



## Vision and Governance

### Introduction

Partnership working in the County has a long and successful history predating the introduction of Local Strategic Partnerships and other national initiatives.

Like all areas the gathering of evidence, agreeing common aims across a range of organisations, and delivering success on behalf of communities is hugely complex.

Since 2005 the Hertfordshire Forward 'family' has been successful in getting on with this complexity but partners recognise that the challenges of partnership work are increasing, as organisations strive to ensure that the outcomes delivered outstrip investment in process.

For that reason in September 2008 the Core Group of Hertfordshire Forward agreed to a joint review of Hertfordshire Forward partnership, involving partners, GO East and the Audit Commission. The final partnership survey report was published in May 2009.

The Hertfordshire Forward Partnership Survey provided partners with the opportunity to make suggestions on how to move the Partnership forward over the next few years. These included:

- The development of a long term capacity and vision for partnership working in Hertfordshire;
- Reviewing the accountability and representation;
- Encouraging engagement and understanding between existing groups; develop communication and engagement both internally within the partnership and with the public; and
- Enhancing Hertfordshire wide performance management structures.

The purpose of this paper is to set out in one place, for all partners, what drives partnership work, a vision for continuous improvement and clarity on roles and responsibilities through the structure.

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## **Developing the vision for partnership working in Hertfordshire**

Currently the key driver for partners to come together in Hertfordshire is the countywide Sustainable Community Strategy (SCS) However the survey, amongst other recent evaluations of the Partnership and its work, has suggested that the partnership should develop a clear vision and provide direction on 'how' it will go about improving partnership working to deliver the SCS more efficiently and effectively. The SCS will be refreshed in 2010.

The SCS and the Local Area Agreement (LAA) remain as key drivers for agencies across the county coming together to consider evidence, to shape collective priorities, and to deliver outcomes for our community. In essence this is what partnerships work towards, but it is not the sum total of activity.

Currently the Comprehensive Area Assessment (CAA ) provides the key external framework for much of what we do. Work on a joint locality self assessment during 2009 has set the scene for the first Area Assessment to be published by the Audit Commission in December 2009. That will provide further challenges and impetus.

However, regardless of specific and temporary regimes, such as CAA and LAA , Hertfordshire Forward has responsibility for securing successful partnership work on behalf of communities.

Hertfordshire Forward as a whole needs to continue to work collaboratively on the 'how'. This should include increased intelligence about people and places, pooling and aligning of resources, using Hertfordshire Forward as a forum for partners and organisations to be open and honest with each as well as the ability to challenge one another. Hertfordshire Forward should empower both its partners and the public to become more involved in decisions that are made affecting the communities and areas that they live or function within.

For that reason partners recognise the importance in building and maintaining relationships, and investment in capacity building and culture. Structure and processes alone will not be sufficient to meet demands on the partnership

This is the basis for developing of partnership principles which all partners and partnerships within the family are encouraged to abide by.

The new Partnership Development and Performance Group, together with the LSP Network, improved web presence, and bi-annual capacity building events will provide backbone to support continued improvement.

There will also be specific proposals coming forward later in 2009 for investing in the Core Group 'team'

## **Hertfordshire Forward Principles**

All partners are committed to developing the community leadership role of Hertfordshire Forward and working together to improve the quality of life for people in Hertfordshire

Hertfordshire Forward is the overarching partnership for Hertfordshire, bringing together the Core Group, 'Delivery Group' six countywide thematic Partnerships and ten District Local Strategic Partnerships

All parts of the Hertfordshire Forward Structure have an important part to play.

All partnerships will contribute to other parts of the structure as set out in this document, and seek to develop new opportunities for joint working which meet the needs of communities across the county through a programme of continuous improvement and capacity building.

Each partnership has terms of reference which explain purpose and role, and each partnership reviews membership to ensure that the right stakeholders are at the table

Each partnership understands how it contributes to the countywide and local community strategies, and within those, LAA targets.

Each partnership has a performance monitor appropriate to its role, and is clear about accountability.

Members of all partnership bodies are clear why they are there and what their mandate is. They also have responsibility for reporting back to their constituency.

All partnership details (agenda/minutes, terms of reference, membership, performance information) will be published on, or linked to, the HF website

All countywide partnerships will publish regular briefings/bulletins on the Hertfordshire Forward website

## **Hertfordshire Forward Structures**

The Partnership survey has suggested that there needs to be more clarity for partners on where the decisions are made, how partners influence these, which partnerships report to which, how performance and risk is managed and a general tightening up of the lines of accountability and governance/supporting structures.

The Hertfordshire Forward diagram is set out on page 6.

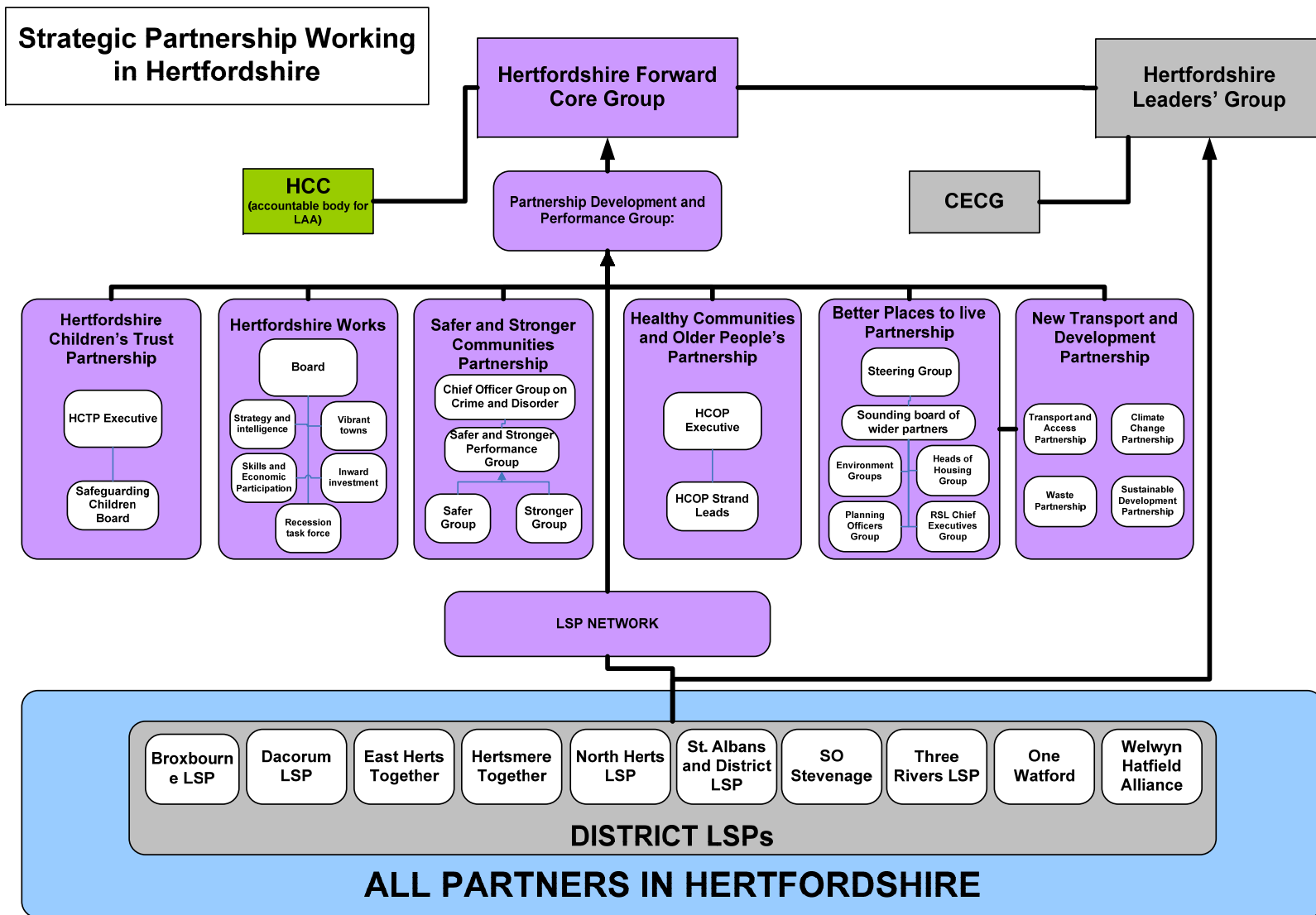
It is critical that this picture of current groups and proposed changes is linked across to the performance management scorecard and to web based communications.

Each partnership group, or grouping, is taken in turn in this document as follows:-

- a) Hertfordshire Forward – all stakeholders
- b) Hertfordshire Forward Core Group
- c) Hertfordshire Forward Partnership development and Performance Group (PDPG)
- d) Hertfordshire Forward six countywide theme based partnerships
- e) Hertfordshire Forward – LSP network
- f) Hertfordshire Forward - ten District based Local Strategic Partnerships

followed by:-

- g) Hertfordshire Leaders' Group
- h) Chief Executives' Co-ordinating Group
- i) Hertfordshire County Council as the responsible authority for the county (Sustainable Community Strategy, and as the accountable body for the Local Area Agreement





| <b>Responsible Body</b>  | <b>role</b>  |
|--|--|
| <b>Hertfordshire Forward Family (HF)</b>                               | <ul style="list-style-type: none"> <li>• Annual conference</li> <li>• Bi annual partnership capacity building events</li> <li>• Platform for launching major plans and initiatives</li> <li>• Web platform</li> <li>• Communications database</li> </ul>   |
| <b>Hertfordshire Forward Core Group (HFCG)</b>                         | <ul style="list-style-type: none"> <li>• Provide vision, direction and effective leadership for the Area / HF Family</li> <li>• The place for big strategic conversations</li> <li>• Overseeing the development and delivery of the County Sustainable Community Strategy</li> <li>• Ambition to Investigate the totality of local partner expenditure in Hertfordshire and shift resources to achieve the aims of the SCS</li> <li>• Recommend to HCC the LAA resource allocation including PRG and ABG</li> <li>• Responsible for ensuring that a robust performance management framework is in place and resolving issues that have been escalated to them</li> </ul>   |
| <b>Hertfordshire Forward Development and Performance Group (HFDPG)</b> | <ul style="list-style-type: none"> <li>• Oversee response to partnerships review</li> <li>• Ensure robust performance management framework for the partnership including data quality and performance monitors</li> <li>• Carry out an annual review of the partnership and ensure that a model of continuous improvement is developed – link to Area Assessment</li> <li>• Ensure that the Area Assessment is ongoing and that self assessment is well co—ordinated</li> <li>• Responsibility on behalf of the Core Group to ensure that and CAA 'red flags' are dealt with effectively</li> <li>• Deliver a cross-cutting programme throughout the thematic partnerships to deliver the shared outcomes (includes the use of PRG)</li> <li>• Ambition to develop and implement a partnership programme for pooling and alignment of resources and provide the Core Group with recommendations on resources allocation (including PRG and ABG)</li> <li>• Develop and implement a partnership improvement programme linked to delivery, capability and capacity building</li> </ul> |
| <b>Thematic Partnerships</b>   | <ul style="list-style-type: none"> <li>• Develop and monitor actions plans for the relevant SCS and LAA targets</li> <li>• Utilise the scorecard to analyse risks to the achievement of targets</li> <li>• Contribute to the LAA annual review and refresh process</li> <li>• To share best practice and ideas and exchange information on how to work smarter together</li> <li>• To develop and implement a programme for continuous improvement of the partnership</li> <li>• To work effectively with the LSP Network and District LSPs to deliver the SCS and LAA</li> </ul>  |
| <b>LSP Network</b>   | <ul style="list-style-type: none"> <li>• Development of LSP ambition, capacity and innovation</li> <li>• Maintain information flows between HF countywide groups and local LSPs</li> </ul>   |

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>• Support development of performance management frameworks that demonstrate local impact</li> </ul>  |
| <b>Local Strategic Partnerships</b>         | <ul style="list-style-type: none"> <li>• With regard to District SCS and the County-wide SCS, agree relevant local priorities and targets</li> <li>• Support LAA delivery</li> </ul>  |
| <b>Chief Executives Co-ordinating Group</b> | <ul style="list-style-type: none"> <li>• As local government senior managerial sounding board for partnership working and key strands of work</li> </ul>  |
| <b>Leaders' Group</b>                       | <ul style="list-style-type: none"> <li>• Local government /democratic sounding board</li> </ul>   |
| <b>Individual Partners</b>                  | <ul style="list-style-type: none"> <li>• Have regard to relevant targets – including the 'duty to co-operate'</li> <li>• Integrate the SCS and LAA into service plans and implement</li> <li>• Deliver agreed actions, working with other individual partners as appropriate</li> </ul> |



## APPENDIX C

### Describing the Hertfordshire Forward family and structure

#### a) All stakeholders

There are over 100 partner organisations who contribute to the well being of Hertfordshire communities through partnership working. Many of these organisations populate the various countywide and local groups.

Since 2006 there has been an Annual Conference each based on a single cross cutting theme:

- 2006 - knowledge based economy
- 2007 - climate change
- 2008 - health and well being
- 2009 ( 6 November) will be on the Hertfordshire economy

The purpose of these events is to include all partners in sharing ownership, and collective leadership on the big issues. The events are also used as a platform for launching specific strategies developed by partners.

It is suggested that these conferences should continue.

In March 2009, for the first time, all countywide and local partnerships held a half day workshop hosted jointly by Hertfordshire Forward Core Group, the Hertfordshire local LSP Network, GO East and the Audit Commission. Over 100 people attended with the purpose of sharing information, celebrating examples of partnership work, making a difference to communities and to look ahead to make improvements.

**This leads to a proposal that two such events take place each year which will**

- **Strengthen countywide and local links**
- **Celebrate success by showcasing outcomes through partnership work**
- **Consolidate best practice**
- **Be part of ongoing self assessment of area**

## **b) Hertfordshire Forward Core Group**

Currently the Hertfordshire Forward Core Group meets quarterly and has exercised the following responsibilities:

1. top negotiating table and signing-off of the SCS and LAA
2. rota of theme based updates on strategic issues
3. overseeing LAA1 PRG allocations
4. overseeing resources in IIC/ Economic Participation programmes
5. overseeing partnership review and preparation for CAA
6. Agreeing Annual Conference theme and programme

In order to move the Partnership forward as the strategic leader for the County, partners felt that the terms of reference should be developed to move the core group away from process and allow it the room to tackle the high-level strategic issues affecting communities.

### **Membership of the Core Group**

The current membership is set out on page 15

In order for the Core Group to be the place where decisions are made on behalf of Hertfordshire Forward, it is essential that members of the Core Group represent their constituency (whether an organisation or a partnership) and are able to make or carry out the decisions of the Partnership. If a member of the Core Group is unable to attend the meetings, then a suitable deputy should be nominated.

In terms of the District Council representatives, these will be used as the key mechanism for communication between the Chief Executives Co-ordinating Group, the Leaders Group and Hertfordshire Forward. It will be essential that these members fully represent all District Councils views and feedback the views of the Partnership to all Councils.

## **Proposed Terms of Reference for Hertfordshire Forward Core Group**

### **Purpose:**

To provide vision, direction and effective leadership for the Hertfordshire Forward Family through:

- Exercising a leadership and governing role through identifying and articulating the needs and aspirations of community
- Being the overarching partnership for Hertfordshire
- Being the place for strategic conversations on the big issues facing the county, including responding to short term/ immediate challenges as well as addressing longer term challenges
- Being accountable for developing and delivering the Sustainable Community strategy, ensuring that it is reflected in the strategic and operational plans of partner agencies;
- Overseeing the development of a joint approach to community engagement and empowerment;
- Investigating the totality of local partner expenditure in Hertfordshire and shifting resources to achieve the shared aims of the SCS;
- Developing recommendations to HCC as the accountable body on LAA related resource allocation and performance;
- Developing the strategic capability and behaviour of the partnership through carrying out an annual review of the partnership and ensuring that a model of continuous improvement is developed across all partners;
- Sharing learning and celebrating the success of the partnership;
- Resolving issues related to poor performance (through critical-friend challenge) and risks (including Area Assessment red-flags) which have been escalated to The Group via the Herts Forward performance monitor
- Ensuring that an effective communications strategy is in place for the Partnership to deal with media and other queries as well as share information across the partners.

### **Ways of working:**

- The Core Group will meet at least quarterly and have an annual away day for the 'team'.
- The Chair of the Core Group will be the Leader of Hertfordshire County Council or agreed by the Leader of the County Council.
- The Core Group should operate at the strategic level and therefore will need to delegate work as appropriate.
- The Core Group operates as a board supported by the Strategic Partnerships Unit of the County Council, background papers from the thematic partnerships and the Partnership Development and Performance Group or partners who wish to raise matters, as well as a

performance monitor which illustrates current performance against SCS priorities.

- Decisions will be taken on the basis of consensus or in the absence of consensus a simple majority vote of eligible voting members will be taken.
- Members of the Core Group must have the mandate for their own organisation to take or progress decisions on behalf of their organisation, and are responsible for reporting back to their constituents.

Core Group – current membership

|                          |  |
|--------------------------|--|
| Robert Gordon (Chairman) | Leader of the County Council                               |
| Stephen Boffey           | University of Hertfordshire                                |
| Mark Dawe                | Further Education Representative                           |
| Anne Freimanis           | Housing/Quality of Life theme lead                         |
| Paul Grace               | Institute of Directors                                     |
| Jane Halpin              | Health and Wellbeing theme                                 |
| John Harris              | Children and Young People theme lead                       |
| Gary Hammersley          | Audit Commission   |
| Tony Jackson             | Representative of local LSP Chmn                           |
| Anne Jansz               | Herts CVS Group and Infrastructure Consortium              |
| Tim Mills                | GO East – Hertfordshire lead                               |
| Stuart Nagler            | Chairman Police Authority                                  |
| Nick Parry               | Safer/stronger them lead                                   |
| Richard Roberts          | HCC Executive member – Corporate Strategy and Partnerships |
| FJ Smith                 | Representative of the Hertfordshire Leaders' Group         |
| Caroline Tapster         | Chair COG  |
| Dorothy Thornhill        | Deputy representative of Leaders' Group                    |
| Anne Walker              | Hertfordshire PCTs   |
| Frank Whiteley           | Chief Constable  |
|                          | Herts Works theme lead                                     |
| John Wood                | Transport, Access and Sustainable Development theme lead   |
| Jeff Wren                | Learning Skills Council Area Director for Hertfordshire    |

### Core Group – suggested membership

| Places | Sector  | Representative  |
|--------|---|---|
| 6      | Each countywide partnership   | As appointed by the partnership   |
| 2      | Police  | Chair of the Police Authority<br>Chief Constable  |
| 1      | Health  |   |
| 4      | Hertfordshire Leaders' Group  | Appointed by Leaders' Group, and to include at least one local LSP chair                                      |
| 3      | County Council  | Leader - Chair<br>Portfolio holder for partnerships<br>Chief Executive  |
| 1      | District Council  | Chief executive appointed by CECG<br><i>Possible double role – via countywide partnership place – cf PDPG</i> |
| 2      | VCS   | Herts Infrastructure Consortium   |
| 2      | Business Sector   | Appointment process to be determined  |
| 1      | Learning Skills Council – to April 2010                             | Area Manager  |
| 1      | EEDA  | Hertfordshire Relationship Manager  |
| 1      | GO  | Place Lead  |
| 1      | Audit commission  | Relationship manager  |
| 2      | Further and Higher Education  | University of Hertfordshire<br>FE College representative  |
| 1      | Hertfordshire Forward partnership Development and Performance Group | Chair – HCC Chief Officer   |
| 1      | Hertfordshire Association of Parish and Town Councils               | To be nominated by the Association  |

In addition to the voting members of the Core Group, there may be a need for additional partners to be present at the meetings to deliver key messages and issues for discussion/decision. These partners will either be called to the meeting by the Chair of the Core Group or be able to request an item at the meeting via the Chair.

### **c) Hertfordshire Forward Partnership Development and Performance Group ( PDPG)**

**The following membership and terms of reference of this group were agreed by the Core Group on 20 May 2009.**

#### **Purpose:**

- To implement the governance review and to develop a partnership improvement programme linked to delivery, capability and capacity building
- On behalf of the Core Group to ensure that a robust performance management framework is in place throughout the partnership structure, and to provide 'critical-friend' challenge to the thematic groups on the actions that are being taken with the aim of promoting a joint programme to help address any issues that arise.
- To consider the Herts Forward performance monitor on a quarterly basis, resolving issues related to poor performance and identifying risks, as well as escalating key issues to the Core Group as appropriate (*It should be noted that the detailed performance management of each SCS thematic area is dealt with in the relevant thematic partnerships*)
- As part of the above to develop a consistent approach to risk management, maintaining a risk register on behalf of Hertfordshire Forward and alerting the Core Group as appropriate
- To oversee the development of a shared understanding and associated evidence base of our people and places across the county – an 'intelligent Hertfordshire'
- To develop innovation and work across the thematic partnerships to deliver a cross-cutting programme for the delivery of the shared outcomes – including recommendations on PRG investment
- To have an ongoing responsibility for Area Assessment and to oversee responses to associated 'red flags'
- To be alert to (and respond to) the partner, and partnership mood in the county – 'emotional intelligence'
- To oversee PRG related projects
- To ensure that partners have appropriate arrangements for the delivery of SCS and LAA
- To provide the Core Group with recommendations on resource allocation, including PRG and ABG;
- To develop a view on the pooling of resources across partners to achieve the outcomes of the SCS and LAA and make recommendations on that to the Core Group;
- To develop and implement a joint engagement and empowerment strategy
- To develop models for scrutiny and learning

### Ways of working:

- The Group operates as a board through business meetings supported by background papers.
- The Chair of the Group will be a member of the Core Group
- Partners can request, and present agenda items.
- The County Council Strategic Partnership Unit acts as the secretariat for the Group.
- The Group will meet monthly and report to the Core Group through its Chair.

### Proposed Membership of the HF Development and Performance Group

| Places | Sector   | Representative  |
|--------|--|---|
| 6      | Thematic partnerships of Hertfordshire Forward | Representative of each partnership appointed by the partnership   |
| 1      | VCS  | Chair of VCS consortium   |
| 1      | District LSPs                                  | Chair of the LSP network  |
| 1      | District Councils                              | Chief Executive appointed by CECG<br><i>CECG in June 2009 agreed not to fill this position – given representation via theme leads – but will review later</i> |
| 1      | Police   | Appointed by Chief Constable  |
| 1      | Health   | Appointed by Chief executive of PCT<br>Senior representative from the PCT   |
| 2      | County Council                                 | A Chief officer – Chair of Group<br>Head of the Strategic Partnerships Unit   |
| 1      | Pathfinder lead                                | Pathfinder lead   |

In addition the formal members of the PDPG, there will be a need for additional partners to be present at the meetings to deliver key messages and issues for discussion/decision. These partners will either be called to the meeting by the Chair of the Group or be able to request an item at the meeting via the Chair.

Attendance of non members will reflect the work programme and will include GO and Audit Commission representatives, financial advisers, leads on community intelligence and data, strategic risk experts, PRG investment project leads, service commissioners etc.

#### **d) Thematic Partnerships**

There are currently 6 thematic countywide partnerships within the Hertfordshire Forward Family

- Better Places to Live
- Childrens' Trust
- Safer and Stronger Communities (SSC)
- Hertfordshire Works
- Healthy Communities and Older People (HCOP)
- Transport Access and Sustainable Development

These are at varying degrees of maturity and most have terms of reference. Sub structures of SSC and HCOP are under current review

It is the responsibility of the Thematic Partnerships to deliver the targets as set out in the SCS and LAA and 'own' their targets and measures as set out within the Hertfordshire Forward performance monitor

The Partnership Survey makes strong recommendations to ensure that the links between the thematic partnerships become a lot stronger, and this is part of the PDPG remit.

However to ensure consistency across the thematic partnerships and align them with the entire Hertfordshire Forward family, it is suggested that all six partnerships have as part of their terms of reference a core set of responsibilities .

## **Proposed inclusion within the Terms of reference of all Countywide Thematic Partnerships**

### **Aim of the thematic partnership with regard to Hertfordshire Forward business:**

- To ensure operational delivery of the SCS and LAA through:
  - Negotiating and setting LAA targets with GO-East on behalf of Hertfordshire Forward
  - Identifying relevant performance measures to help address/ monitor progress against wider priorities as set out in the SCS, setting targets where appropriate
  - Developing action plans which articulate details about how those targets will be met
  - Ensure detailed performance management of the above through quarterly monitoring of the relevant thematic performance monitor
- To report any key performance issues and risks to the delivery of the SCS and LAA targets to PDPG where they cannot be resolved within the thematic partnership
- To provide a forum for exchanging information, best practise and ideas;
- To facilitate joint working on relevant common agendas with other relevant groups including the LSP network, reporting into Hertfordshire Forward Delivery group.
- To ensure that a programme of continuous improvement is developed for the partnership;
- To contribute to the Annual LSP event.
- To publish core monthly briefings on the HF website
- To contribute fully to the annual LAA review and refresh process

### **Accountability**

- The Thematic partnership will report quarterly to the Hertfordshire Forward PDPG on progress against action plan(s) and major strategic issues of interest through the Chair.
- The Thematic partnership will report annually to GO-East on LAA targets progress through the PDPG

### **Frequency of meetings**

- The Thematic partnership will meet at least quarterly and will develop sub structures as appropriate to their needs.

### **e) The LSP network**

The LSP network was set up to ensure that information was shared across the all LSPs in Hertfordshire. Partners that responded to survey have suggested that there is a lot more best practice and examples of joint working taking place across Hertfordshire which could be developed upon and shared more widely with the entire Hertfordshire Forward Family.

Partners have also expressed a wish to align the District LSPs closely with the thematic partnerships. It was agreed that the District LSPs have a lot to offer in terms of supporting the delivery of the shared County-wide ambitions and aspirations as set out in the Community Strategy.

It should also be noted that Hertfordshire is a Pathfinder for two-tier working. The stronger alignment of the Districts to the Hertfordshire Forward family and their contribution to the strategic conversations and delivery of targets through the LSP network (as well as the Chief Executives Co-ordinating Group and the Leaders Group) is one mechanism that could be improved through both the governance review and Pathfinder programme.

# **Hertfordshire LSP Network Terms of Reference**

## **Purpose**

1. To develop the levels of ambition and innovation in all LSPs in Hertfordshire
2. To maintain an effective flow of communication between Herts Forward core group, Herts Forward partnership, development and performance group and District/Borough LSPs
3. To provide a forum for exchanging information, best practice and ideas and to link to National and Regional LSP support as well as identify any learning and development activity and organise this on a joint basis where possible
4. To contribute to the annual development of the joint Hertfordshire CAA self-assessment
5. To make appropriate links with the Hertfordshire Forward performance management framework including supporting the delivery of relevant SCS and LAA targets through contributing to the action plans and projects.
6. To make appropriate links with countywide networks to ensure that district learning and best practice is shared and used to effectively in the development of Hertfordshire Forward Strategies.
7. To receive regular reports from SCS theme groups on key successes and risks to shared projects and priorities
8. Monitoring of the effectiveness of the LSP network as well as its contribution to SCS/LAA performance should be carried out at least biannually and reported to the Hertfordshire Forward partnership, development and performance group.

## **Membership**

All terms of office to be until reviewed by the appointing organisation

- Lead LSP officer from each District/Borough (10)
- Representatives of HCC Strategic Partnerships Unit (4)
- Representative of GOEast (1)
- Partnership representatives from PCTs (2)
- Hertfordshire Police Authority (1)
- Hertfordshire constabulary (1)

- Voluntary sector (1)

Additional partners may be requested to attend the Network meetings to discuss particular issues of importance; these partners are likely to include: Herts Public Engagement Partnership, HCC Performance team, HCC Partnership officers and representatives of thematic partnerships.

#### Chairmanship

The chair to be agreed amongst the group, and reviewed on an annual basis in January. If the chair is not available an acting chair will be chosen at a meeting

Chair to have responsibility for leading meetings and for producing and distributing agendas and minutes for meetings.

#### Meetings

Meetings to be in two parts, :

Part 1: best practice and information exchange

Part 2: representatives of thematic partnerships to be invited, to report on their work.

#### **Practicalities**

- The group will meet quarterly
- Locations of meetings will be varied where practicable.
- Where possible, a substitute should be arranged if a group member is unable to attend a particular meeting.
- These terms of reference will be reviewed in January 2010 or earlier if necessary

#### **Review**

To be reviewed annually in January

## **f) District based LSPs**

Each District LSP has its own SCS and priorities, some of which align with the County-wide SCS and LAA targets.

For those targets and priorities that do align with the County-wide strategy, it is important that the District LSP share the successes and learning points with Hertfordshire Forward. The Partnership survey highlighted the sharing and joint working as an area that that could be developed further. Therefore we propose that the District LSPs are linked directly to the County-wide performance management Framework through both the LSP network and Chief Executive and Leaders group. In order to embed this District LSPs will be invited to add three generic points to their terms of reference:

- The District LSP will contribute when appropriate to the bi annual Herts Forward capacity building events.
- The District LSP will participate in the Hertfordshire LSP network to share successes and learning points and will facilitate joint working with other LSPs and/or the thematic partnerships.
- The District LSP will ensure that opportunities offered through both the LAA process and Hertfordshire Forward to drive up performance and ambition are being maximised and developed at the district level.

### **g) Hertfordshire Leaders' Group**

This Group is regarded as the local democratic sounding board to test out the direction of partnership working on such matters as the SCS, LAA , CAA self assessment.

The Core Group constitution provides for 4 representatives of the Leaders' Group. It is important that those representatives communicate to and from the Leaders' Group on key issues discussed at Core Group.

At the time of writing this paper eight of ten D C Leaders are local LSP chairs.

The biannual capacity building events will provide an opportunity for all LSP chairs to discuss the partnership successes and challenges.

### **h) Links to the Chief Executive Co-ordinating Group**

The CECG representative on the Core Group will represent the collective view of the Chief Executives Co-ordinating group in the discussions and decisions made by Hertfordshire Forward, and will handle two way communications on key messages.

### **i) Hertfordshire County Council as the Accountable Body and Responsible Authority**

Hertfordshire County Council has a duty to prepare a Sustainable Community Strategy in Hertfordshire. The Local Government and Involvement in Public Health Act (2007) puts on a statutory footing Hertfordshire County Council's role as the 'responsible local authority' for preparing Hertfordshire's local area agreement. In fulfilling this duty the responsible authority should seek to achieve collective consensus through the LSP on the content of the LAA for the area. Sections 103-113 of the Act outline a number of expectations on the responsible local authority.

For these reasons the County Council, as the responsible local authority, must take the lead role in the operation of the Partnership.

The County Council in addition to being the responsible local authority is also the accountable body for the administration of funds associated with the LAA