

POLICY AND RESOURCES COMMITTEE - 7 SEPTEMBER 2020

PART I - DELEGATED

10. REVISED TERMS OF REFERENCE – THREE RIVERS LOCAL STRATEGIC PARTNERSHIP (CED)

1 Summary

1.1 This report seeks the adoption of the revised terms of reference for the Three Rivers Local Strategic Partnership Board by Policy and Resources Committee.

2 Details

2.1 At its meeting on 23 June 2020 the Local Strategic Partnership Board agreed a revised terms of reference as attached at Appendix.

2.2 This followed the recommendations of an internal audit that all partnership terms of reference should be reviewed annually by officers and amended if required.

2.3 The amended terms of reference update the sub-partnership structure, update the Board membership, financial and membership roles as well as meeting requirements and objectives which reflect the Community Strategy.

3 Options and Reasons for Recommendations

3.1 For the Policy and Resources Committee to adopt the revised terms of reference (Appendix A) and note this within the Constitution to the Council.

4 Policy/Budget Reference and Implications

4.1 The recommendations in this report are within the Council's agreed policy to service the meetings and work of the Local Strategic Partnership.

4.2 The recommendations in this report will allow the processes, membership and actions of the LSP to be reviewed.

5 Financial Implications

5.1 The recommendations of the report are within the agreed budget of the Community Partnerships Team at Three Rivers District Council

6 Legal Implications

6.1 None specific.

7 Equal Opportunities Implications

7.1 Relevance Test

Has a relevance test been completed for Equality Impact?	No
Did the relevance test conclude a full impact assessment was required?	No

7.2 Impact Assessment

What actions were identified to address any detrimental impact or unmet need?

8 Staffing Implications

8.1 None arising.

9 Environmental Implications

9.1 None arising.

10 Community Safety Implications

10.1 None arising.

11 Public Health implications

11.1 None arising.

12 Customer Services Centre Implications

12.1 None arising.

13 Communications and Website Implications

13.1 The LSP webpages will be updated to include the new terms of reference.

14 Risk and Health & Safety Implications

14.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

14.2 The subject of this report is covered by the Community Partnerships service plan(s). Any risks resulting from this report will be included in the risk register and, if necessary, managed within this/these plan(s).

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
Description of the risk	What happens if the risk was to occur	List control measures that are, or could be put in place	How will the risk be dealt with *	Enter the residual risk score
The terms of reference are not agreed by the Three Rivers and audit requirements are not adhered to.	Terms of reference for the LSP will be out of date and audit review requirements not met.	That LSP terms of reference are agreed to following adoption by the LSP Board	Any arising issues with the terms of reference will be reviewed and discussed with LSP to ensure agreement can be met.	4

- 14.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- ▼ Remote	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
Impact				
Low -----> Unacceptable				

Impact Score

- 4 (Catastrophic)
- 3 (Critical)
- 2 (Significant)
- 1 (Marginal)

Likelihood Score

- 4 (Very Likely (≥80%))
- 3 (Likely (21-79%))
- 2 (Unlikely (6-20%))
- 1 (Remote (≤5%))

- 14.4 In the officers’ opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

15 Recommendation

- 15.1 That the new Local Strategic Partnership terms of reference are agreed and adopted following the LSP Board Agreement in June and internal Community Partnerships Audit in February and be included in the appendices in the Council Constitution.

Report prepared by: Shivani Dave, Community Partnerships Manager

Data Quality

Data sources: LSP Terms of Reference

Internal Community Partnerships Audit.

Data checked by: Rebecca Young, Acting Head of Community Partnerships.

Data rating:

1	Poor	
2	Sufficient	

3	High	x
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Background Papers

LSP Community Strategy 2018-2023

<https://www.threerivers.gov.uk/service/local-strategic-partnership>

APPENDICES / ATTACHMENTS

Appendix A, LSP Terms of Reference.

**THREE RIVERS
LOCAL STRATEGIC PARTNERSHIP BOARD**

**Draft Terms of Reference
June 2020**

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Appendix A – Structure of the LSP	Error! Bookmark not defined.

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 three 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 been notified 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 Partnership 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 Manager 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 20 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 Organisation on 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 Three Rivers Community Interest Company

Three Rivers Community Interest Company has been established as a partnership based funding vehicle to further the aims of the Three Rivers Community Strategy. It is an independent not-for-profit organisation registered with Companies House. The Board of Directors of Three Rivers Community Interest Company will elect a representative to the Board of the LSP and will report to the LSP on an annual basis on the progress of its Aims and Objects.

Officers of LSP Partners will support the running of the Community Interest Company, and their time to support this will be recorded as a grant to the Community Interest Company as a donation its running costs. This may include legal advice, financial management, grant applications, grant administration and performance management.

Should the CIC take on paid staff these may be supported by Watford and Three Rivers Shared HR Service (until such a time that a procurement exercise is undertaken by the Board of the CIC). Such costs incurred by the CIC will be recovered by means of full cost recover grant applications by the CIC and the use of donations.

12 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.

Where grants and donations are secured for the delivery of the Community Strategy by Three Rivers Community Interest Company, these will be allocated and performance managed by the CIC using the financial standing orders and procedures of Three Rivers District Council as its initial model of practice,

13 Review of the Terms Of Reference

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

Version 5.0 June 2020