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# LOCAL STRATEGIC PARTNERSHIP BOARD

## NOTICE AND AGENDA

For a meeting to be held on Tuesday 20 June 2023 at 10am, in the Penn Chamber, Three Rivers House, Northway, Rickmansworth

- |    |  |                           |
|----|--|---------------------------|
| 1. | <b>10.00AM - WELCOME AND INTRODUCTION</b>  | Chair                     |
| 2. | <b>10.05AM - APOLOGIES</b>   | Chair                     |
| 3. | <b>10.10AM - MINUTES AND ACTIONS FROM THE PREVIOUS MEETING NOT OTHERWISE ON THE AGENDA</b> | Chair<br>(Pages 3<br>- 6) |

### Hot Topics

- |    |  |       |
|----|--|-------|
| 4. | <b>10.15AM - OPEN FOR CONTRIBUTION</b> | Chair |
|----|--|-------|

### Community Strategy

- |    |  |                         |
|----|--|-------------------------|
| 5. | <b>10.20AM - TO RECEIVE A PRESENTATION ON THE HERTFORDSHIRE ALLIANCE</b>   | JM                      |
| 6. | <b>10.35AM - TO RECEIVE A PRESENTATION ON THE WORK AND PRIORITIES OF THREE RIVERS CVS</b>                            | BJ                      |
| 7. | <b>10.50AM - TO PROVIDE FEEDBACK ON THE DRAFT COMMUNITY STRATEGY TO DISCUSS 23-24 ACTIONS RELATING TO OBJECTIVES</b> | SD<br>(Pages 7<br>- 22) |

### Funding and Projects

- |    |  |    |
|----|--|----|
| 8. | <b>11.10AM - UKSPF- YEAR 1 UPDATE AND PLANS FOR YEAR 2</b> | RY |
| 9. | <b>11.20AM - MEETING CLOSE</b>                             |    |

### Dates of Next meetings

Wednesday 27 September 2023  
Wednesday 13 December 2023  
Wednesday 20 March 2024

**General Enquiries: Please contact the Committee Team at**  
[committeeteam@threerivers.gov.uk](mailto:committeeteam@threerivers.gov.uk)

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# Agenda Item 3

## THREE RIVERS DISTRICT COUNCIL

### MINUTES

of a joint meeting of the **Local Strategic Partnership Board** held on Wednesday 22 March 2023 at Three Rivers House, Northway, Rickmansworth, WD3 1RL from 10am to 11.20am.

#### Participants:

Cllr Sarah Nelmes (Chair)	Leader of Three Rivers District Council
Shivani Davé (SD)	Three Rivers District Council
Tina Barnard (TB)	Watford Community Housing
Margaret Gallagher (MG)	Ascend
Matt Chatfield (MC)	HCC
Cllr Terry Douris (TD)	Hertfordshire County Council
Keith Harland (KH)	Hertfordshire Fire and Rescue Service
Bob Jones (BJ)	Watford & Three Rivers Trust
Stewart Moulding (SM)	Hertfordshire Police
Cllr Roger Seabourne (RS)	Member, Three Rivers District Council
Emma Sheridan (ES)	Three Rivers District Council
Caroline Smart (CS)	West Herts College
Louis Sandford (LS)	MHLDA Health & Care Partnership
Lorna Attwood	Three Rivers District Council

#### **LSP 28/22 WELCOME AND APOLOGIES**

Apologies for absence were received from Michael Nadasdy, Elspeth Mackenzie, Miranda Gittos, Peta Mettam and Saffron Johnson

#### **LSP 29/22 MINUTES OF THE MEETING**

The Minutes of the meeting of the Local Strategic Partnership/Community Safety Board held on 25 January 2023 were agreed to be an accurate account.

#### **LSP 30/22 HOT TOPICS**

A brief round-the-table update of any hot topics from each partner agency.

BJ advised there is a lot going on at W3RT and asked to provide an update at a future meeting as to what the organisation does.

**Action** SD to add future agenda item.

KH said HS2 was updating its plans and would like to do a multi-agency exercise with the local authority as it represents a big risk. Although HS2 oversees the whole project, Align is the company drilling the tunnel and KH said they were very professional and would welcome collaboration with TRDC. Some testing should be done.

**Action** ES to discuss with senior leadership to organise.

TB had just heard that the social housing decarbonisation fund bid has been successful. Work shared with LEP on skills agenda.

MC said the new HCC budget was approved for 23/24. The Leader of HCC had written to Mayor of London expressing concern about the Ultra Low Emission Zone (ULEZ). The Chair said Three Rivers did too, and the good news is that there are areas of exclusion in the zone which will benefit some residents.

TD said Secondary transfer took place on 1 March, with continued interest list to run from 24-29 March. This year has been relatively peaceful, and a good number of children received a place at one of their four preferences. Good and outstanding OFSTED reports were at over 90%. There was concern over the distribution of the UK Shared Prosperity Fund which was allocated to districts and boroughs. A big issue at present surrounds special educational needs, and there is a lot of work to do to provide places in the short, medium and longer term. Much of the problem is down to Covid and the resultant lockdowns, which have led to behavioural issues.

**LSP 31/22**

### **COMMUNITY STRATEGY**

ES reviewed the feedback from the workshop that took place at the previous meeting, with the aim of agreeing the emerging vision, objectives, outcomes and priorities of the Community Strategy for 2023-26.



ES proposed that the goals be adopted as a partnership, with the aim of working with communities, not dictating to them.

The Strategy would be accompanied by an action plan.

TB asked whether there might be too many goals at the risk of nothing being done. The Chair suggested it may be worth selecting the top five points for action. BJ thought 'sustainable development goals' was too vague, and asked whether it referred to a reduction of inequalities or eradication of need, poverty and more specific issues. ES replied that health inequality emerged as a priority and is also something for which there is funding. The impact of the cost-of-living crisis was a clear concern.

The Chair said working as a partnership is very productive. TD referred to the imagery and said the page numbering suggested prioritising had been decided. ES replied that the numbers were already on the report but would amend to reflect local thinking. MG said that 'inequality' encompasses everything. ES hoped to bring the strategy back to the next LSP meeting. Organisations would be asked for input and an action plan put together and taken to a future meeting of the Local Strategic Partnership Board.

**LSP 32/22**

### **FOCUS THEME: HEALTH**

SD presented to the Board on Place Based Health Inequalities, specifically relating to breast cancer.

Last year saw the re-establishing of the Three Rivers Health and Wellbeing Partnership. Following public and partner consultation, topics for focus were long term health conditions including mental health, healthy weight, frailty in older people and cancer, especially breast cancer and the screening therefor.

At the beginning of the financial year £30,000 was received to tackle health inequalities, and it was decided to focus on breast cancer as the rate of screening was well down on national and county levels. Low income and accessibility were the cause of a lack of take-up, and the Community

Partnerships Team are working with GPs towards contacting those who didn't engage with invitations for screening & providing transport for their appointments, and it was hoped this would increase the numbers being screened.

It was also intended to raise awareness of cancer through "time to check" sessions at the Healthy Hub in South Oxhey. The first would focus on lung Cancer with the emphasis on stopping smoking. NHS partners would be invited to become involved.

A mental health project, to be run by Watford FC CSE Trust, would take place at William Penn Leisure Centre, with the aim of encouraging men over 18 to build a social network by playing some football, and chatting with similarly-affected individuals over a cup of tea and a biscuit, and being introduced to local support services. There were also plans to organise cooking sessions for families in South Oxhey who were at risk from poor health and social isolation, working with the Watford Afro-Caribbean Association.

KH asked if there was a link between the lack of screening and an increase in breast cancer cases. The Chair said early detection was key, and KH surmised that early detection should reduce cases.

TD asked if the team works with the library in South Oxhey, to which SD replied that the Healthy Hub is based there. It was stated that a major issue is that public transport in South Oxhey is awful, so it's very difficult for people to get anywhere for screening.

#### **POST MEETING NOTE**

ES had to leave the meeting but prior to doing so provided a brief update on the UKSPF.

Money had been made available from the UK Shared Prosperity Fund. It was received 6 weeks ago, to was to be spent by the end of March, but as the time period was so short, it was carried over to the next financial year. Some projects had started, but the bulk would be after April. SN said a lot of time was spent putting bids together for submission, only for them to often be rejected by a civil servant somewhere. There must surely be a better and more efficient way of pitching for funding.

RS mentioned the need for lateral thinking in matters such as those mentioned, and asked who'd have thought a lack of buses was behind increased cancer cases.

Louis Sanford, Programme Manager at Mental Health, Learning Disabilities and Autism Health and Care Partnership presented on the integrated models of primary and community mental health care that would support residents with severe mental illnesses.



Item 03b Primary  
and Community Trar

Following the presentation, SN said Housing Associations and the police were often able to identify mental health issues first, and that ASB was frequently due to mental health. TB said LS could be provided with contacts to assist the agency's work. MG asked how the voluntary sector links in with the agency, and LS said there was a plan to move away from grants funding and towards partnership arrangements.

The Chair said BJ was the head of the CVS for Watford and Three Rivers and could help with assembling a joined-up network. BJ was also Chair of Herts Community Navigation Service, of which a primary aim was to establish effective mental health referral pathways, and Chair of the Herts Community Leaders Forum which was due to meet this week, at which LS would be welcome. Amongst subjects to be covered were how the voluntary sector can align data collection.

TD asked if BJ recalled the Connect Hertfordshire body from some years ago, and asked if it was now the Herts Community Leaders Board. BJ had been involved with many bodies over the years, and that perhaps a conversation should take place outside the meeting.

SD mentioned the strong link for mental health support that was available within Three Rivers, and collaboration with partners. LS said Hertfordshire didn't suffer from a lack of support services but the co-ordination is the issue.

**LSP 33/22 FUTURE AGENDA ITEMS/THEMES**

SD asked if anyone would like to present or hear about anything specific at future LSP meetings, in addition to Bob Jones. There were no responses.

**LSP 34/22 ANY OTHER BUSINESS**

No other business

**DATES OF FUTURE MEETINGS:**

Tuesday 20 June 2023  
Wednesday 27 September 2023  
Wednesday 13 December 2023  
Wednesday 20 March 2024

**CHAIR**

# Three Rivers Community Strategy 2023-2028

*Three Rivers  
'a district of  
connected  
communities'*

# LSP Board Members




 Three Rivers District Council

 Herts County Council

 Ascend

 Herts Constabulary


 West Herts College

 Herts and West Essex Integrated Care Partnership


 Thrive Homes

 Watford Community Housing

 Watford and West Herts Chamber of Commerce

 Office of the Police and Crime Commissioner

 Watford and Three Rivers Trust

 Citizens Advice Service

 Job Centre Plus

 Herts Mind Network

 South West Herts Schools Partnership



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## Foreword

If the past few years have taught us anything it is that in the darkest, most difficult times, the brightest examples of community spirit shine out. I have learned that there is no better place to find community spirit than right here in Three Rivers. I am therefore delighted to present this new Community Strategy, in my capacity as both Council Leader and Chair of the Three Rivers Local Strategic Partnership.

Three Rivers is an area of smaller local communities, each with their own identity and strengths. Nothing is more important in society than community, which can be made up of people living in a similar area, having shared characteristics or shared interests.

At the beating heart of this strategy is our desire to promote wellbeing, we want our residents to feel safe, healthy and form part of their community, we want to grow our local economy and make sure it benefits our residents, and we want to continue to take steps to respond to the climate emergency. In the pages that follow, you will read how we intend to make this happen.

*Leader, Sarah Nelmes*

## Introduction

The Three Rivers Local Strategic Partnership (LSP) brings together representatives from the local public, community, voluntary and private sectors to address local problems and develop strategies and initiatives. We aim to work jointly and with our communities to ensure resources are targeted at a local level, in a way that will benefit our residents the most.

Over the last few years there have been a number of significant global challenges that have resulted in adverse changes to our communities, people livelihoods, health and wellbeing and the way in which we connect with each other. During this time, communities and local organisations were at the forefront, by bringing people together, checking in on vulnerable residents and ensuring support was available for those in crisis.

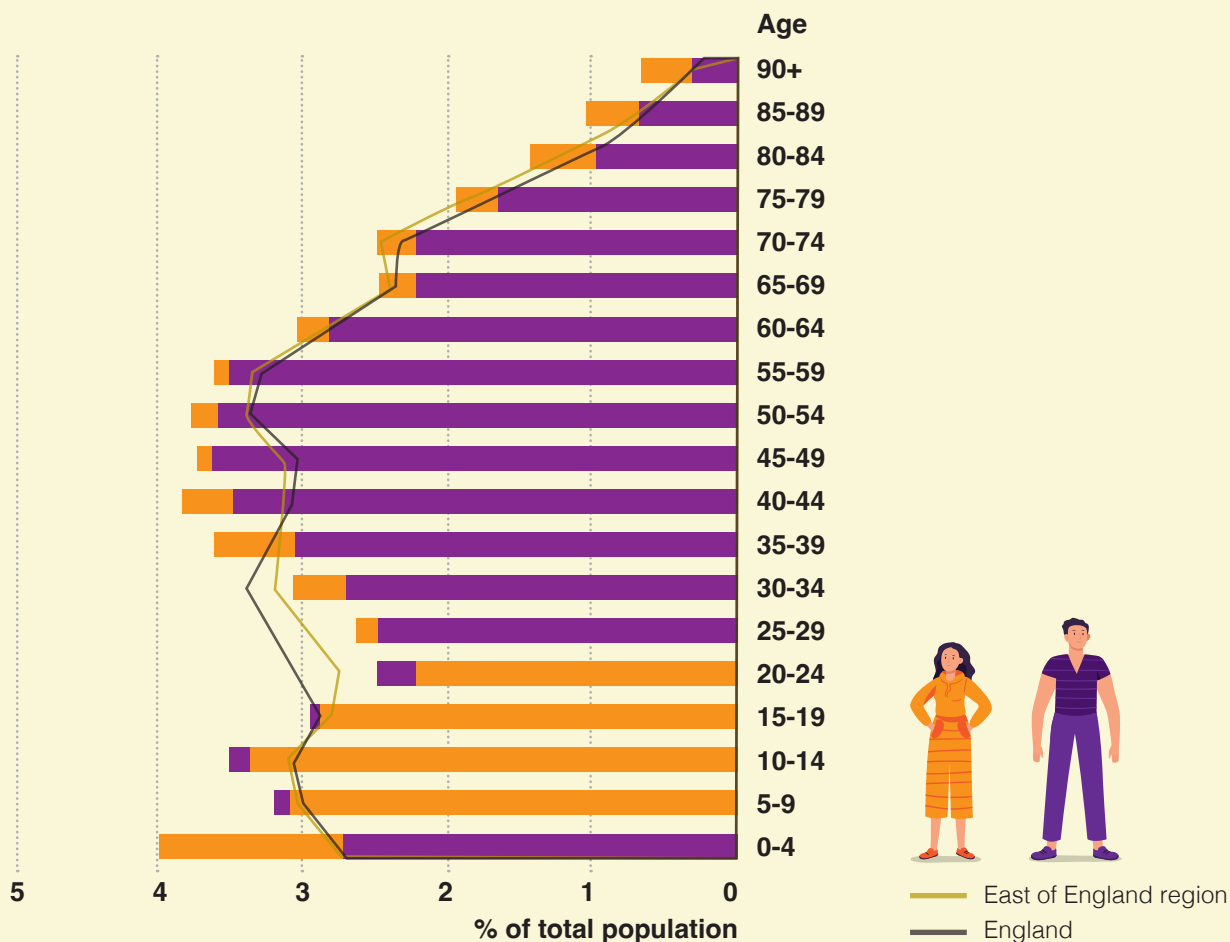
Three Rivers LSP has reviewed local data and received input from our local communities to develop the Community Strategy 2023 – 28 which will guide the work of the LSP and other partnership groups over the next few years. It is important that the challenges that have been exasperated by the pandemic are addressed, whilst building upon the strengths that have developed over this time to recover, rebuild and grow.

# Our District

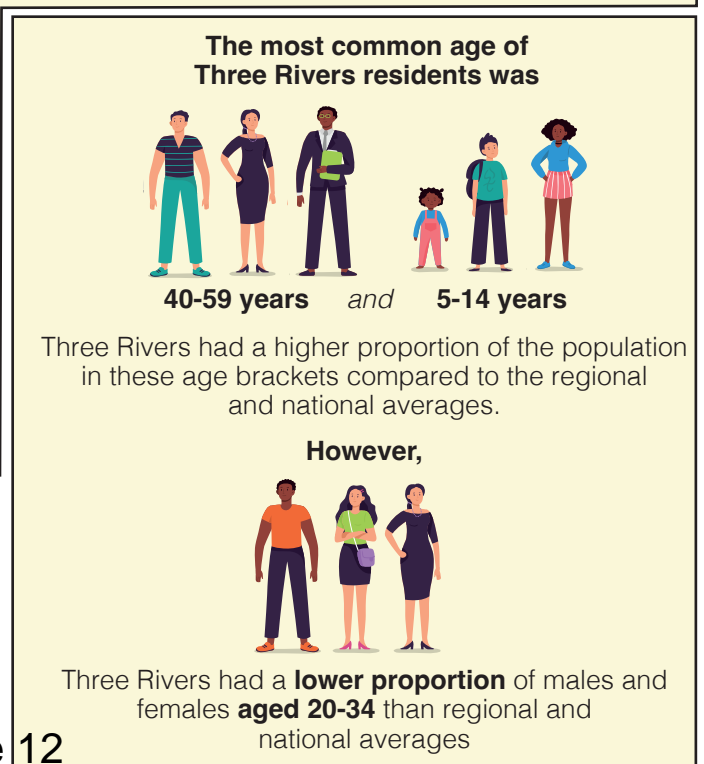
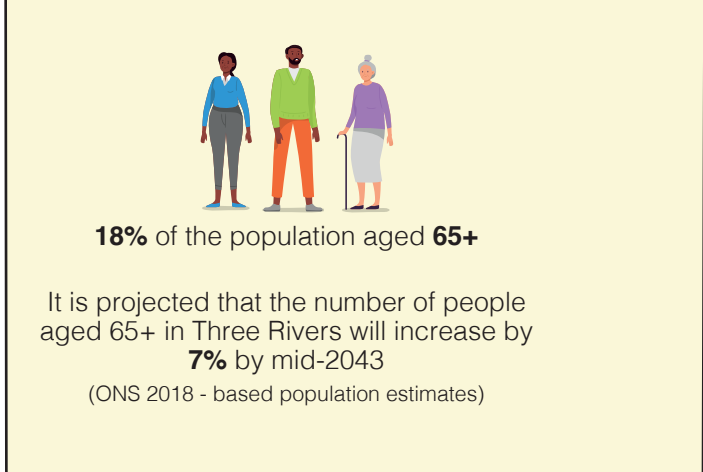
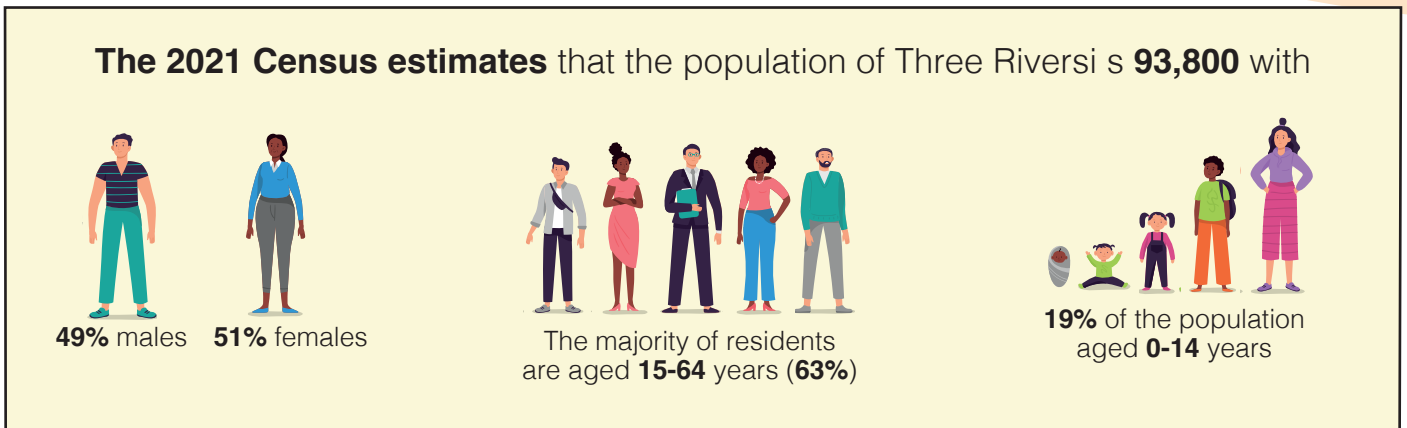
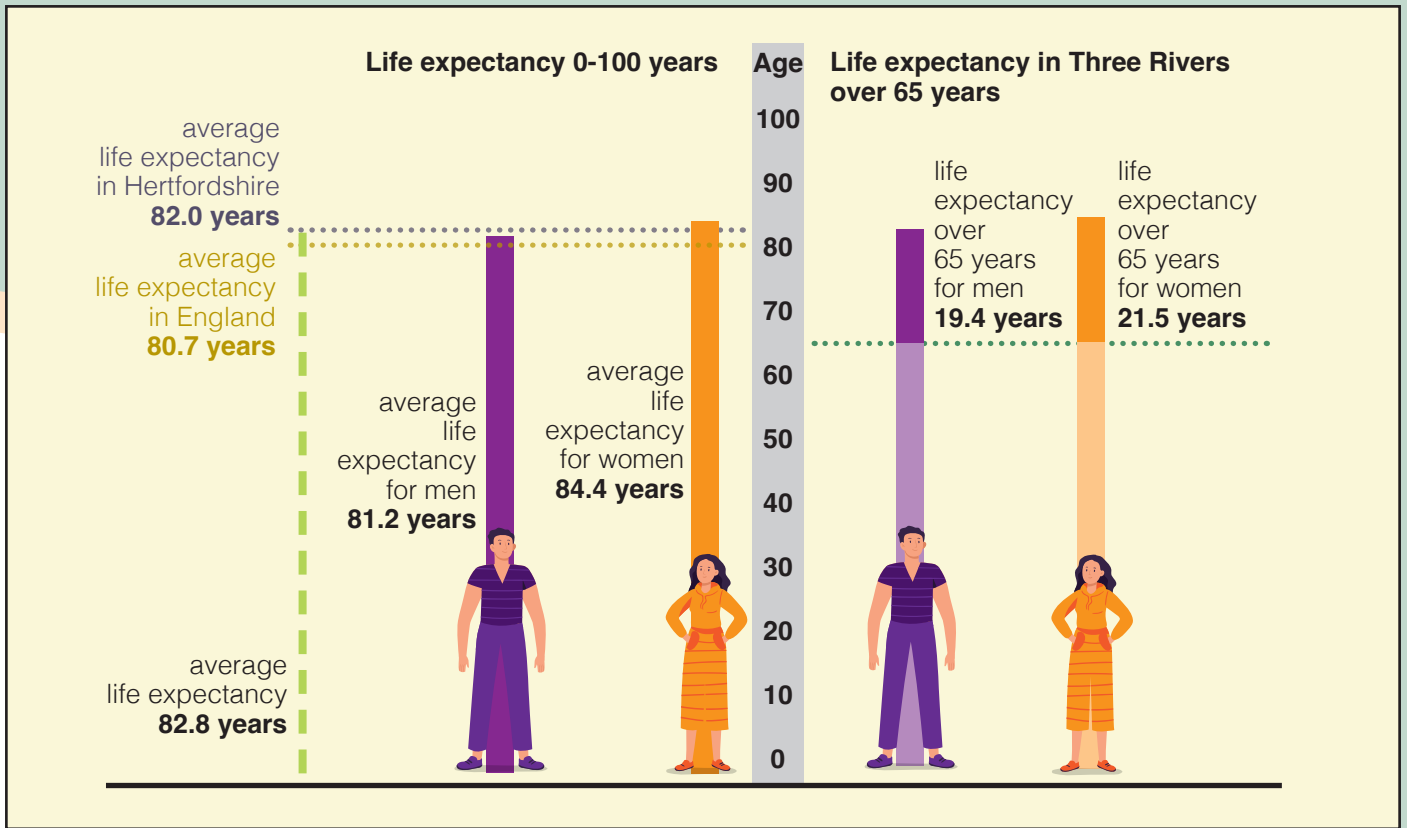


The following graphics show the breakdown of Three Rivers district population.

**Sex and age population profile of Three Rivers residents, compared to regional and national benchmarks (2021)**



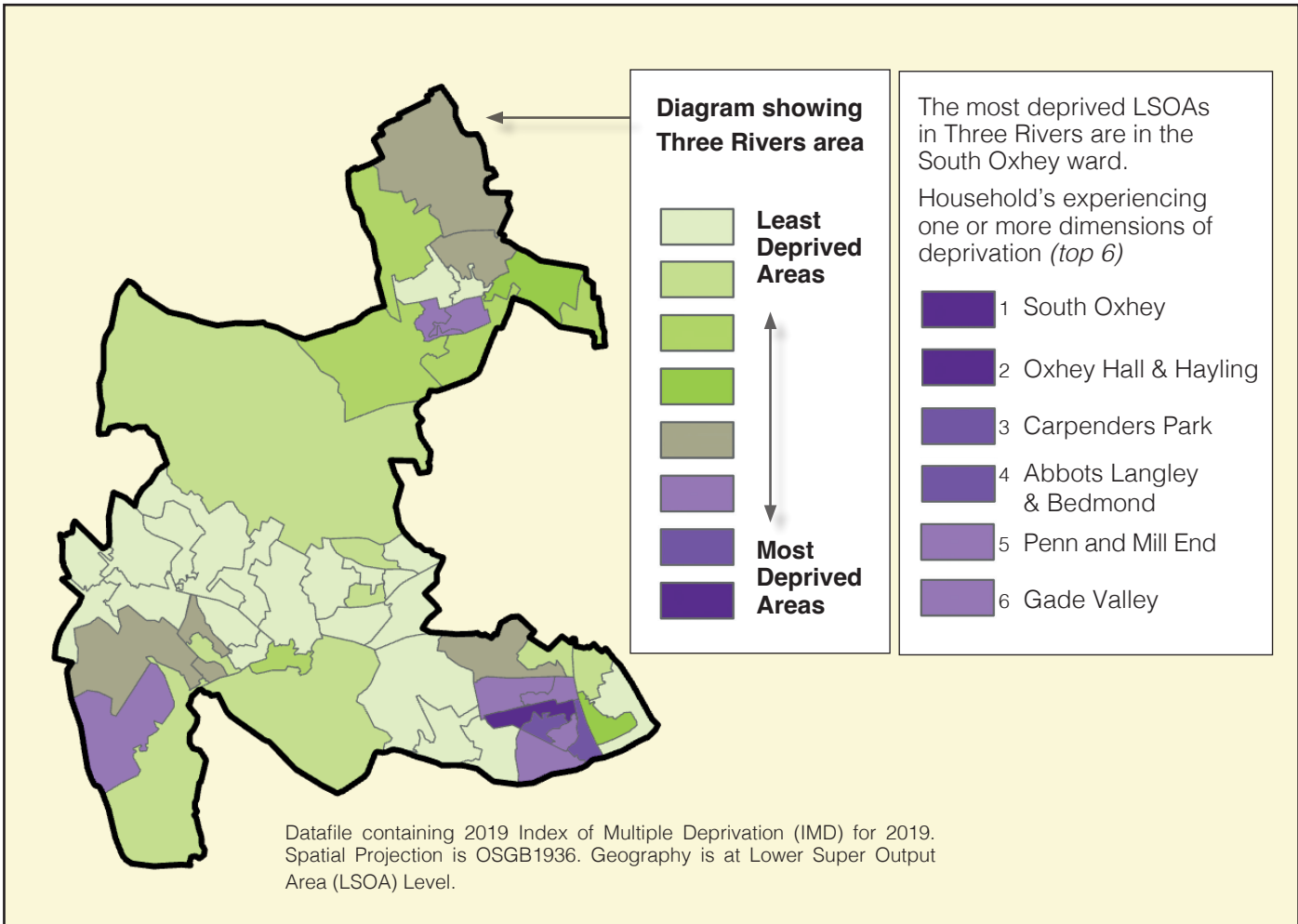
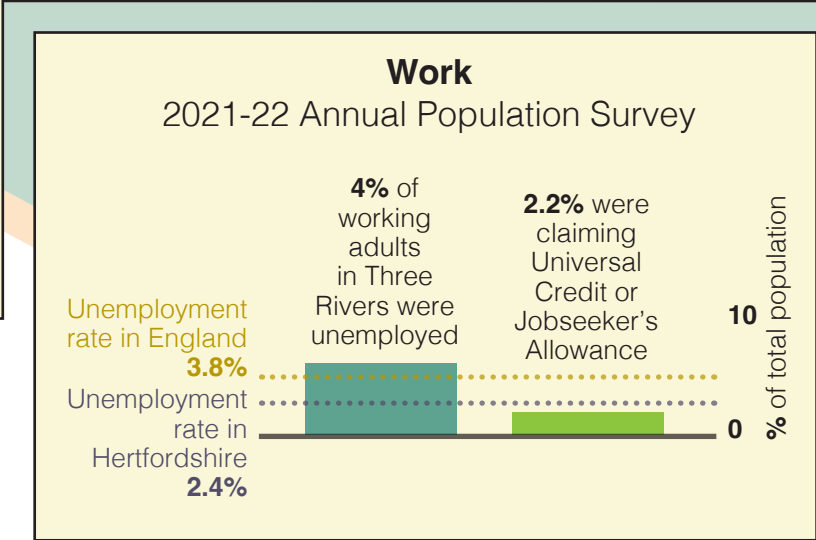
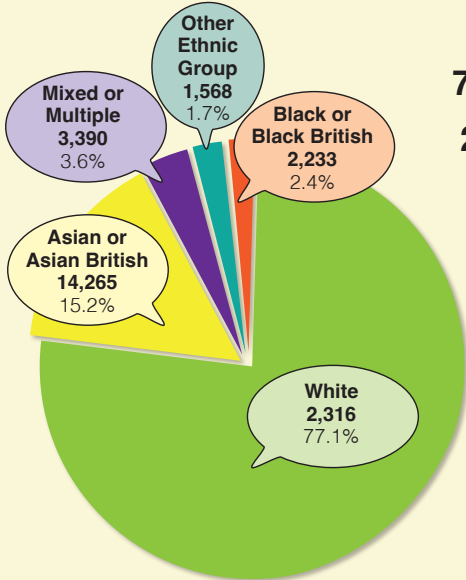
Source: Office of Health Improvement and Disparities (OHID) Fingertips website, Census 2021.



### As of March 2021

77% of residents in Three Rivers identified as White and 23% identified as being from an ethnic minority group.

Source: Office for National Statistics, Census 2021



# Our Vision



Three Rivers:  
**A district of connected communities.**

## We want Three Rivers to be a district . . .



. . . that is inclusive and where people feel they are welcome, belong

. . . where local infrastructure supports healthy lifestyles and addresses health inequalities



. . . where our residents are supported and feel safe

. . . that takes action to mitigate and adapt to the climate emergency



. . . where our local businesses are beneficial to and benefit from local people

# Our Themes



In order to realise our vision, we have four district themes.



Belonging

Safe and Well Communities

## Connected Communities



Environment

Economy

# Delivery



**The Community Strategy** is influenced by **four** important factors that cut across all our themes.

**Responsive, responsible and local leadership**



**Evidence led and co-designed with communities**



**Trauma informed approach**



**Partnership collaboration**





# Economy



## Three Rivers

is a district with a strong local economy with varying opportunities for local people

Three Rivers is one of the most prosperous economic areas outside London. The district hosts several national and international headquarters and the largest state-of-the-art film studios in Europe which with a strong arts and entertainment sector creates areas of growth and opportunity. This, combined with the strong cultural sector and a culture of enterprise, all serves to make Three Rivers a welcoming, distinctive and attractive place to live, work and visit.

We are committed to supporting our residents in accessing jobs within these sectors, to develop the skills required for these jobs and to work alongside local businesses to promote the local workforce. Our local businesses are uniquely placed to provide advice and guidance to young people entering the workforce. The Local Strategic Partnership will work with businesses to encourage engagement with our local communities to promote opportunities for learning and development to ensure our residents have the skill set to enter our local industries.

We understand that even though Three Rivers is a prosperous district, there are some areas that do not benefit from this. The impact recent years have had on the cost of living is an important issue to address, and the LSP need and want to support our residents to

navigate increasing costs. We will do this by ensuring residents know where to and are able to access support already in place & that our partners able to do this are appropriately resourced. We will work with residents and the partnership to understand how need is changing and determine whether support is required to change too.

### What we aim to do



**Support our residents through the cost of living crisis**



**Work with local businesses to enhance local workforce**



**Promote local employment and volunteering opportunities**

# Environment



**A district** that is climate resilient and inspires our communities to live sustainably

Three Rivers has been at the forefront of developing areas of work to manage the impact of the climate emergency.

Three Rivers is a top recycling area and want to build on this success by working with our residents to implement ways to reduce food waste and to eat seasonally in order to reduce food costs.

The Local Strategic Partnership will together with specialist organisations, prepare for extreme weather to ensure we adapt where possible in readiness, and support our residents to manage the impact of extreme weather when it occurs. We understand the impact extreme heat and cold has on our residents, our local environment, and widens the pre-existing inequalities we face in the district.

We recognise the importance of becoming a Net Zero carbon district. We will work to improve uptake and awareness of the ECO schemes which offer financial support to reduce household carbon emissions and support residents to access these opportunities.

The LSP will be guided by evidence based and best practice and ensure a sustainable and Net Zero carbon approach is built into each project developed under the partnership.

We will work with our partners to ensure this is adopted across the district, and work with our residents to empower changes at an individual level.

## What we aim to do



**Lead, enable and inspire our communities towards Net Zero**



**Support our communities to adapt to extreme weather**



**Increase locally grown produce and reduce food waste**

# Safe & Well Communities



## A district that promotes healthy and safe communities

The wellbeing and resilience of our local communities is impacted by several aspects of life, from health to risk of crime.

Three Rivers Local Strategic Partnership has seen the impact of the pandemic on these factors within our communities. We understand the long term impact that adverse experiences can have in later life and we are committed to working in partnership to address the issues and determining factors. We have also witnessed the strength and resilience of our communities throughout the pandemic, from offering support to neighbours to community led initiatives.

In 2022 the Local Strategic Partnership developed the Three Rivers Health and Wellbeing Partnership to collaboratively address and improve the overall health and wellbeing of residents within Three Rivers. We will develop a plan to tackle health inequalities within the district using a place based approach to support specific communities alongside the further development of our Healthy Hub offer. Healthy Hubs have been established in South Oxhey, Mill End and Abbots Langley, making services and support accessible for our residents and bringing services into the heart of our communities.

The Community Safety Partnership (CSP) forms part of the LSP, and annually assesses the level of crime and disorder within the

district, along with concerns expressed by the local community to develop priorities, objectives and an action plan. We will focus on projects and services that are beyond daily business for organisations forming the CSP and directly impact on the priorities. We will secure funding through grants and partnerships if resource is unavailable to provide services and support needed locally.

### What we aim to do



**Adopt a place based approach to address health inequalities**



**Maintain and grow the work of the Community Safety Partnership**



**Promote local services to empower residents to improve their lifestyle**

# Belonging



**A district** where everyone can belong and be represented in local culture

Communities can be created in several ways, whether based on geography, shared characteristics, or brought together by shared interests, communities provide us with a sense of belonging, an opportunity to connect with others, an ability to influence and a channel through which to contribute.

We recognise the contribution that strong local communities were able to provide in supporting communities in response to the various crisis that have occurred over the past years. They possess local knowledge, an understanding of need within their communities and passion to drive action.

We understand Three Rivers is a district made up of several local communities, each with their own identity and strengths. We will utilise funding from the UK Shared Prosperity Fund to ensure sustainable community hubs are developed at a neighbourhood level. Through these hubs we can begin to develop a local culture that reflects all our communities.

It is important that we bring local services and opportunities to residents, which will allow us to tailor delivery based on what is needed in an area. This can be done through initiatives aiming to bring people together by offering free activities and providing an opportunity for residents to find out more about local support services, community groups and activities available to them in their local area.

The LSP will develop opportunities for our residents to learn more about our communities and to improve understanding of what is available within the district. We will continue to engage with our communities, through groups, forums and in everyday spaces to co-develop this work and to ensure we understand and act on what our residents want.

## What we aim to do



**Celebrate and create local culture that reflects our community**



**Support in the development of sustainable community hubs**



**Develop and coordinate the community and voluntary sector**

# How we will deliver the objectives



**This strategy** will guide the work of the Local Strategic Partnership.

This strategy will guide the work of the Local Strategic Partnership until 2028. This will ensure our day to day partnership working has these long term objectives embedded within it.

There will be annual plans developed by the LSP to ensure we are able to react to changing need and take proactive action to mitigate. The partnership will identify and prioritise work programmes and projects that will have the greatest beneficial

and sustainable impact. This will take into consideration planning, statutory services and resource available. This plan will guide and feed into the work of the following partnership structures.



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