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# LOCAL STRATEGIC PARTNERSHIP BOARD

## NOTICE AND AGENDA

For a meeting to be held in Penn Chamber, Three Rivers House, Northway, Rickmansworth, on Thursday, 26 September 2024 at 10.00am.

Members of the Local Strategic Partnership Board:-

Councillors:

Stephen Giles-Medhurst  
Andrew Scarth

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*Joanne Wagstaffe, Chief Executive  
Wednesday, 18 September 2024*

**1. WELCOME & INTRODUCTIONS**

**2. APOLOGIES FOR ABSENCE**

**3. MINUTES AND ACTIONS FROM THE PREVIOUS MEETING, NOT OTHERWISE ON THE AGENDA**

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**4. HOT TOPICS**

Open for contribution.

**5. CLIMATE CHANGE**

- Three Rivers District Council on decarbonisation projects.
- Hertfordshire County Council experience of cleaner air, carbon reduction, flood resilience and community engagement.
- WFC Community Sports and Education Trust on reducing carbon emissions
- Thrive on carbon emission baseline, adopting the sustainability reporting standard and future plans
- Hertfordshire Constabulary on reducing carbon emissions and move to electric fleet
- West Herts Teaching Hospital Trust on climate change adaptation planning and opportunities for collaboration.

**6. CONNECTING THREE RIVERS**

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Terms of Reference

**7. FUTURE AGENDA ITEMS**

LSP workplan

**8. DATES FOR FUTURE MEETINGS**

12 December 2024

19 March 2025

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

## THREE RIVERS DISTRICT COUNCIL

**At a meeting of the Local Strategic Partnership Board held in the Penn Chamber, Three Rivers House, Rickmansworth, on Thursday, 18 July 2024 from 10.00 am – 11.42 am.**

**Present:** Councillors

Sarah Nelmes (Chair)  
Andrew Scarth  
Andrea Fraser  
Rue Grewal

**Officers in Attendance:**

Shivani Dave, Partnerships Manager  
Michelle Wright, Community Safety & Safeguarding Manager  
Kimberley Grout, Associate Director – Corporate, Customer & Community  
Antonia Mori, Health Engagement Officer  
Anita Hibbs, Committee Officer

**External in Attendance:**

Paraic McKenna, Hertfordshire County Council  
Priyanka Gandhi, One Vision  
Susannah Brunert, One Vision  
Karen Stephanou, Watford FC Community, Sports and Education Trust  
Peta Mettam, Citizens Advice Service  
Katharine Southin, (work experience)  
Brad Hughes, Parmiter's School, (representing SW Herts Secondary Schools)  
Peter Cogan, Watford Community Housing  
Rebecca Stone, North Watford Primary Care Network  
Elspeth Mackenzie, Thrive Homes  
Mickaela Foster Osborne, Home Start, Watford & Three Rivers  
Rosalind Nerio, South West Herts Health & Care Partnership  
Maria Kyriacou, Integrated Care Board  
Jim Moran, Hertfordshire Fire & Rescue Service  
Andrew Palfreyman, Hertfordshire Constabulary  
Danielle Levy, Herts MIND Network  
Amanda Williams, Watford & Three Rivers Trust  
Shirish Chauhan, Three Rivers Chamber of Commerce  
Kips Green, Services for Young People  
Caroline Smart, West Herts College

**LSP1/24 WELCOME AND INTRODUCTIONS**

The attendees introduced themselves individually.

**LSP2/24 APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Stephen Giles-Medhurst, Miranda Gittos, Enoch Kanagaraj, Keith Harland, Tamara Valmas, Bob Jones, Margaret Gallagher

Councillor Sarah Nelmes substituting for Councillor Stephen Giles-Medhurst

### **LSP3/24 MINUTES AND ACTIONS FROM THE PREVIOUS MEETING, NOT OTHERWISE ON THE AGENDA**

The minutes of the Local Strategic Partnership Board meeting, held on 20 March 2024 were confirmed as a correct record and signed by the Chair of the meeting.

### **LSP4/24 ELECTION**

Councillor Sarah Nelmes proposed that Councillor Stephen Giles-Medhurst be appointed as Chair of the Local Strategic Partnerships Board, and Bob Jones be appointed as Vice-Chair of the Local Strategic Partnerships Board for the municipal year 2024/25.

RESOLVED:

That Councillor Stephen Giles-Medhurst be appointed as Chair of the Local Strategic Partnerships Board, and Bob Jones be appointed as Vice-Chair of the Local Strategic Partnerships Board for the municipal year 2024/25.

### **LSP5/24 HOT TOPICS**

Councillor Andrew Scarth reported that during a recent event at the Chorleywood Village Day, the neighbourhood watch initiative promoted 'Herts Connect' to local residents in an effort to boost membership. The previous programme, Owl, had successfully engaged 180,000 households across the county, and the transition to 'Herts Connected' aims to continue that success.

Councillor Scarth encouraged signs ups at the event, highlighting the importance of community involvement in the ongoing process.

The Susannah Brunert, from One Vision spoke about the newly launched Cancer Champions Program, a partnership between One Vision and Macmillan Cancer Support, aimed at enhancing cancer support services in Watford and Three Rivers. The program emphasizes the recruitment of local volunteers to raise awareness about cancer symptoms, promote early screening, and gather community experiences to identify necessary changes in cancer care. Focus will be given to underserved communities, particularly Asian, African, and Caribbean populations, who face poorer cancer outcomes. The initiative seeks collaboration with diverse community members to maximize its impact.

Paraic McKenna provided key updates regarding the leadership and various services of Hertfordshire County Council, (HCC). He announced the appointment of Angie Ridgewell as the new Chief Executive, who will officially start at the end of September but has begun working part-time. He also highlighted positive outcomes from a recent CQC review of Adult Care Services, which received a 'good' rating, and mentioned the annual priorities of Children's Services with a focus on supporting children with special educational needs and disabilities (SEND). Additionally, he spoke about the signing of the Care Leaver covenant and the rebranding of the local enterprise partnership to Hertfordshire Futures, which has launched the Invest Hertfordshire portal to attract commercial investment. Lastly, he spoke about the initiation of an organisational resource review at the council, emphasizing the sensitivity of staff during this process.

Councillor Sarah Nelmes reported the recent meeting of Herts Growth Board, highlighting the transition of chairmanship to Jeremy Newmark, the Leader of Hertsmere; a proactive leader focused on delivering results.

Elsbeth Mackenzie advised of the ongoing initiatives in Hertfordshire aimed at supporting economic and community development. Elspeth highlighted the establishment of working groups that include representatives from housing associations, local authorities, and

healthcare sectors. Its focus is on addressing housing issues through the 'right home, right place' initiative, indicating a collaborative approach to tackle housing challenges.

Chief Inspector Andrew Palfreyman of Hertfordshire Constabulary provided key updates on the ongoing strategies focused on crime prevention and harm reduction. He highlighted recent trends in domestic abuse, crime reporting, and various types of offences, including residential burglary and shoplifting. He noted an increase in reported domestic abuse cases and emphasised the importance of accurate crime recording. The Constabulary's outcome rates are commendable, particularly in shoplifting and residential burglary. He also addresses challenges such as theft of motor vehicles and keyless car thefts, while outlining proactive measures being implemented, including collaboration with local businesses and community engagement initiatives.

## **LSP6/24      HEALTH**

### **Health and Care Partnership**

Rosalind Nerio and Maria Kyriacou provided an update on the South and West Hertfordshire Health and Care Partnership (SWH HCP), which is a collaboration of various health and care organisations aimed at improving health services in the region.



4 HCP update to  
LSP.pptx

Shivani Dave, Partnerships Manager spoke about a local partnership focused on tackling childhood obesity. Shivani offered to facilitate an invitation to the meeting for SWH HCP and ICB highlighting the potential interest of schools in the initiative.

Karen Stephanou from Watford FC Community, Sport and Education (CSE) Trust highlighted the importance of trust and collaboration in delivering programs aimed at children and young people. She spoke about existing initiatives such as 'Joy of Moving,' which is funded through the FL and implemented in schools. She emphasised the need for a conversation about utilising available services in the southwest, including programs from Watford Football Club and Community Trust. A strategy, launched in January 2024 focuses on improving physical activity and mental health services across various age groups, including children, young adults, and seniors. Additionally, specific programs like dementia care, falls prevention were also mentioned, and the potential for connecting with other ongoing initiatives to provide better support.

Peta Mettam highlighted the efforts of Citizens Advice in Three Rivers (CASTR) in addressing social determinants of health, particularly in relation to disability benefits. She explained that a significant number of inquiries could be handled by advice agencies instead of GPs, emphasising the importance of financial resources for maintaining health at home. She also spoke about CASTR's responses to government papers on Employment Support Allowance and Personal Independence Payment (PIP), expressing concerns about potential reductions in benefits and the impact on individuals' health and access to essential services. The representatives from CASTR and One Vision discussed the need for collaboration with other agencies to support an upcoming paper due on the 22nd of the month. One participant expressed the importance of connecting with other relevant agencies to gather necessary input for the paper, indicating a proactive approach to ensure comprehensive contributions.

Paraic McKenna mentioned a new initiative called 'Data Inspired Living' at HCC that utilises technology and artificial intelligence to assist residents in remaining in their homes. The program focuses on analysing movement patterns and living habits to enhance family connections and customise care plans, reducing the need for more invasive care options. This

initiative has also been recognised with an award at the recent local government awards, highlighting its significance and potential impact in the field of elderly care.

Andrew Palfreyman explained the strategic approach of departments at headquarters focused on investigating offenses against vulnerable adults, highlighting the potential for utilising existing data to support overarching objectives. He also emphasised the role of local neighbourhood policing teams in responding to various calls and expressed a willingness to engage in further discussions to improve referral processes. He noted a challenge where local officers may forget to follow up on available resources, suggesting the need for more sustainable solutions to ensure consistent support for vulnerable individuals.

Jim Moran, from Herts Fire & Rescue Services explained that one of the roles of the fire service is delivering safe and well visits, also known as home fire safety visits, which encompass not only fire safety advice but also health and wellbeing support. He highlighted the collaborative efforts with public health and adult care services from HCC to identify individuals in need of these visits. He expressed a desire for more up-to-date information to prioritise those at higher risk and mentioned a specific incident involving a mental health crisis that underscores the importance of their work in preventing emergencies.

Elsbeth Makenzie from Thrive Homes stressed the importance of regular contact with residents, particularly those who may not actively reach out for assistance. She highlighted the challenges faced when identifying residents with potential issues, noting that many do not meet the threshold for intervention despite needing help. She suggested that linking residents to voluntary services could provide the necessary support early on, potentially preventing more significant problems in the future.

Danielle Levy from Herts MIND Network discussed the significance of voluntary sector services in providing support to individuals who may not qualify for statutory services due to various reasons, such as not meeting certain thresholds or having dual diagnoses. She highlighted the success of their 'Bounce back' service, which assists with hospital discharges. She spoke about a compelling example of a patient who frequently visited Lister Hospital, attending 253 times in one year, but was able to stop these visits after receiving support from the voluntary sector. She emphasised the need for effective pathways and referrals to ensure that vulnerable individuals receive the necessary care.

Shivani Dave, Partnerships Manager acknowledged a valuable point made by the previous speaker regarding the importance of connecting the third sector locally and logged an action on this suggestion and mentioned that she has compiled a list of introductions based on the discussions held.

Shivani Dave, Partnerships Manager requested to swap the order of **Place Based Health Inequalities** item with the **Healthy Hub** update.

## Healthy Hub

Antonia Mori, Health Engagement Officer outlined the role and impact of Healthy Hubs in the Three Rivers area, where she explained their initiatives and services.



6 Three Rivers  
Healthy Hub.pptx

Shivani Dave, Partnerships Manager highlighted the significant improvements in the Healthy Hub service over recent years, particularly after bringing the service back in-house in 2022, which has led to a more uniform approach across the district. Engagement numbers have quadrupled, indicating a substantial increase in outreach efforts. However, there has been a notable decline in referrals from partner organisations. The officer suggested exploring new

referral processes, particularly with housing associations, to enhance support for residents with health needs, potentially strengthening connections with third-sector organisations.

Elsbeth Mackenzie from Thrive Homes stressed the importance of signposting individuals towards support services while highlighting the inherent challenges. She emphasised that while signposting can guide people, the ultimate responsibility lies with the individual to take the first step, which often serves as a significant barrier. The speaker noted the limitations in providing direct support services due to financial constraints and lack of expertise, indicating that they cannot offer personal assistance to help individuals access the help they need. Despite these challenges, they maintain a comprehensive signposting program aimed at directing individuals to available resources.

Shivani Dave, Partnerships Manager talked about a series of community health initiatives aimed at increasing awareness and accessibility to health services through various events held at healthy hubs. Key activities included; awareness days for Black History Month, cancer awareness, Carers Week, and National Obesity Week. The officer highlighted successful strategies such as pop-up events in low-engagement areas and collaboration with GP surgeries during flu clinics to raise awareness and referrals. Looking ahead, the establishment of a new healthy hub in Abbots Langley is a priority, along with improving partnerships and increasing outreach in isolated communities.

Priyanka Gandhi from One Vision requested the potential for collaboration between partners, specifically suggesting that One Vision could participate in monthly drop-in sessions. The speaker emphasised the mutual benefits of this collaboration, highlighting various services offered by One Vision, such as the food hub, carers services, and cancer programs. The aim is to explore ways to work together effectively after the current meeting.

Councillor Andrew Scarth highlighted the alarming increase in vaping among young people, particularly in schools, where students use flavoured vapes under the guise of going to the restroom. He expressed concern over the health risks associated with vaping, noting its toxicity and potential to harm brain development. He also emphasised the need for stronger regulations, including a potential ban on single use vapes, to combat this growing issue, even as smoking rates decline.

### **Place Based Health Inequalities**

Shivani Dave, Partnerships Manager talked about a 2023-24 project funded by HCC aimed at addressing health inequalities in South Oxhey, particularly focusing on financial deprivation as a significant factor affecting health outcomes and inequalities.



5 PBHI update.pptx

Amanda Williams from Watford & Three Rivers Trust spoke about a recent partnership with Ascend.. She highlighted various clubs and facilities available, including the Dig Deep Garden, which are currently underutilised. The speaker emphasised the importance of addressing social isolation and promoting activities such as volunteering and exercising. She expressed a commitment to increasing awareness of these resources and encourage sharing information to boost participation in local initiatives funded by HCC's Adult Daycare Services.

## **LSP7/24 CONNECTING THREE RIVERS**

### **LSP structure**

Kimberley Grout, Associate Director – Corporate, Customer & Community presented a proposed restructuring of the Local Support Partnerships (LSP) to enhance collaboration and reduce redundancy among existing subgroups.



Amanda Williams spoke about the various community engagement initiatives undertaken by Watford and Three Rivers Trust (W3RT). Key activities include organising 'getting together' clubs for elderly individuals, conducting anti-frailty workshops, and providing digital training to enhance the use of the NHS app among patients. W3RT is also collaborating with local businesses and health services to foster safer and healthier communities. The speaker expressed a desire to contribute their skills and expertise to ongoing community projects and initiatives.

The discussion then focused on prioritising care leavers and SEND young people regarding employment opportunities. Kips Green from Services for Young People emphasised the importance of this issue and expressed willingness to address it within the Youth Strategy Group. The conversation also highlighted the need for collaboration with other partners, including the chamber of commerce, to effectively support these initiatives.

### **Connecting Three Rivers**

Shivani Dave, Partnerships Manager talked about the launch of a community grant initiative called 'Connecting Three Rivers', which has raised £659 through a community raffle and will be supplemented by the UK Share Prosperity Fund, totalling £4,659. This grant pot will be managed by Watford and Three Rivers Trust, allowing local partners to bid for funding. The board is tasked with prioritising areas of the community strategy for these projects and forming an advisory group to evaluate the bids. The grant application process is expected to open in September, with funds allocated on a first-come, first-served basis, aiming for completion by the end of January 2025. The officer encouraged interested members to participate in the advisory group.

**Action** – the areas to grant fund are to be emailed out to the LSP Board for prioritisation. LSP Board members will need to nominate members for the Advisory Group.

### **LSP8/24 FUTURE AGENDA ITEMS/THEMES**

LSP workplan

Thriving Environment

Terms of Reference

### **LSP9/24 DATES FOR FUTURE MEETINGS**

26 September 2024

12 December 2024

19 March 2025

**CHAIRMAN**



## Three Rivers Local Strategic Partnership Terms of Reference

### 1. Purpose of the Group

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 district:

- ... that is inclusive and where people feel they are welcome and belong
- ... where local infrastructure supports healthy lifestyles and addresses health inequalities
- ... where 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.

The LSP works in partnership to formulate and implement a vision for the district through the Community Strategy.

### 2. Objectives

In order to achieve the above the LSP will:

- Be an inclusive body of organisations / groups, representative of all sectors which have a focus in Three Rivers.
- Hold meetings that invite partner organisations beyond the membership of the Board.
- Identify and agree outputs and outcomes that reflect local needs and service priorities and focus on those that require a partnership approach.
- Work in partnership to ensure local people are offered and able to access services.
- Provide leadership and act as a voice for the people and communities of Three Rivers.
- Consult and engage with communities in a meaningful and inclusive manner.
- Work with existing partnerships, to improve collaboration, add value and avoid duplication.
- Identify and secure resources to progress the priorities of the Community Strategy
- Respond collectively to new and emerging needs within the community
- Ensure compliance with national legislation and statutory requirements.
- Develop and produce a Community Strategy every 5 years. The current strategy will expire in 2028.

### 3. Membership

There will be a maximum of 25 Board members, with an attempted balance in terms of partner representation between Private, Public and Voluntary sectors.

Members of the LSP Board are expected to attend meetings on a regular basis. Membership is set at Senior politician, Chair of Board, Director or Senior Officer level.

The following partners will be represented on the group.

Organisation	Role / job title
Hertfordshire County Council	Head of Corporate Performance & Business Insight
Herts and West Essex Integrated Care Board	??
South West Herts Health and Care Partnership (on behalf of all Parish Council's)	Development Director ??
Thrive Homes	Chief Executive Officer
Watford Community Housing	Director of Customer Services
Homegroup	Operations Manager
Three Rivers District Council	Leader of Three Rivers District Council (Substituted by Deputy Leader)
Three Rivers District Council	Lead Member of Community Safety and Partnerships
Three Rivers District Council	Associate Director of Corporate, Customer and Community
Watford and Three Rivers Trust	Chief Executive Officer
Citizens Advice Service Three Rivers	Chief Executive Officer
DWP – Watford Job Centre Plus	Partnerships Manager
Herts Mind Network	Director of Complex Needs and Community
School Pastoral Lead (on behalf of all secondary schools)	Chair of Pastoral Leads
Community Safety Board rep	Chair of Community Safety Board
Hertfordshire Constabulary	Chief Inspector
Herts Fire and Rescue Service	Group Commander
One Vision	Chief Executive Officer

## 4. Roles within the LSP

The Chair and Vice-Chair of the LSP will be voted in every 2 years, in the first meeting of that financial year.

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.

All members will have equal rights and representation. To ensure this, partners may send substitutes from their organisation. All decisions will be made by consensus. Substitutes must be fully briefed before meetings and Three Rivers Committee Services informed of their attendance.

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.

Board members will 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.

Board members will 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.

Board members will represent the LSP at other meetings when required (district, county, and regional).

Board members will identify resources which can be granted from their respective organisations into the "Connecting Three Rivers" donations pot.

Board members will communicate and promote the work of the LSP within their organisations and networks.

## 5. Meetings and minutes

The LSP will meet 4 times a year. These meetings occur before the Community Safety Board. Any matters arising in between the meeting dates will be brought to the attention of the chair and communicated via email.

The meeting minutes and actions will be shared with the LSP following a meeting and will be kept as records of development and progress that may inform future decisions.

Meetings of the LSP are public but are not live streamed. Members of the public local organisations and businesses are able to attend in order to observe.

## 6. Community Strategy

A Community Strategy will be developed and published every 5 years. This will be reviewed in 2027-28 for publication in 2028.

LSP Board members will develop the subsequent action plan for the Strategy.

The LSP will determine which Task and Finish groups require development in order to deliver the Community Strategy or identified need.

Board members will propose organisations to be involved with Tasks and Finish Groups and ensure involvement from their organisation within these groups as required.

Task and Finish groups will have their own terms of reference.

Administrative support and Chairing of Task and Finish Groups will be provided by Three Rivers District Council

The Three Rivers Information Partnership and the Community Safety Board are sub-partnerships of the LSP. Both will have their own terms of reference.

## 7. 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.

### 7a. Connecting Three Rivers

Watford and Three Rivers Trust will manage and be responsible for funds raised through the "Connecting Three Rivers" donation platform, and funds allocated to local organisation through the grants awarded from this platform.

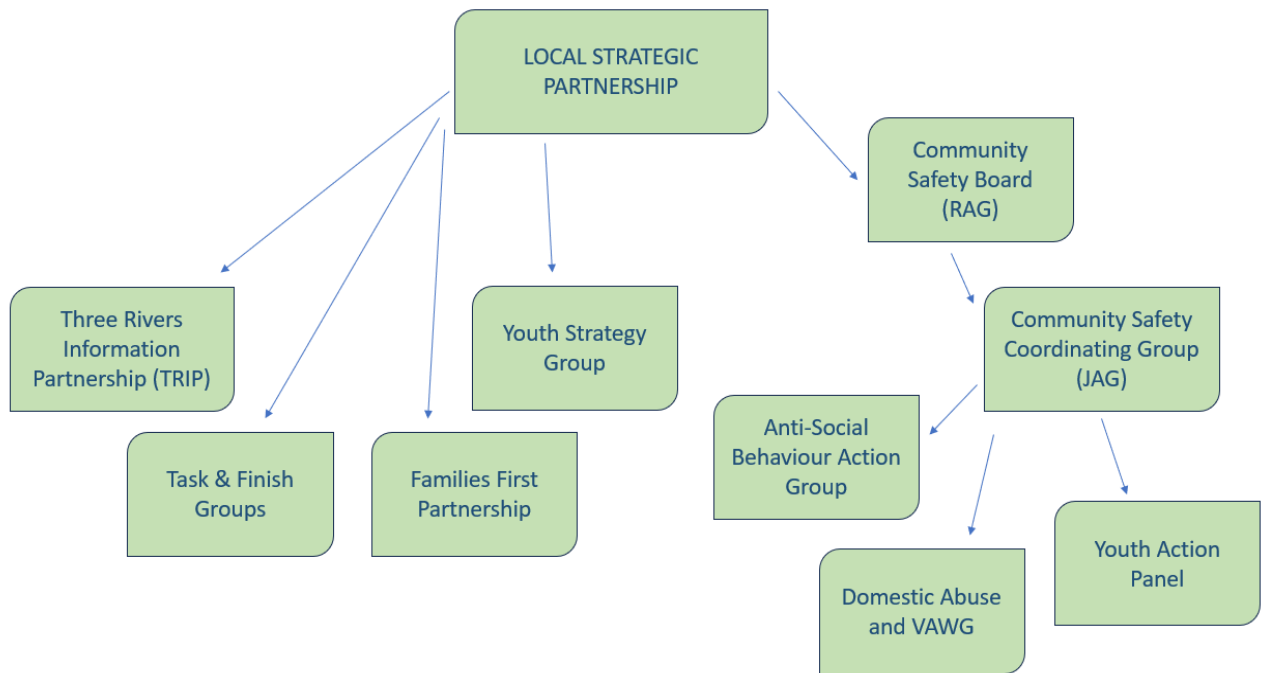
Grant monitoring will be the responsibility of Watford and Three Rivers Trust and this will be reported to the LSP annually.

Priorities for grant applications will be voted on by LSP members.

An "Advisory Panel" will be developed to review and discuss applications. The panel will be made up of 5 members, from the following organisations:

- Watford and Three Rivers Trust
- Three Rivers District Council (Councillor and Officer)
- Citizens Advice Service Three Rivers
- Hertfordshire County Council

## 8. Structure Chart



## 9. Review

The Terms of Reference and Board membership will be reviewed every two years.

Next review in September 2026.

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