



Introduction

Over the last 6 months Community Catalysts has facilitated the review of the Joint Partnership Board's (JPB's) role, remit and structure to ensure it is effective in "ensuring all people who have care and support needs in Haringey are heard and are able to contribute meaningfully as equal partners on areas that impact / affect people who draw on care and support."

The work was in part informed by the recommendations of the JPB Review carried out by the Assistant Director of Public Health in July 2024, and sought insights from a wide range of people to gain consensus on the future direction and priorities for resetting the JPB.

Through a collaborative process, representatives from the JPB, Reference Groups, Council and Health have worked together to identify and prioritise the insights into key areas for improvement and coproduced an action plan to reestablish the JPB as an effective forum.

This report sets out the stages in the process, the outcomes over the period of the project and the recommended actions.





Report

Context:

The London Borough of Haringey has developed the <u>Haringey Deal</u> which outlines a commitment to coproduction and developing new ways of working, including sharing power to enable people in the borough to:

- have a greater say in decisions that affect them
- help design the services they use
- work with the Council to solve long standing and difficult problems

The Haringey Joint Partnership Board

The Joint Partnership Board was formed following the Green Report from 2016. This was an independent review of Haringey Council's Adult Services Partnership Board Arrangements. At that time the board arrangements included the Adults Partnership Board, the Learning Disabilities Partnership Board and The Autism Working Group. The review raised some concerns and as a result the Joint Partnership Board was formed in 2017 by merging these groups. In addition, several Reference Groups were established to represent the interests of specific groups, to ensure that their voices were heard, and their needs and aspirations were taken in to account. Public Voice were commissioned by Haringey Council to manage and facilitate engagement, coproduction and partnership working in Haringey including via the newly established Joint Partnership Board.

The Joint Partnership Board and its Reference Groups are the vehicle for 'partnership working with an emphasis on empowering service clients, carers and other residents as equal partners to meaningfully contribute to developing and achieving strategic borough priorities'.

The Joint Partnership Board membership includes, people who draw on support, carers, residents, senior managers from the council and the NHS and members from Public Voice. Until April 2025 it has been led by two co - chairs. There are seven Reference Groups, Carers, Learning Disabilities, Physical Disabilities, Autism, Older People, Dementia and Severe Complex Autism & Learning Disabilities. The Joint Partnership Board and Reference Groups meet bi - monthly and are supported by staff from Public Voice.



The London Borough of Haringey conducted an initial review of the JPB that started in 2023. The report summarising the findings of this initial review (dated July 2024) identified 3 key recommendations:

- A need to maximise representation from Haringey communities/ residents.
- A stronger governance structure to provide forums for people's voices to be heard, to influence strategic direction and to improve 'day to day' implementation across the system.
- Presence from the council and the NHS needs to improve.

Community Catalysts was commissioned by London Borough of Haringey Council to build on the recommendations of the Report and gain wider consensus on what needs to change to ensure the effective working of the JPB to maximise its impact.

Community Catalysts

Community Catalysts has over 12 years' experience of working in partnership with public, private and voluntary, community, and social enterprise organisations across the UK. We have worked in over 90 local authority areas. Our primary role is as a catalyst, building on local strengths to ensure people who need support to live their lives can be part of strong, inclusive, communities with real opportunities to connect, create and contribute. We have considerable experience of project design, delivery and review and a strong reputation for delivering what we promise with integrity and professionalism.



Project Aim:

The aim of the project was to work with JPB members and key stakeholders to clarify the role and remit of the JPB in facilitating and enabling coproduction on matters that impact people who draw on care and support so it is effective in "Ensuring all people who have care and support needs in Haringey are heard and are able to contribute meaningfully as equal partners on areas that impact/affect them."

The key deliverables were to agree:

- a collective view on the vision, scope, and remit of the JPB in relation to issues that impact / affect people who draw on care and support.
- a codesigned and agreed list of priority recommendations to ensure the effective functioning of the JPB in supporting delivery of Adult Social Care, Live Well and Age Well priorities.
- A detailed action plan to implement the agreed recommendations.

Project Approach:

Community Catalysts developed a 2 stage approach to achieve this aim. The first stage involved gathering insights and reflections from JPB members, Council staff, NHS staff and other key stakeholders, on what was working well and what needed to improve.

During the second stage two focused workshops were convened with a range of stakeholders to work through the insights and feedback, agree priorities, and put together an action plan to clarify the role and functions of the JPB going forward.



Stage 1: Listening to JPB members and to Council staff, NHS staff and other stakeholders and gathering insights:

Approach:

An initial workshop was held to gather insights and map the existing connections between the JPB and other forums / groups to understand where the gaps and opportunities are.

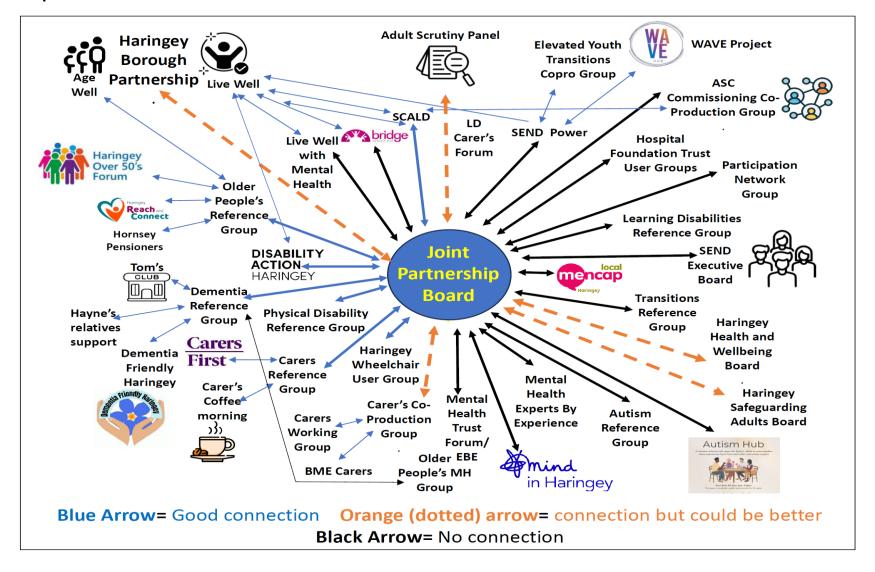
Outcome:

Consensus from stakeholders that the JPB is not as effective as it could be in resolving issues and facilitating and enabling coproduction on matters that affect people who draw on care and support. There is a desire and willingness across all groups to resolve this.

The mapping session highlighted the complexity of the landscape that the JPB sits in. There are numerous groups and forums representing different interests. Connectivity between the JPB and these groups varies, with notable gaps in the connection to groups representing people with mental health conditions and people with learning disabilities and / or autism. The complexity of this landscape makes it difficult for officers and members of the public to know how and where to get involved. This is not only ineffective in terms of use of people's time and public resources, it is confusing and creates tension between different parts of the community and the public sector.

The group agreed that the role and remit of the JPB in facilitating and enabling coproduction needs to be defined and it is recommended that the forum is reestablished with clear structures and governance to ensure it is fulfilling a clear purpose, with appropriate membership to ensure it is inclusive and representative of the community it serves.

Map of current connections







The insights gathered have been summarised below. They represent people's ideas and recommendations for change.

1. Impact & Purpose

- Ensure collaboration improves Haringey residents' experiences.
- Support public engagement, coproduction, and better policymaking.
- Make services responsive to user needs.

2. Inclusion & Accessibility

- Amplify voices of people with learning disabilities (LD), ensuring they are heard.
- Advocate for those with severe/multiple disabilities to support participation.
- Ensure marginalised groups are included and have a role in decisionmaking.
- Provide documentation in accessible formats and circulate in good time to enable preparation for meetings.

3. Clear Definition of JPB's Role

- Clearly articulate JPB's purpose, scope, and expectations.
- Define the JPB's role within Haringey's governance structure, including its relationship with Council; Adults and Health Scrutiny Panel; Age Well and Health & Wellbeing Boards.
- Clarify the JPB's role versus that of the Reference Groups.

4. Stronger Community Representation

- Ensure equitable representation of all communities who draw on care and support and resolve identified gaps. Including ensuring that:
 - LD Community properly represented with appropriate support in place for effective running of LD Reference Group
 - People living with moderate and or severe Autism are appropriately represented
 - People with mental health issues are also represented
 - People and families transitioning from Children's services are represented
- Foster better coordination across community groups and voluntary sectors.



 Improve engagement with underrepresented communities and increase representation to reflect diversity of the Borough.

5. Coproduction & Policy Influence

- Define what coproduction means and ensure everyone commits to it.
- Improve coproduction across different levels (personal care, services, strategies).
- Align Adult Social Care (ASC) coproduction with wider engagement efforts.
- Ensure real follow-through on coproduced ideas not just discussions.
- Establish a framework for independent coproduction, outside Council control.

6. Improving JPB's Functioning

- Work collectively with a shared purpose.
- Strengthen teamwork and collaboration.
- Establish clear plans and priorities avoid overload.
- Ensure accountability and transparency in decision making.
- Clarify where and how the JPB is positioned within existing Haringey partnership arrangements (including Age Well and Live Well Boards and Health and Social Care Scrutiny Panel)
- Clarify what happens to JPB recommendations how they are acted upon.

7. Conflict Resolution & Governance

- Review JPB Chair role and support
- Create a process to resolve disagreements constructively.
- Address concerns about past and current governance issues, accountability, democracy and resource limitations.
- Ensure adequate resourcing to meet growing expectations.

Stage 2: Agreeing priorities and actions

Approach:

2 workshops were then held to facilitate the next stage in defining the role and remit of the JPB, prioritising ideas and recommendations for change and agreeing an action plan. The 2 workshops followed the same format but had



input and focus from 2 different perspectives (Age Well and Live Well) to ensure that the solutions generated would work for all ages and communities.

Priorities:

The priorities gathered from the Age Well and Live Well Workshops have been summarised and collated below.

AGE WELL PRIORITIES:

- Structure & Function: Clearly defining the role, focus, priorities, and governance within the wider system (Health & Wellbeing Board, Scrutiny, Council). Revising / updating the Terms of Reference and protocols for working together.
- Leadership & Representation: Commitment from social care, health and
 political leadership and consistent representation at meetings. Ensuring all
 Reference Groups are represented (& taking action to set up reference
 groups that are not running). Implementing elections for Chairs with set
 tenure and training.
- Strategic Alignment: Aligning JPB priorities with the Adult Social Care (ASC)
 Improvement Plan, Council Co-production Strategy, and Integrated Care
 Board (ICB) health related priorities.
- Coproduction & Inclusion: Ensuring meaningful resident involvement, defining what can be co-produced, and establishing processes for decision making. Developing coproduction training and working towards embedding coproduction culture / ways of working.
- Accountability & Transparency: Agreeing governance and associated reporting with Council and Health colleagues to ensure oversight and clear reporting lines. Launching an annual plan with an Annual General Meeting (AGM). Clarifying decision - making processes.
- Resources & Remuneration: Securing funding to ensure JPB is resourced to
 fulfil agreed role and remit. Reviewing and updating the service
 specification for JPB administration / support and exploring fair
 remuneration for contributions made by Chairs and people with lived
 experience.



LIVE WELL PRIORITIES:

Governance and Defining Our Role

- Strengthen governance with clear structures and accountability as appropriate between Council, Adults and Health Scrutiny Panel, Health & Wellbeing Board, JPB, and Reference Groups.
- Develop Terms of Reference, including a code of conduct, clearer priorities, and action plans.
- Regular elections (every two years) for JPB Chairs and Reference Group Chairs with role descriptions.
- Provide training, induction, and mentoring for new members.

Improving Collaboration & Meetings

- Foster a shared sense of purpose and better coordination across stakeholders.
- Ensure regular meetings between Reference Group Chairs for cross working and forward planning.
- Improve meeting formats to be more engaging and structured.

Inclusion & Community Engagement

- Develop new ways to engage underrepresented and marginalised groups.
- Restart the Autism Reference Group and establish a Learning Disability (LD)
 Reference Group.
- Improve accessibility and support for members

Improving and Embedding Coproduction

- Establish a collective agreement on definition of coproduction and role of JPB and reference groups.
- Embed participation and inclusion, ensuring fair remuneration for JPB and Reference Group chairs and contributions from people with lived experience.

Impact & Resourcing

- Design an outcome driven structure with measurable change.
- Increase Council support, seek additional funding (e.g., North Central London ICB), and ensure fair remuneration for leadership roles.
- Involve reference groups in decision making, particularly in policy development and procurement processes.
- Maximise existing networks for greater impact.



Summary outcome and priorities for action:

Vision / Purpose: Both groups felt strongly that the JPB has an important role in facilitating coproduction so that discussions on current and future provision are centred on the experiences of local people who draw on support in the Borough, and result in better policy making and decisions that improve people's experiences, and ensure services are responsive to people's needs.

Priorities for Action: There were areas of commonality across both groups regarding what needs to change or happen for the JPB to be effective in this role. Distilling this down, 5 key themes emerged as key areas for action.

- 1. Governance and accountability
- 2. Impact
- 3. Improving and embedding coproduction principles and approaches
- 4. Inclusion and wider community representation
- 5. Accessibility

There was collective agreement on the need to strengthen the structure, functioning and governance (including decision making authority and meaningful oversight) of the JPB as the highest priority.

Draft Action Plan – Year 1:

Recommended tasks with allocated leads and timescales for each of the 5 key areas are detailed below. Priority actions are in bold:

Theme	Idea/insight	Actions / tasks	Time Frame (by when)	Leads
1. Governance and accountability	A clear definition of what a borough wide system of coproduction and participation looks like and what kind of role the JPB plays in that Commitment and involvement at highest level to JPB	 Review the Terms of Reference (TOR) of policy oversight (programme) group Define overarching coproduction and governance structure Define to where JPB is accountable and confirm reporting and monitoring arrangements. In current TOR it states JPB accountable to ASC portfolio holder, chair of CCG (Clinical Commissioning Group, which has been replaced by the ICB) and Health and Social Care Scrutiny Clarify role and remit of JPB including decision-making authority within the overarching coproduction and governance structure 	October 2025	Director of Adult Social Care and Participation Delivery Lead

	 Gain support of ASC Lead Member/ Council Members Gain political agreement to role and remit 		
Update TOR for JPB and Reference Groups Sustainable funding / resource to ensure JPB effective in its role	Review and update TOR for JPB and Reference Groups	October 2025	Task & Finish Group and Public Voice Project Officers
Clarify scope and relationship between the commissioning co production group and	 Agree resources / funding of JPB that is fit for purpose 	October 2025	Director of Adult Social Care
the JPB	 Review / update service specification for JPB support provider (currently Public Voice) 	October 2025	Head of Service, Commissioning
	Align the new JPB Terms of Reference to commissioning coproduction group	October 2025	Task & Finish Group and Public Voice Project Officers and Head of

			Service, Commissioning
More resource and support from the Council / Health	Ensure appropriate ASC attendance at reference groups from ASC with a named lead for each group	July 2025	Director of Adult Social Care and Assistant
	 Explore NHS /partner attendance at reference groups 	July 2025	Director of Place, Integration,
	 Explore wider Council attendance at reference groups where there's a direct impact around care and support 	October 2025	Transformation & Delivery NCL ICB
	 Support to build capacity through transition to new ways of working 	October 2025	
Introduction of a code of conduct and to come to a point of mutual respect so everyone is	Agree and introduce principles, behaviours, code of conduct for meetings	June 2025	JPB Forum
clear on what is expected of them and everyone able to contribute	 Review the way the Joint Partnership Board is structured and run Review Chair and JPB members roles and create role descriptions (Chair first) 	October 2025	Task & Finish Group supported by Public Voice Project Officers and

	JPB and Reference Groups to hold regular elections for Chairs every 2 years Have role descriptor for Chairs and members	 Agree roles of Council and JPB support provider in recruiting / supporting Chairs Implement regular elections (every 2 years) for Chairs of JPB and Reference Groups Training and support for Chairs defined and resourced 		Head of Service, Commissioning Task & Finish Group supported by Public Voice Project Officers and Head of Service, Commissioning
		 Progress renumeration for key roles e.g. Chairs, for lived experience contribution, support to the board and reference groups 		Public Voice Project Officers and Head of Service, Commissioning
2. Impact	Design a structure that is outcome and changed focused	 Annual general meeting of re - launched JPB to set outcomes for the year ahead linked to Council, Live Well/Age Well and political objectives 	March 2026	JPB Chairs supported by Public Voice

	Align JPB priorities with Council / Live Well/ Age Well / political priorities for greater impact Set clear priorities	 Create Annual Plan with clear priorities and well defined and measurable objectives Measure success / progress / risks and provide reports to appropriate governing 		Project Officers
	Develop and implement quality assurance process to ensure JPB is meeting its stated objectives	 Define and implement quality assurance process to ensure accountability to appropriate governance structure in meeting stated aims and objectives (linked to Terms of Reference) 		
	Have a decision - making tool to ensure an equitable approach to how work is identified. Often there is no clear process about what is taken forward.	Develop criteria and a tool or process to support effective decision - making	March 2026	Public Voice Project Officers and Head of Service, Commissioning



3.	Improving and embedding coproduction principles and approaches	For the JPB to find a strong, cohesive way forward through positive co-production with all stakeholders	 Embed coproduction and participation framework into the JPB practice (outlined in Scrutiny Paper / Jessica Russell work) Once agreed, provide training/ongoing support to JPB and Reference Group members - (embed as core role in JPB support specification) Once embedded - Consider how JPB / Reference Groups can support commissioning / procurement processes / decision - making 	March 2026	Participation Delivery Lead and Head of Service, Commissioning
4.	Inclusion and wider community representation	Gain insights and representation from wider groups Facilitate the inclusion of people from marginalised groups and younger people in the policy influencing and decision - making process	 Fill known gaps (from mapping exercise) agree what reference groups need to be set up or connections made to ensure appropriate representation for people with LD / Autism / mental health issues Facilitate inclusion by building connections into different community groups across the borough e.g.: Review mapping exercise and do additional mapping to understand who is represented and who is missing 	October 2025	JPB (with support from Public Voice Project Officers and relevant Council staff)

	Map who is represented Map the gaps and who we are not linked to Agree how we improve links and who is responsible Utilising existing network of influence / interest groups to greater impact	 Memoranda of Understanding (MOUs) with community and voluntary groups Bring back "working with inequalities fund project on resident engagement" to the Joint Partnership Board and look at opportunity to align working alongside reference groups for specific projects to improve our reach into hard to reach communities and broaden who is involved in coproduction 		
5. Accessibility	Funding / resource to	Ensure materials for meetings are	March	JPB Chairs and
	make information	available in accessible formats.	2026	Public Voice
	accessible (more than			Project
	easy read)			Officers





Conclusion:

If resourced and supported by the Council and NHS leadership, there is an opportunity through these proposed actions, to build on the foundations already in place to develop a stronger role and function for the JPB, enabling people's voices and experiences to be amplified and better able to "meaningfully contribute to developing and achieving strategic Borough priorities" (reference: JPB TOR v7 2018)

Summary outcomes:

Immediate focus (0-6 months): Quick wins in governance, resetting role, remit, leadership and effective running of meetings including improvement in accessibility.

Medium-term goals (6-12 months): Strengthened partnerships. Improved ways of working aligned to coproduction principles. Sustainable funding secured.

Long-term impact (12+ months): Formalised decision-making authority and governance structures. Political engagement. Stronger and wider representation and influence. Increased impact – on service quality and seeing gains from coproduction.

Agreeing the report:

The draft report was brought to the JPB meeting on 12th March 2025. Members of the JPB, the Reference Groups, staff from the Council, NHS and other stakeholders who have been involved in the project were invited to review the draft report and provide any additional comments for inclusion in the final version.

Following further discussion at JPB on 16th April, there was general agreement that the revised report reflected the insights of people involved in the review and the JPB agreed to set up a Task and Finish Group to put together a detailed project plan to take forward the recommendations and action plan. This document is therefore the agreed final report to conclude the review.



Recommendations for implementing the Action Plan:

It is recommended that a Task and Finish Planning Group is set up by the end of May 2025 to oversee the planning and implementation of the action plan. The Task and Finish Group should provide regular updates on progress to the JPB to ensure recommendations are embedded.

Additional Task and Finish or project groups may be helpful to implement specific actions or recommendations. These should have delegated authority from, and report to, the Task and Finish Planning Group on progress made.

It is also recommended that a senior council lead is assigned as sponsor to ensure appropriate resources and priority are allocated, and the recommendations of the review are implemented. The sponsor's role should include responsibility for ensuring key stakeholders (and appropriate governing bodies) are informed of progress and they should have authority or access to the appropriate authorities to unblock any barriers or issues that arise in implementing the recommendations.

Community Catalysts will provide a full handover to the Task and Finish Group and sponsor.

Community Catalysts recommends that a 6 and 12 month review are scheduled to scrutinise progress and support members of the JPB with any risks / issues and mitigating actions.