

St Albans City and District Local Strategic Partnership

Constitution

Final version – February 2007

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1. Purpose of the LSP

“To work towards the achievement of the vision as set out in the Community Strategy for St Albans District 2007-2021”

2. Objectives of the LSP

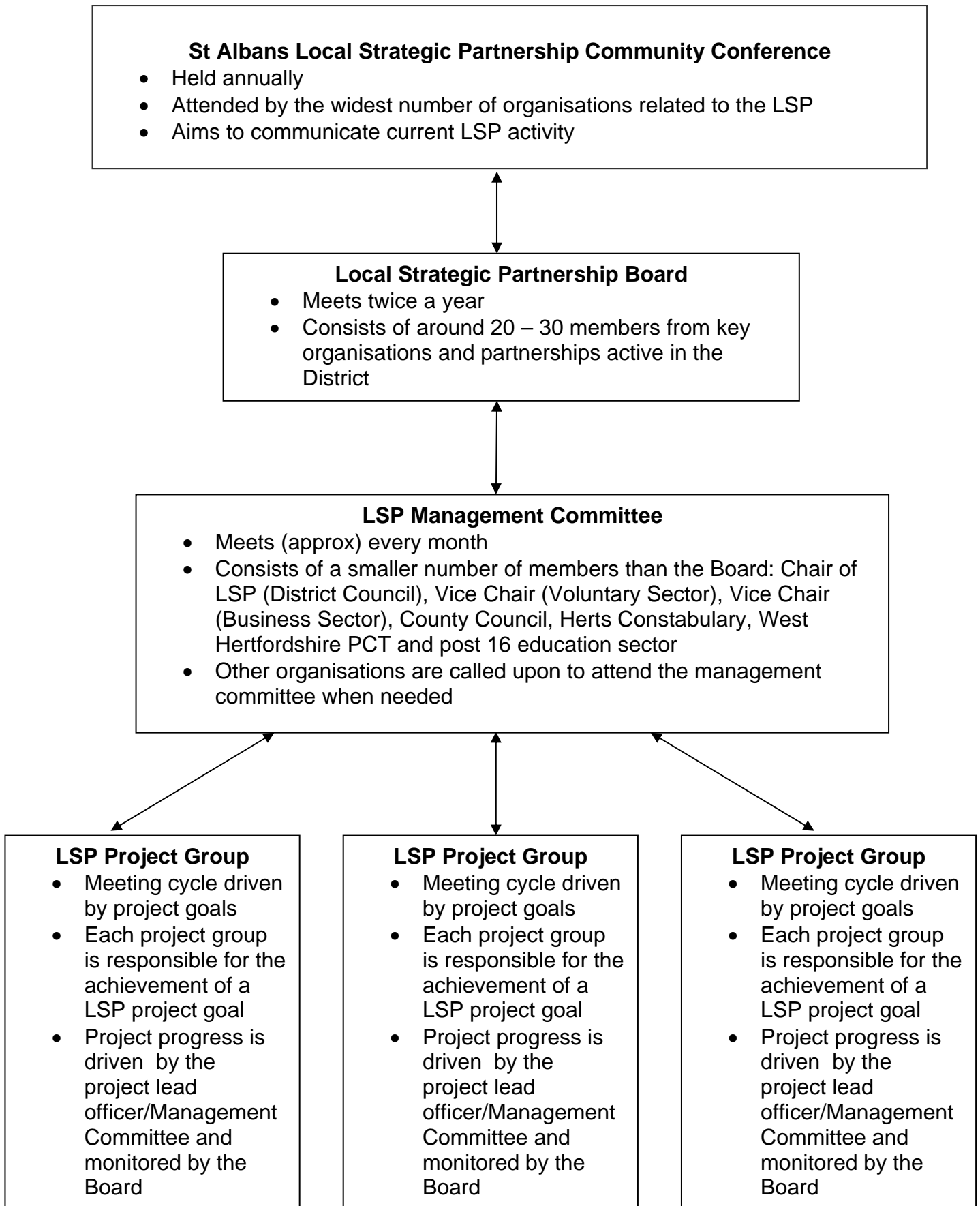
- ◆ to work in partnership to ensure local people receive the best possible services and to add value by working jointly (working smarter not harder);
- ◆ to develop and implement a Community Strategy with specific actions and targets, which reflects local needs and service priorities;
- ◆ to provide leadership for the community
- ◆ to review achievements and revisit targets within the Strategy on a regular basis;
- ◆ to identify new and pool existing resources, and ensure resources at the Partnership's disposal are used effectively;
- ◆ to support bids to fund projects which work towards the priorities as stated in the Community Strategy for the district;
- ◆ to rationalise existing plans, partnerships and networks where appropriate
- ◆ to identify gaps in the existing and planned work of partners, partnerships and networks in working towards addressing local needs;
- ◆ to act as an inclusive body, sensitive to the different needs of a range of interest groups
- ◆ to consult with and engage citizens, residents and community representatives creatively and inclusively
- ◆ to work with existing partnerships, networks and consultative forums in a way which adds value
- ◆ to reduce inequalities, creating a fully inclusive society
- ◆ to work with regard to other partnerships, strategies and targets affecting the local area

3. Ways of Working

- ◆ the LSP will work in an open and transparent manner and the work and meetings of the LSP will be made open to the public
- ◆ the LSP membership will be proactive in attracting membership that reflects the local community in terms of the age, gender, disability, ethnicity and geographical mix of people.
- ◆ the LSP will act as a listening forum to citizens and residents, as well as community and voluntary group representatives

4. Structure of the Local Strategic Partnership

The structure of the Local Strategic Partnership is as laid out as below.



5. LSP Annual Community Conference

Role of Conference:

- To communicate the work of the Local Strategic Partnership to a wider audience of local groups and organisations active in the District
- To provide an opportunity for organisations involved in the wider partnership to become involved in the work of the Local Strategic Partnership
- To provide a networking opportunity for organisations involved in the Local Strategic Partnership.

Frequency of Meeting

- Annually, usually in May/June.

Programme

- The LSP Board is to agree the programme for the Community Conference.

6. LSP Board

Role of Board

- To set the vision of the LSP which is to be articulated in the District Community Strategy, and to be guardian of the wider partnership
- To set out LSP project/activity goals
- To review the performance of the wider LSP, Management Committee and project groups in achieving the targets laid out in the Community Strategy, as well as the expenditure of any LSP budgets (including the Single Pot Fund)
- To direct how the information on the LSP's activities is to be circulated to the partnership

Membership / Review of Membership

- The LSP Board is to consist of representatives of the organisations as laid out in Appendix 1. Organisations are to nominate their own representative to sit on the Board. Where the place on the Board is for a sector, or group of several organisations, it will be for the organisations in that sector to nominate a person to represent the wider interests of that sector. It will be the responsibility of Board members to feed back from the LSP Board to either their own organisations, or if they are representing a sector or interest, the other groups in their sector.
- The membership of the LSP Board will be reviewed every two years.
- New members can be voted onto the Board if supported by two thirds of the Board membership present at the meeting. Nominations for members can come from any Board member, or the LSP Management Committee.

Frequency of meeting

- Twice a year, usually in September and February. See below for powers to call emergency meetings.

Deputising arrangements

- When a Board Member is unable to attend a meeting, they are able to nominate a representative to attend in their place. Board Members should contact the Corporate Administrator for the LSP at St Albans City and District Council with the name of their designated representative before the meeting. The deputising Board member will meet the same criteria and have the same rights as the Board Member for whom they are deputising.

Emergency meeting powers

- LSP Board to be able to call a special meeting outside of the normal meeting cycle, with the agreement of the chair of the LSP. 21 days notice must be given to Board Members by the Corporate Administrator for the LSP ahead of a special meeting being organised.

Quorum arrangements and voting

- For the LSP Board to meet and to make decisions, at least two thirds of the Board Membership needs to be present at a Board Meeting. When a nominated deputy is attending in the place of a named Board member, they will have the same voting rights as the Board member they are deputising for.
- All issues will be decided by a majority of the members of the Board (as outlined in Appendix 1) who are present and voting. If there is an equality of votes, the chair of the meeting will have a second or casting vote.
- Voting (unless otherwise requested) will be by a show of hands, and the number of votes cast will only be recorded if requested.

Public Attendance

- The public are allowed to attend as observers at Board meetings, but they possess no voting rights.
- Observers will be asked to leave if confidential items are to be discussed.

Agendas and Meeting Organisation

- Agendas will be sent to Board Members at least five working days before the meeting
- Board Members or organisations submitting a report to the Board are to ensure that their report is submitted in accordance with the deadline set by the Corporate Administrator for the LSP, and that their report follows the prescribed format as outlined in Appendix 2.
- The Management Committee will agree the agenda for the Board in advance. Any items submitted after this point will need the approval of the Chair of the LSP Board to be included on the agenda. If it is less than two weeks before the next scheduled meeting of the LSP Board, no extra items can be added to the agenda.

Agreement of LSP Work Programme

- The LSP Board will endorse the annual work plan for the LSP during their Board meeting. The work plan will contain details relating to planned tasks for the year for the LSP, the Management Committee and the LSP project groups.

Officer Support

- The administration and organisation of LSP Board meetings will be provided by St Albans City and District Council. Other support will be provided on an as needed basis from other LSP organisations.

7. LSP Management Committee

Role of Management Committee

- To implement the vision of the Board and report on this implementation to the Board
- To oversee the process / work plan of the LSP
- To drive and motivate LSP projects
- To communicate the key activities of the LSP to interested parties
- To consider, prioritise and recommend options for future activity of the LSP
- To allocate funds to Community Strategy projects

Membership / Review of Membership

- Permanent membership of the Management Committee is to consist of the Chair of the LSP, the two Vice Chairs and a representative from the following organisations/sectors:
 - Hertfordshire County Council
 - Hertfordshire Constabulary
 - West Hertfordshire PCT
 - Post 16 Education Sector
- The representative from each of these organisations must have responsibility for the District (regardless of the boundary of their own agency), and must occupy a position of responsibility to ensure any follow up action occurs within their own organisation. Individual organisations are to be called upon as necessary to attend the Management Committee when their expertise is needed.
- The membership of the Management Committee will be reviewed by the Board every two years.

Frequency of meeting

- Every four to eight weeks, as driven by the needs of the Management Committee.

Attendance and deputising arrangements

- Where a Management Committee member is unable to attend, they are able to nominate a named representative to attend in their place. The deputising Board member will meet the same criteria and have the same rights as the Committee Member for whom they are deputising.

Public Attendance

- LSP Board members are allowed to attend and speak on matters that the Management Committee are discussing.
- The dates of Management Committee meetings and the agenda front sheet will be circulated to the LSP Board (via email) ahead of each meeting.

Officer Support

- This is provided through the staff of the organisations that sit on the Management Committee.

8. LSP Project Groups

Purpose of Project Groups

- Project groups are to be established so as to work towards addressing gaps as identified in the District Community Strategy.
- Project groups are to be based on a task and finish approach, so that they set up initiatives and arrangements for the long term management of these initiatives. However, LSP project groups will not be responsible for the long term

Establishment and Membership of Project Groups

- There are to be around three project groups being monitored by the LSP at any one time. Project groups are to be established to work towards addressing the gaps in activity as identified in the Community Strategy

- There are to be between two to four project groups established by the LSP at any one time. No more than ten organisations are to be part of a project group.
- The LSP Management Committee is to instigate project groups in line with the LSP work plan. The LSP work plan is to be set and endorsed by the LSP Board at its meeting.
- On establishing project groups, consideration will be given to existing and evolving partnership structures to avoid duplication of effort and resources.

Frequency of meeting

- To be determined by the project group when established.

Board Member and Management Committee Member involvement

- A LSP Board member or Management Committee member is expected to chair a LSP project group. When the chair of a project group is not a Management Committee member, then a member of the Management Committee is expected to sponsor the project. They are expected to be kept aware of the progress of the project, attend meetings (where appropriate), and provide a communication link between the Management Committee, the Board and the individual project groups.

9. Chair and Vice Chairs of the LSP

Chair of the LSP

- The Chair should be the City and District Council's Portfolio Holder with responsibility for the LSP. This ensures that the organisation with the statutory responsibility to support the LSP is closely involved with its operation. If the LSP were to choose a representative from a different organisation as Chair of the LSP, the Leader of District Council should agree the appointment.
- The role of the chair of the LSP is to:
 - Lead the Local Strategic Partnership
 - Represent the workings of the LSP including attending appropriate meetings e.g. Scrutiny meetings, parish council meetings
 - Build the LSP and get the right players on board
 - Ensure the efficient running of the LSP
 - Resolve conflict and building a sense of common purpose
 - Promote a consensual and co-ordinating approach between the partners
 - Provide leadership in solving problems
 - Identifying further protocols needed for the partnership to operate smoothly

Vice Chairs of the LSP

- The LSP has two vice chairs, one of whom represents the Voluntary and Community Sector and one the Private/Education and Skills Sector. They are elected for a two year calendar term.
- The role of the vice chair of the LSP is to:
 - Substitute for any of the duties of the Chair where she/he is unavailable

- Work with the Chair in pursuit of any of the duties of the Chair listed above as necessary
- Represent the issues and views of their respective sectors
- Communicate and liaise with their respective sectors on LSP business
- Provide an independent and objective voice on the management committee

10. Roles and Competencies of LSP Members

Members of the LSP Board, Management Committee and the wider partnership are expected to:

- Attend meetings of the LSP Board, Management Committee and Community Conference where appropriate.
- Read papers related to the LSP meetings that they attend in order to fully participate in the decision making process.
- Seek the views of their organisation, sector, partnership or network and represent them to the LSP.
- Report back to their organisation, sector, partnership or network on the issues discussed and the decisions taken by the LSP.
- Advise the LSP on issues relating to their interest or sector, as well as accessing communities, especially those in the hardest to reach groups.
- Negotiate with and challenge where appropriate, other members and staff supporting the LSP in order to promote the interests of whom they represent, as well the partnership.
- Support the development of the Community Strategy and the LSP projects that will work towards the achievement of the priorities set out by the LSP either by leading, sponsoring, participating or committing resources to ensuring the development and success of the project.
- Uphold the LSP's commitment to equalities

LSP Board Members should seek to contribute the following to the LSP:

- A commitment to partnership working, partnered with a willingness to network, share information and to work together on finding solutions to common problems.
- Excellent communication skills, in order to represent their own organisation's views, and those of others as well as communicate the work of the LSP to a wider audience.
- Extensive knowledge of emerging policy and best practice in their areas of responsibility and how this will impact in St Albans district.
- An understanding of diversity and equal opportunities issues, and the barriers that prevent some sections of the community from engaging with the LSP process.
- An ability to identify, pool and commit resources from within their respective 'originating organisation' which will help achieve the Local Strategic Partnership's objectives.
- An understanding of the role, contribution, constraints, motivation and purpose of partner organisations.
- An ability to evaluate the performance of the partnership, diagnose any issues and to learn from any conclusions.

11. Support for the LSP and its members

- The main administrative support is provided by St Albans City & District Council, which is located at Civic Centre, St Peter's Street, St Albans AL1 3JE. This will be reviewed by the LSP from time to time.
- Officer support will also be provided by the Corporate Policy Officer at St Albans City and District Council and the Community Strategy Officer (St Albans District) at Hertfordshire County Council, as well as staff employed by LSP member organisations.
- When there is a new member of the LSP Board or Management Committee, they will be offered an introduction to the LSP which will provide information on the LSP and how it works.
- Members will also be provided with ongoing details of training activity to further help ensure effective partnership working and develop their competencies.

12. Arrangements for monitoring and evaluating the work of the partnership

- ◆ The LSP will report back on progress on achieving the outcomes in the Community Strategy through the Annual Community Conference. The LSP Board will account to its member organisations as well as the local community for any work or projects that it carries out. Partners will be expected to have in place their own internal arrangements for monitoring and evaluating the work of the partnership.
- ◆ The LSP Board will receive monitoring reports from the LSP Management Committee on progress on the Community Strategy to its twice yearly Board meetings.
- ◆ The LSP Management Committee will undertake to monitor progress on LSP driven projects and the Community Strategy at their more frequent meetings. The Management Committee will also issue a regular bulletin to the LSP Board on their activity throughout the year.
- ◆ LSP project groups will report on their progress to the Management Committee through the lead Management Committee member and to the Board through the lead LSP Board member.

13. Finance

LSP Single Pot Fund

- Any funds that the LSP possesses will be held and administered by St Albans City and District Council.
- Contributions to the Single Pot Fund will be reviewed on an as needed basis. It is intended that any money provided to the LSP as a result of the achievement of the 2006-2009 Hertfordshire LAA targets will be paid into the Single Pot Fund.
- Money from the fund will be made available for projects and initiatives that work towards the vision and priorities for action of the LSP. Projects must demonstrate that they are sustainable, and applications be made in writing via an application form to the Management Committee of the LSP.
- The LSP Management Committee has delegated authority to consider applications for funding for under 25% of the total fund as reviewed at the previous Board

meeting or £10,000 (whichever is lower). If there is a time implication, then the Chair of the LSP can make a decision on an application in conjunction with another Management Committee member. This decision must be reported at the next Management Committee. If an application is for more than the stated limit, the application must be considered at the next meeting of the LSP Board.

- The Single Pot Fund will also provide reimbursement of travel and parking expenses for those Board and Management Committee Members whose organisations do not have schemes. The mileage rate payable will be the same as the District Council rate paid to its staff. Applications for reimbursement are to be made in writing to the LSP using the LSP expenses claim form (Appendix C).
- In the case of the dissolution or winding up of the St Albans and District LSP, all remaining assets will be returned to the contributing partner organisations on a pro-rata basis after the payment of debts.

Contributions in Kind

- The LSP recognises that organisations can contribute to the work undertaken by the LSP in different ways other than financially, e.g. through the provision of premises, staff resources or knowledge.

14. Constitutional Review

- ◆ The Local Strategic Partnership's Constitution will be reviewed by the Board every two years. It was last reviewed in February 2007.

Membership of the St Albans and District Local Strategic Partnership Board (as agreed November 2006)

Total Membership = 26

	Organisation/Sector/Cross-cutting issue	Representative	Reason for Inclusion
Public Sector organisations – number of seats on Board = 10			
1	St Albans City and District Council *	Conservative Group Representative	Key public sector organisation
2	St Albans City and District Council *	Labour Group Representative	Key public sector organisation
3	St Albans City and District Council *	Liberal Democrat Group Representative	Key public sector organisation
4	St Albans City and District Council *	Independent Group Representative	Key public sector organisation
5	Hertfordshire County Council	Executive Member whose portfolio covers LSPs	Key public sector organisation
6	St Albans Association of Local Councils	Chair of Association	To ensure adequate representation from Parish and Town Councils in the District
7	Hertfordshire Constabulary	Member of Constabulary	Key public sector organisation – provides direct link to operational policing
8	Hertfordshire Police Authority	Member of Police Authority	Key public sector organisation –sets the strategic plan for the Constabulary
9	West Hertfordshire Primary Care Trust	Member of Primary Care Trust	Key public sector organisation
10	Local Housing Association	Likely to be individual organisation chosen from sector – current representative is Hightown, Praetorian and Churches Housing Association	Housing provision will be a key part of the next Community Strategy
Voluntary and Community Sector organisations = 8			
11	Voluntary Sector umbrella group	St Albans District Council for Voluntary Service	Umbrella group would represent a wide number of voluntary organisations

	issue	Representative	Reason for Inclusion
12	Environmental group	St Albans District Environment Forum	Environmental sustainability will be a key part of the next Community Strategy
13	Disability advocate group	St Albans and District Access Group	To ensure the LSP's commitment to equality and diversity
14	Organisation/Sector/Cross-cutting Young People Representative	Representative to be identified by Children and Young People's Partnership	To ensure the LSP's commitment to equality and diversity
15	Older people	Age Concern (Hertfordshire) as no individual partnership has been identified	To ensure the LSP's commitment to equality and diversity
16	Faith organisation representative	Churches Together in St Albans	To ensure the LSP's commitment to equality and diversity
17	Racial equality umbrella group	St Albans Racial Equality Council	To ensure the LSP's commitment to equality and diversity
18	Racial equality umbrella group	St Albans Racial Equality Council	To ensure the LSP's commitment to equality and diversity

Partnerships – number of seats on Board = 3

19	Children and Young People	St Albans District Children and Young People Strategic Partnership	To ensure links with local partnership which will be involved in delivering key parts of the Community Strategy
20	Crime and anti-social behaviour	Crime and Disorder Reduction Partnership (Community Safety Partnership)	To ensure links with local partnership which will be involved in delivering key parts of the Community Strategy
21	Health and well-being	Health, Housing and Social Care Partnership	To ensure links with local partnership which will be involved in delivering key parts of the Community Strategy

Private Sector / Education and Skills organisations – number of seats on Board = 5

22	Business umbrella group	St Albans and District Chamber of Commerce	Umbrella group would represent a wide number of business organisations
23	Business umbrella group (larger	Hertfordshire Chamber of Commerce	Umbrella group would represent a

	issue	Representative	Reason for Inclusion
	businesses)		wide number of business organisations – Herts Chamber may represent larger businesses which have an effect on the district
24 Organisation/Sector/Cross-cutting	Local private sector organisation	Rothamsted Research	To share knowledge and experience of private sector practice
25	Local post 16 education provider	Oaklands College	To represent the local providers of education beyond 16 (pre 16 provider of education already represented on the Board by the County Council)
26	Local University	University of Hertfordshire	To represent the local providers of education beyond 16 (pre 16 provider of education already represented on the Board by the County Council)

* For the places allocated to St Albans City and District Council, a place will be reserved for a representative of each of the political parties who have Councillors in the District. The Portfolio Holder whose responsibilities include the District Local Strategic Partnership will sit as their political group representative on the LSP Board.



ST ALBANS AND DISTRICT LOCAL STRATEGIC PARTNERSHIP

REPORT TO : LSP BOARD

DATE : -

REPORT TITLE : -

REPORT AUTHOR: Name, Job Title, Organisation
Contact Details (preferably telephone number and email)

1 **Purpose of Report**

1.1

2 **Recommendations**

2.1

3 **Background**

3.1

4 **Report**

4.1

5 **Conclusion**

5.1

6 **Appendices**

6.1 Appendix A – Title of appendix
Appendix B – Title of appendix

**St Albans District Local Strategic Partnership
Travel and Parking Expenses Claim Form**

Conditions attached to claims

1. The Single Pot Fund will provide reimbursement of travel and parking expenses for those Board and Management Committee Members whose organisations do not have schemes.
2. Claims must be submitted on a monthly basis to the LSP Co-ordinator at St Albans City and District Council. If claims are not received within two calendar months of the end of the financial year (31 March), they may not receive payment.
3. Each claim will contain the full details of the journey, including date, description, purpose, origin and destination of the journey taken using the form below. Proof of parking, public transport travel and VAT petrol receipts dating from before or on the date of travel must be submitted with each claim.
4. The mileage rate payable will be the same as the St Albans City and District Council rate paid to its staff (casual users).

Travel and parking expense claim for period ending		
Name of Claimant		
Organisation		
Make of Car		
Engine Capacity		
Registration Number		

Date	Description of journey (from, to & purpose)	Business Miles Meter Reading		
		Start	Finish	Total
TOTALS				

I certify that the mileage record sheet/s attached is a true record of the official journeys made on authorised LSP business in accordance with the conditions laid by the rules of the LSP.
The car is properly taxed and insured for business use and I hold a current driving licence and valid MOT certificate (if applicable).
The claim does not include any mileage for private purposes.

Signature of Claimant:		Date:	
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Local Strategic Partnership Communication Protocol

Objectives

- To clarify the main communication channels for the LSP both internally, for example between the Management Committee and LSP Board, and externally with wider organisations, the media and community as a whole.
- To identify the mechanisms to proactively promote and communicate the work of the LSP to the widest possible audience.
- To identify the main consultation processes to be used by the LSP.

Internal communication

- **Communication from the Board**
 1. A wider 'circulation list' will be kept of interested parties keen to be informed about the LSP.
 2. An e-bulletin following every LSP Board meeting to all members and the wider circulation list.
 3. Holding an annual Community Conference to report on what the LSP has achieved over the previous year and to identify the projects to be supported in the following year.
- **Communication from the Management Committee**
 1. A programme of Management Committee meeting dates will be circulated to the LSP Board.
 2. A summary of the main points of discussion/decision will be produced after each Management Committee and circulated to the LSP Board.
 3. Items for consideration by the Management Committee can be raised by LSP Board members and should be submitted to the Chair of the LSP and LSP Co-ordinator.
 4. There is an area on the LSP website which requires password access for LSP members only. This can be used for publishing information from the Management Committee prior to wider circulation or as part of an internal consultation.
- **Communication from the project groups**
 1. Information about the project groups to be active in the coming year will be part of the annual work plan endorsed by the LSP Board.
 2. Each project will have a lead Board and Management Committee member (see Chapter 8), who will either chair or sponsor the project group. They will be responsible for providing direct communication on progress and direction between the LSP Board, the Management Committee and the individual project groups.
 3. The project groups will be responsible for the communication between its own members, and any other useful contacts.
 4. The progress of the LSP projects will be reported to wider community at the annual Community Conference.
- **Communication from the Annual Conference**
 1. An annual Community Conference will be held where the LSP will report on what it has achieved over the previous year and identify the LSP projects to be supported in the following year. This will be an opportunity to engage with the wider community, and for them to help define the direction of the LSP's work, with the events being held in various locations around the District. The event will be widely publicised through LSP members, the LSP website and the media.

2. Feedback on the conference will be circulated to attendees as well as the LSP Board and wider circulation list.
- **Communication from partnerships and other LSPs**
 1. Communication with Hertfordshire Forward (the county LSP) will be through the County Council representation on the LSP and the officers that support Hertfordshire Forward. Herts Forward also holds an annual conference to which representatives of St Albans and District LSP are invited.

External communication with organisations within and outside the District

1. An annual Community Conference will be held where the LSP will report on what it has achieved over the previous year and to identify the projects to be supported in the following year.
2. The LSP will strive to proactively promote genuine achievements produced by the partnership. Press releases and media briefings should be agreed by the Chair and at least one other LSP board member who is from a different organisation. They should be sent out in the name of the LSP using the logo and headed paper.
3. The LSP will publish and frequently update information on the website.
4. The LSP will compile and keep up to date a list of wider partnership organisations that are not part of the LSP Board or Management Committee, but who wish to be kept informed of what the partnership is doing. The wider partnership will receive an e-bulletin following each Board meeting as well as an invite to the Community Conference. Individuals and organisations will be able to opt out of the mailing list.
5. Agendas will be sent to the media, parish and town councils and other interested organisations or individuals if required.

Consultation and the LSP

1. The LSP understands that local organisations and residents can provide local knowledge and expertise on the district which helps to direct the work of the partnership. However, the partnership understands that many of its member partners also carry out consultative activity of their own. Therefore the LSP aims to build on and use the results of consultation activity that has already taken place and only consult when a need has been identified.
2. LSP consultations will be in line with the principles laid out in the St Albans and District Compact (September 2005).
3. The LSP will maintain a consultation database of local organisations who are interested in the work of the partnership. However, members of the LSP will be expected to consult within their own organisations, partnerships and networks on LSP matters. The LSP will also seek advice from its member partners on how best to include hard to reach groups in any consultation that it carries out.
4. When the LSP (as a body) is being consulted on a matter, the issue should first come to the Management Committee for approval on how a response should be formulated and by whom.

General points in relation to communication and consultation

1. Email is the standard means of communication in relation to all LSP meetings and internal consultation, backed up by post for those who do not have access to email.
2. All documentation will be available on the LSP website.
3. The LSP is committed to using plain and clear language in all of its documentation and communication, and ensure that different formats are available (e.g. large print or audio versions).

4. The LSP is committed to ensuring that equalities is considered in all documentation, communication and the organisation of meetings and events (including the use of appropriate venues).
5. Two-way communication is key to the success of the LSP and any member of the Board can refer items to the Chair of the LSP and LSP Co-ordinator for consideration by the Management Committee or LSP Board.

Glossary of Terms

Partnership

This consists of a number of organisations and individuals who agree to work together for a common aim or set of compatible objectives. Members of a partnership agree to work together in a co-operative and mutually supportive fashion to achieve the partnership's aims.

Local Strategic Partnership (LSP)

A Local Strategic Partnership is a term for a group of individual statutory, voluntary and private organisations which work together to achieve the aims and the vision of the Community Strategy.

Community Strategy

This is a statutory document which seeks to build on and co-ordinate the considerable good work that is already going on in the district and recognises that many of the individual organisations involved already have their own plans to deliver services. It also aims to identify and fill any gaps addressing the needs of the district as a whole or specific communities within it.

Statutory Sector

This is the description given to organisations created through Acts of Parliament and whose functions are determined by law. They have legal responsibilities for the social well-being, economic development, environment and health of the people they serve. Examples of Statutory Sector agencies include health authorities and trusts, emergency services and education authorities. Local authorities, including parish, town, district and borough and county councils, are democratically elected and are accountable to voters and central government.

Voluntary and Community Sector

This is a blanket term to describe neighbourhood based groups, communities of interest, self help groups, campaigning organisations, voluntary organisations that employ staff, local charities and local branches of national charities.

Private Sector

This is a blanket term to describe organisations that are not part of the statutory or voluntary and community sectors.