

**THREE RIVERS  
LOCAL STRATEGIC PARTNERSHIP BOARD**

**Draft Terms of Reference  
June 2022**

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# 1 Purpose of the Local Strategic Partnership

The Local Strategic Partnership (LSP) works to improve the quality of life for the people of Three Rivers by working in partnership to create a better place for everyone, their neighbourhoods, health, employment and access to services.

The LSP works in partnership to formulate and implement a vision for the district of Three Rivers through the development of its Community Strategy.

The purpose of this strategy is to focus the attention of representatives from key service providers – public, voluntary, and private – on areas of local service provision that need most improvement, and that can be delivered through local partnership working.

## 2 Objectives of the LSP

In order to achieve the above, the LSP will:

- a) Be an **inclusive body** of organisations / groups, representative of all sectors, which have a focus in Three Rivers.
- b) Identify shared and agreed **outcomes** which reflect local needs and service priorities, and which focus on those outcomes which only a partnership can achieve.
- c) Work in partnership to ensure that local people receive the best possible services.
- d) **Provide leadership** and act as a voice for the people and communities of Three Rivers.
- e) **Consult and engage** with citizens, residents, community representatives and local businesses in a meaningful and inclusive manner, ensuring that choice, access and equality are available to all.
- f) **Work with existing Partnerships**, networks and consultative groups in a way that adds value, rather than duplication.
- g) **Identify resources** – both new and existing – to underpin the outcomes agreed within the Community Strategy.
- h) Ensure that its activities are in line with government guidance, and **complement the work of the many countywide partnerships**.
- i) **Review the vision and target outcomes annually**.
- j) **Respond** collectively to new and emerging needs within the Community, including responding to local and national emergencies.

## 3 Meetings

### 3.1 Organisation of meetings

- Meetings and the work of the LSP will be open and transparent. The Board meetings will be serviced by officers of Three Rivers District Council, and agendas and minutes published on the website of Three Rivers District Council.
- Meetings will be open, but the Board will be able to hold closed meetings where appropriate in order to discuss issues of a sensitive nature in line with guidance of part 2

meetings of Three Rivers District Council and the Information Sharing Agreements in place with partnerships in Hertfordshire and Three Rivers.

- **The LSP Board will meet at least four times a year.** It may wish to hold extra 'LSP Development' meetings / workshops as required. Meetings may be held virtually using conferencing facilities. This will be advertised and broadcast so that as wide a possible audience can engage in the work of the Board.
- Meeting dates will be agreed in advance and at the first meeting of the LSP in each fiscal year.
- The venue of the LSP meetings will be decided by the group members.
- All partners will have equal rights and representation. To ensure this, partners may send substitutes from their organisation. No power of veto will be allowed at meetings and all decisions will be made by consensus. Substitutes must be fully briefed before meetings and Three Rivers Committee Services informed of their attendance so that other Board members can be notified.
- Board members only are allowed to vote. Their substitutes may vote if they have provided notice in advance to Three Rivers Committee Section. The Board may invite other partners to be in attendance at the Board so that they can participate in the discussions of the board.
- No agreements or decision-making will take place outside of the meeting unless authorised by the Board by email.
- The meetings will be arranged and supported by Three Rivers District Council. The meetings will be co-terminus with those of the Three Rivers Community Safety Board.

### **3.2 Other elected representatives may attend LSP Board Meetings**

The elected representatives specified below shall, at the Chair's discretion, be invited to attend meetings and, at the Chair's invitation, address the meeting on any matter within the scope of their office, but shall not be entitled to vote.

This applies to:

- Members of Parish Councils within the District
- Members of Hertfordshire County Council representing divisions within the District
- Members of Parliament for the residents of the District
- Members of the European Parliament for the residents of the district (whilst the UK completes its departure from the European Union).
- Members of neighbouring authorities' Local Strategic Partnerships, and their sub-groups where the focus on interest is on communities and how they look and interact with one another.

### **3.3 Representations at LSP Board Meetings**

Members of the public wishing to address the LSP Board on agenda items shall be given the opportunity to do so with the following provisions:-

- Equal opportunity to speak for and against an agenda item should be offered by the Chair.
- A person wishing to speak on an agenda item should make themselves known to the Committee Officer before the meeting. The first person to do so should take precedence over others.
- Each person addressing the LSP Board should be limited to three minutes' speech.
- An opportunity should be provided for an expression of a contrary view, even when no prior notice has been given, when a member of the public has spoken for or against an item.
- If an agenda item is deferred, a person wishing to speak on it should take precedence to do so at the next meeting.
- It is at the Chair's discretion to decide whether a person should be heard if, in his/her opinion, the person has already received an adequate hearing on the matter.

## 4 Membership and Membership Review

- a) Agencies represented on the LSP Board will be responsible for appointing a Board member to attend Board meetings, and to act as a contact point for LSP work.
- b) There will be **a maximum of 25 Board members**, with an attempted balance in terms of partner representation between Private, Public and Voluntary sectors.
- c) Members of the Board must have the appropriate authority to speak for the organisations they represent; to sign up to the vision and outcomes agreed for district of Three Rivers; and more importantly, be able to commit resources in principle and according to the normal decision-making processes of their organisation, in order to achieve the outcomes and vision. Therefore, membership should be set at Senior politician, Chair of Board, Director or Senior Officer level.
- d) Members of the LSP from the Statutory Sector will be nominated by the relevant organisation.
- e) Members of the LSP from the Private and Voluntary and Community Sector will be determined by the Board and may change in accordance with a review of membership which will take place at least once every two years.
- f) Membership should be reviewed in accordance with government guidance and with the 'outcomes' stated in the Community Strategy.
- g) The LSP will have the provision to appoint Advisory members. These are members who can be drawn upon if needed to advise or support the LSP on a short-term basis. They would not be expected to attend every Board meeting. The Board will also be able to invite the Board of the Community Safety Partnership to be in attendance, without any voting rights, in order for these two key partnerships to co-ordinate their work and avoid duplication.
- h) Members of the LSP Board are expected to attend meetings on a regular basis. Continuous representation from partners is necessary. Therefore if a statutory organisation fails to be

represented at three consecutive meetings, the Chair of the LSP will write to the organisation requesting attendance / representation.

i) Succession Planning – as a way of ensuring continuous representation from organisations, and to develop people who may succeed a colleague on the LSP, members are able to bring a ‘guest’ to the Board meetings by way of introduction, where the guest can gain knowledge in a supportive manner. Guests’ attendance should be agreed in advance, and their position made clear at the subsequent meeting.

j) Appendix “A” provides a proposed structure and membership for the LSP and its support.

## **5 Position of Chair of the LSP**

a) Consideration should be given as to whether the Chair should be from the organisation with the statutory responsibility for leading the Local Strategic Partnership.

b) The Chair will be elected for a two year term.

c) The role of the Chair will be to:

- Lead and inspire the LSP.
- Build the team and invite the right players on board.
- Promote the development and learning of the LSP.
- Promote a common sense of purpose and consensus.
- Resolve conflict and promote problem solving.
- Identify further protocols needed for the effective and efficient running of the LSP.
- Be the link with the supporting Officer Group (see below).
- Be the link with other organisations / individuals who wish to liaise with the LSP.
- Manage the secretariat.
- Co-ordinate resources.
- Ensure the Board remains relevant and topical.
- Ensure the engagement of Three Rivers Community Interest Company in order to support the resourcing of the delivery of the Community Strategy and any other emerging.

d) A Vice-Chair will also be elected.

## 6 Role of LSP Board Members

The role of LSP Board members will be to:

- Contribute to the work of the partnership and its development by participating in the decision-making process, contributing to debate and attending training / seminars etc which will help to develop the Partnership.
- Maintain knowledge of emerging policy and best practice in their area of responsibility, which has a bearing on the work of the LSP, and share this with other members of the Board.
- Represent the LSP at other meetings when required (district, county, and region).
- Agree 'Outcomes' which are SMART (specific, measurable, achievable, resourced, timescaled).
- Participate in ad hoc working groups / task and finish groups to achieve specific goals of the LSP. This work will be supported by appropriate officers from Three Rivers District Council and the representative of the Organisations the Officer Group.
- Identify resources – financial and other, which can be pooled, from within their respective organisations and which will assist the LSP to achieve its shared outcomes.
- Attend LSP Board meetings on a regular basis.
- Monitor progress and delivery against agreed outcomes, and evaluate success on a regular basis.
- Report and communicate arrangements of the work of the LSP within their respective organisations and networks.
- Ensure engagement with community networks and existing County-wide and sub county partnerships, so that emerging issues are brought to the attention of the LSP.
- Be aware of cross-cutting issues and be responsive to the needs of socially excluded or disadvantaged groups.

## **7 Person Specification for LSP Board Members**

The following skills / competencies are required for this role:

- Good understanding of the issues in Three Rivers
- Operates at senior level in an organisation
- Is committed to partnership working
- Able to influence resource allocation
- Linked into networks and able to represent views of organisations / groups etc
- Understanding of the needs of communities
- Understanding the issues of social inclusion and diversity
- Can think strategically
- Good communicator
- Creative thinker
- Problem solver
- Decision making
- Negotiation
- Constructive conflict resolution

## **8 Training and Development**

LSP Board members are expected to participate in training and development activities that will enhance and advance the aims of the Partnership. This might include:

- Induction and team building events
- Networking events
- Ad hoc learning sessions – e.g. short workshops on local issues
- Awareness, familiarisation, refresher sessions etc, on issues regarding the shared outcomes
- Consultation – in general, and with marginalised groups
- Target setting and action planning
- Monitoring and evaluation techniques
- Applications for, and sourcing of funding
- Partnership working

## **9 Monitoring, Review and Evaluation**

The LSP will undertake a review of its work, producing a report which details progress on the Community Strategy and its Action Plan to further outstanding work.

## **10 Communication Strategy**

The LSP will publicise its work through a Communication Strategy.

## 11 Financial Procedures

Three Rivers District Council is the accountable body for the Local Strategic Partnership Board and its Community Strategy.

Partner agencies represented on the LSP Board will collaborate to co-ordinate the joint funding of initiatives to further the Community Strategy. Three Rivers District Council's Finance Team will provide support to hold funding on behalf of the LSP Board and account for its expenditure.

Joint grants made by partners of the LSP, or secured by the LSP, will be managed within Three Rivers Financial Standing Orders and procedures. Any monies allocated will be done so in the form of a grant, and the recipient of the grant will need to meet stated reporting requirements as agreed by the LSP Board as well as financial and other governance requirements in line with the Council's procedures.

Any assets purchased with any grant from the LSP will be the property of the grant receiving body who will maintain liability and responsibility for their use and maintenance.

Where LSP partners contribute other grants for the use of the LSP, the responsibility for the allocation of such grants will rest with the LSP Board, as will their performance management. The financial management of such grants will be undertaken by and within the financial standing orders and procedures of the contributing partner or external funding body.

All partners have a responsibility to identify funding streams, bid for funding or contribute funding towards initiatives in order to achieve the aims of the community strategy.

## 12 Review of the Terms Of Reference

The Board will review the terms of reference every two years.

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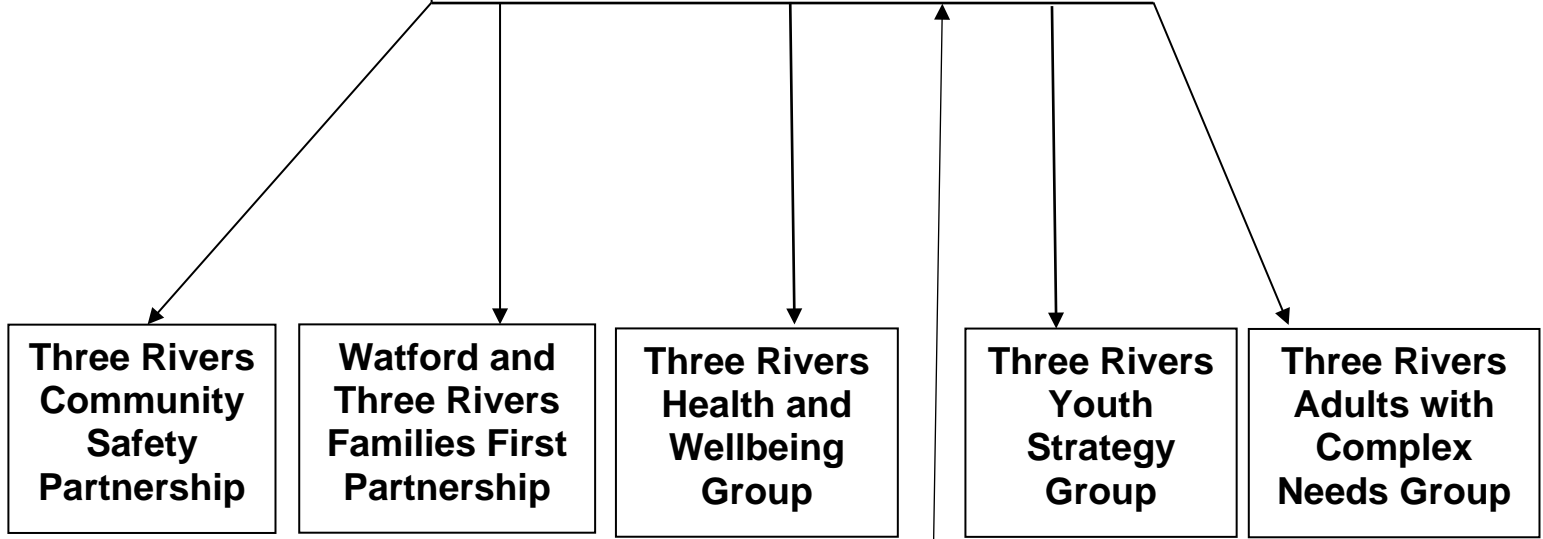


# Appendix A – Structure of the LSP

**Three Rivers  
LSP Board**

- HCC Elected Member
- HCC Officer
- ASCEND
- Herts Constabulary Officer
- West Herts College
- PCNs/HVCCG Representatives
- Parish Council Representative (per parish)
- Housing Associations Representatives (Thrive Homes, Watford Community Housing, Homegroup)
- Watford and West Herts Chamber of Commerce
- TRDC Elected Members (2)
- TRDC Officer
- Office of the Police and Crime Commissioner
- Watford and Three Rivers Trust.
- Three Rivers Citizens Advice Director
- DWP – Job Centre Plus
- Herts MIND Network
- South West Herts Schools Partnership
- Chair of Community Safety Board

Committee support provided by TRDC  
Finance support provided by TRDC



**Countywide and sub-county partnership structures (not accountable to the LSP):**  
 Police and Crime Commissioner Community Safety Board  
 Hertfordshire Domestic Abuse Partnership  
 Hertfordshire Public Health Board  
 Hertfordshire Children’s Safeguarding Partnership  
 Hertfordshire Safeguarding Adults Board  
 Hertfordshire Drug and Alcohol Strategic Board  
 Hertfordshire Serious Violence Strategy  
 Hertfordshire Offender Management Strategic Board  
 Hertfordshire Growth Board  
 Hertfordshire Local Enterprise Partnership  
 South West Herts Strategic Partnership  
 Hertfordshire Families First Board  
 Hertfordshire Leaders Group  
 Hertfordshire Chief Executives Group