringing challenge, ambition, acceleration and excellence to the quality and improvement of services across Tower Hamlets. In particular, the remit will be to focus on risks to delivery and identify and broker solutions.

It will:

- refer issues, and report to, the Partnership Board;
- be responsible for joint strategic 'horizon gazing', development and delivery;
- align and coordinate mainstream budgets to support partnership working;
- provide cross-partnership challenge;
- identify and broker solutions to any barriers to delivery;
- task and commission activity to implement these solutions;
- have a close working relationship with each of the 5 CPDGs who will be held to account for the Community Plan and LAA targets identified under their themes. The 5 CPDGs will report quarterly to the executive on progress and potential risks.

Community Plan Delivery Groups (Delivery Groups):

There will be 5 Delivery Groups:

1. Children and Young Peoples Partnership
2. Safer Community
3. A Great Place for Living
4. Healthy and Supportive Community
5. Prosperous Community



Their primary purpose will be to deliver the key Local Area Agreement and Community Plan targets and initiatives within their thematic area and accelerate service improvement.

They will do this by:

- Helping to deliver the Community Plan strategy;
- Developing borough wide and local strategies;
- establishing an annual delivery plan to delivery of the relevant LAA targets;
- using the annual delivery plan to identify gaps and bring a cross-partnership problem solving approach to service improvement;
- using existing and new budgets to jointly commission activity to deliver the agreed LAA and Community Plan;
- promoting and extending joined up working and shaping mainstream services to achieve agreed goals;
- establishing ways to work together across partners to implement the plan.
- identifying emerging needs and priorities in consultation with LAPs and relevant local groups (through the Local Delivery Networks);
- agreeing local initiatives to address service acceleration;
- regularly joining up the local and borough wide priorities;
- gathering and reviewing evidence and local intelligence to inform decisions and forward planning;
- developing joint performance systems and frameworks
- developing business excellence models for service improvement.

It is important to note that two of the five Delivery Groups are statutory partnerships and these will also have separate lines of accountability.

Membership will be made up of lead cabinet member and relevant partner agency officers needed to deliver the annual delivery plans. All groups will be able to establish sub groups where required.

The Delivery Groups will be:

- Co-Chaired by a relevant lead member and a lead partner
- Corporate Director from the Council will act as the Chief Operating Officer

Suggested (but not exhaustive) Membership:

Children and Young Peoples Partnership

Co-Chaired Corporate Director of Children Services and Lead member for Children Services.

Membership stays as current except the LOC rep will be replaced with a representative from the Education & Improvement Partnership



Tower Hamlets Housing Forum rep

Safer Community

Suggested membership:

Co-Chaired by Borough Commander Lead member for Cleaner, Safer, Greener

Chief Operating Officer

COO - LBTH CEO

Service Head Community Safety

Service Head Youth and Community Learning

London Fire Service

Probation Service

Thames Magistrate Services

AHWB / Adult Protection rep

D&R planning / regen rep (Master planning team)

Third Sector Representative Bodies that reflect the diversity of the remit

Tower Hamlets Housing Forum rep

A Great Place for Living

Suggested membership:

Co-Chaired by Chair of THHF and Lead member for Culture and Leisure

COO - Communities Localities and Culture Corporate Director

Service Head of Public Realm

Service Head of Culture

Service Head of Strategy

CEO of Leaside Regeneration

TFL

Third Sector Representative Bodies that reflect the diversity of the remit

Thames Gateway

Children's Services / AHWB reps

Play Association, Tower Hamlets Representative

Third Sector Representative Bodies that reflect the diversity of the remit

Tower Hamlets Housing Forum rep

Healthy and Supportive Community

Suggested membership:

Co-Chaired by lead CEO of PCT and Lead member for Health and Wellbeing

COO – Corporate Director of Adult Services

Director of Public Health

Director of Primary Care

Mental Health Trust

Barts and London

Adult Services Corporate Director



Service Head Disability and Health
Service Head Culture
Age Concern
Children's social care rep
ECM 'Be Healthy' Lead (PCT)
LINK representative
Adult Services Providers Forum Rep
Third Sector Representative Bodies that reflect the diversity of the remit
Tower Hamlets Housing Forum rep

Prosperous Community

Suggested membership:
Co-Chaired by CEO of ELBA and Lead member for Employment and Skills
COO - Corporate Director of Development and Renewal
Canary Wharf Group
Job Centre Plus
Metropolitan University
LSC
Tower Hamlets College
Corporate Employer
Service Head of Young People and Learning
LDA
Chair of TH Business forum
AHWB rep(s)
Housing Strategy rep
D&R planning / regen rep
Tower Hamlets Community Legal Services Partnership
Tower Hamlets Education Business Partnership
Third Sector Representative Bodies that reflect the diversity of the remit
Tower Hamlets Housing Forum rep

LAP Steering Groups:

8 Local Area Partnership steering groups across the borough, 2 wards in each LAP area except LAP 1 – which has 3 wards.

Purpose of the LAPs will be to:

- help deliver the Partnership's objectives and to contribute to performance against the targets set out in the Local Area Agreement;
- develop innovative approaches to the delivery of key targets at a local level based on gathering intelligence, promoting joint working and joint problem solving at a local level;



- work with the CPDGs to agree local activities and projects directly linked into the LAA targets most relevant for focus in their LAP area;
- review and monitor localised evidence on performance and outcomes to inform action planning;
- develop local participation and empowerment;
- help build local capacity;
- channel entrepreneurial energy.

Each LAP will meet bi-monthly and have a membership of 26:

15 residents

6 Ward Councillors

5 service providers reflecting the 5 Delivery Groups

Membership will be for 2 years.

Each LAP will have a Chair who will be one of the ward Councillors and a Vice-Chair who will be a resident member. All resident members will be invited to join through a formal application process, identifying their skills and relevance to the local priorities.

Steering groups will be closed with resident observers permitted at the meetings.

The LAP should ensure that as far as possible resident members are broadly reflective of residents of the area. This means that the LAP should have regard to gender, age and ethnicity of resident members as well as ensuring that the different wards that make up the LAP are reflected in a reasonably equitable manner.

Each LAP will be expected to work with the Delivery Groups to agree a set of priority projects/activities for their local area to help deliver the LAA and the Community Plan. These will be developed in consultation with the Delivery Groups and based on robust data including:

- Performance and statistical data
- Financial data
- The views of local residents

Each Steering Group will be expected to host 4 LAP open meetings – these will be in line with the 4 Partnership Board meetings and will ensure that when the Chairs of the LAP attend the Partnership Board meetings they are representing the local views and priorities. These events will be the opportunity for greater participation in setting local priorities and engaging in delivery of the Community Plan. The steering group members will be held to account at these meetings and will be expected to show progress against priorities.



Local Delivery Networks:

Each LAP Steering group will have an overarching principle that they will engage with Local Delivery Networks in their locality to improve service delivery. Local Delivery Networks will be developed through the Local Management Team.

Partnership Support:

In addition, and serviced by the Strategy and Performance team, there will be a Partnership Support Group along the lines of the Community Plan Officers Working Group which has developed the current Community Plan. This officer Group will include leads on performance/policy/strategy from the key Council Directorates and Partner agencies to oversee policy development and delivery arrangements.

Participation & Engagement

The participation of residents in shaping services will be coordinated by the Participation & Engagement team. They will develop a Centre for Good Practice that supports services in:

- identifying hard to reach groups;
- identifying appropriate methods of engagement;
- developing a coordinated and targeted feedback process of all participatory activities.