

REPORT TO: Halton Strategic Partnership Board
DATE: 15th March 2006
SUBJECT: GOVERNANCE

1. PURPOSE OF REPORT

To bring to the attention of the Board several issues around Governance. This includes highlighting the main outcomes of the Governance Away Day, consideration of draft Terms of Reference for the new Performance and Standards Sub-Group, a revised Constitution for the Board itself and membership of two new SSPs and sub-group.

2. RECOMMENDATION

The Board are recommended to:-

- Agree revised Terms of Reference (Constitution) for the Board and a revised overall structure for the Partnership.
- Consider main outcomes of the Governance Away Day on 1st February adopt new Shared Principles of Good Behaviour
- Agree draft Terms of Reference for Performance and Standards Sub-group and outline of membership.
- Agree way forward for the formation and designation of new SSPs for Halton's Children and Young People, and Employment, Learning and Skills in Halton

3. BACKGROUND

The new Community Strategy and revised priorities are due to come into force in April. As part of the planning process it was deemed sensible to consider the full arrangements for how the Halton Strategic Partnership is structured and governed. To take forward this review a Governance Day, facilitated by Donna Bradshaw from Manchester Business School, was held for Partners in February. This teased out many issues which need to be considered and specifically a draft Code of Conduct or Shared Principles of Good Behaviour.

All of the relevant issues are considered below.

4. KEY ISSUES

LSP Structure & Board Terms of Reference/Membership

The architecture of the new Community Strategy largely mirrors the old and is based on five thematic areas. The main difference is that two priorities will disappear (Life Chances and Wealth and Equality) and be replaced with Children and Young People and Employment Learning and Skills. It is proposed that the existing management through thematic partnerships (the SSPs) should continue. At Appendix A is a revised structure chart which the Board is invited to adopt.

The structure also proposes the creation of a sub group of the Board to look at Performance and Standards. This is partly about taking responsibility for monitoring

and evaluation of LSP activity and providing advice to the Board. It also about championing cross cutting themes and providing a source of help and expertise for the SSPs. A draft terms of reference for the Group is attached at Appendix B. The Board is asked to confirm its agreement to setting up this group and its draft terms.

The Group will need to be Chaired by a Board member to ensure cross representation. It is suggested that each SSP should provide a member and volunteers sought from across the partnership for other members willing to serve.

It is also a good time to also review the Terms of Reference for the Board itself. These are attached as Appendix C The HSPB Terms of Reference have been changed in a minimal fashion to merely reflect the current membership and structure of the Board. However there are some questions still to be considered:-

- Does the Board wish to denote member/observer status for Board attendees? If so which members wish to have observer status?
- Board meetings are currently considered private. However, on a number of occasions people have asked to attend meetings. Should we allow passive observers to attend?
- Is the current Membership correct? Are there any organisations that aren't currently sitting at the table that could make a significant contribution to our work? Likewise are there current members who do not need to be members anymore?
- Currently, not all SSP Chairs are Board members, which has weakened lines of accountability through the partnership. Is this situation to be remedied in future?
- Is the level of seniority of individual Partners appropriate to what the Board wishes to accomplish?
- Is the current structure of the Board and other groups appropriate?

New Specialist Strategic Partnerships

In effect the two new themes of the Community Strategy and prospective SSPs are direct descendants of the current Life Chances SSP. Essentially this agenda is of such crucial importance that it is best served by a focus on issues which are (crudely) 0-19 and post-19 years of age. A good deal of work has taken place strategically on these two themes and partners are very active in these fields. The question now is how to broker the formation of SSPs to take this forward for the LSP in Halton.

For Children's and Young People partners have been working on the new arrangements for the Children's Alliance in halton for over a year. This work has taken place in synchronicity with the work on the Community Strategy itself. The Alliance has set in place a comprehensive and dense series of partnership arrangements, which are very robust. It is suggested that the best way forward is for the Integrated Commissioning Partnership to be designated as the SSP for this theme. At Appendix D is a paper setting out the scope and rationale for this proposal. The Board is asked to approve this arrangement with the proviso that policy and community representation is added in line with the standard SSP requirements.

For Employment Learning and Skills there is a prospective list of potential partners arising from work done by the Life Chances SSP. This is attached at Appendix E. It is proposed to broker a meeting of these, and any other interested partners, in late March to discuss the role and remit and the SSP. The terms and membership of this thematic partnership will then be brought back to the Board in May for agreement.

Outcomes from Governance Away

A summary from the 1st February Away Day has previously been circulated. Key

issues from the day include: -

Cross-fertilisation/Networking/Engagement

The need for more robust and official connections and lines of communication between the main Board, SSPs and actual projects was highlighted as an issue by all of the groups. In view of Partners signing up to the Community Strategy, the need to link service provision and different interests that span SSP agendas, this is an important issue to tackle. Some work has already started on this, with the Governance Day itself an example. The Central Team is putting in place four training sessions with projects that Board and SSP members will be invited to.

There were several comments made relating to the lack of involvement of the private sector, and some serious thought should be given on what actions can be taken to engage this sector.

Performance Management

A more formal approach to performance management was seen as a must from the workshops. The proposed Performance and Standards Group will help, as will the proposed training sessions to be facilitated by the Central Team.

As part of the outcomes from the Governance Day, a list of Shared Principles of Good Behaviour emerged. This is attached as Appendix F. This also includes the Seven Principles of Public Life as given by the Nolan Committee, which members should already be aware of and underpin the existing constitution.

5. **CONCLUSION**

In conclusion the Board are asked to:-

- Agree revised Terms of Reference for HSPB and Performance & Standards Sub
- Agree way forward to establish two new SSPs
- Agree and adopt new Code of Conduct

ATTACHED DOCUMENTS

Appendix A : HSPB Structure

Appendix B : Performance & Standards, Terms of Reference

Appendix C : HSPB Terms of Reference

Appendix D : Children & YP SSP Proposal

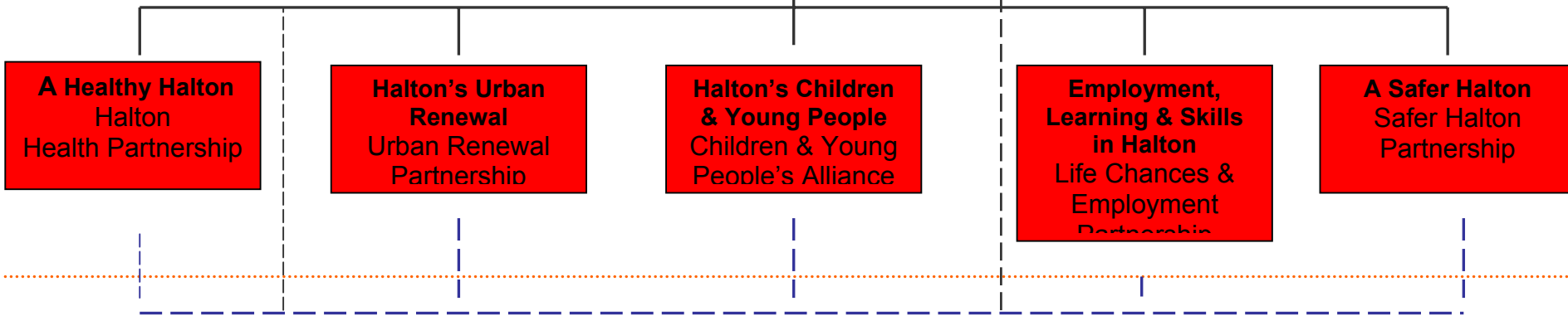
Appendix E : Employment Learning & Skills SSP Possible Members

Appendix F : Code of Good Conduct/Nolan Principles

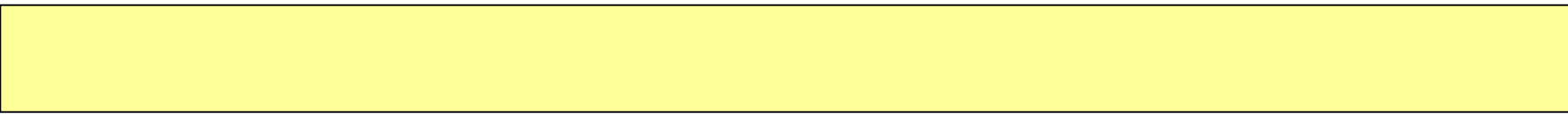
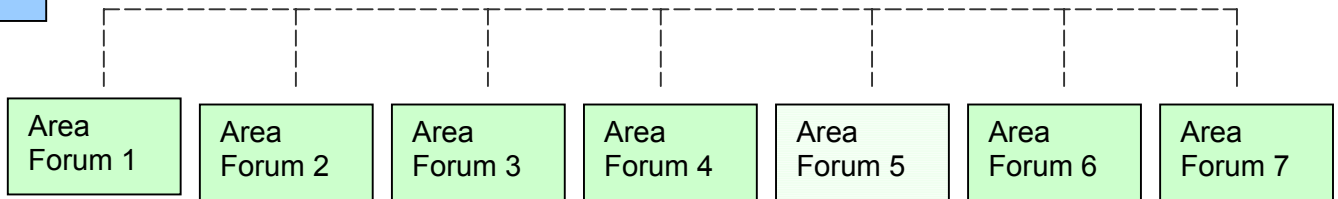
Halton Strategic Partnership

Appendix A

The Virtual Organisation



- Sector Based**
- Business
 - Housing
 - Culture, Sports & Leisure
 - Voluntary &



HALTON STRATEGIC PARTNERSHIP

PERFORMANCE AND STANDARDS SUB-GROUP

DR A F T : TERMS OF REFERENCE

Performance monitor the development and implementation of action plans (and LAAs if appropriate) drawn up by the Specialist Strategic Partnerships (SSPs).

Ensure that there are robust processes in place for review, evaluation, monitoring and sharing good practice across the HSPB and SSPs.

To steward the risk management strategy agreed by the Board and assess impact on the Partnership.

To receive regular financial monitoring information from the SSPs.

To develop a scrutiny role over the work of the HSPB and SSPs.

To identify and consider any other information that may be needed to monitor the performance of the SSPs, and at a lower level, that of approved projects.

To promote and maintain high standards of conduct by members of the HSPB and SSPs.

To act in an advisory role to the HSPB and SSPs on matters relating to the Shared Principles of Good Conduct.

To Champion the cross-cutting themes of the adopted Community Strategy and provide a source of help, advice and expertise to the Board and SSPs on these issues.

HALTON STRATEGIC PARTNERSHIP BOARD

Terms of Reference

David Parr
Chief Executive
Halton Borough Council

Revised 15-03-06

**HALTON STRATEGIC PARTNERSHIP BOARD
TERMS OF REFERENCE**

NAME

1. The HALTON STRATEGIC PARTNERSHIP BOARD called the 'Board' in these Terms of Reference.

PURPOSE

2. The Board shall, recognising the statutory community leadership role:-
- i) bring together at a local level and as equal partners the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together.
 - ii) operate at a level which enables strategic decisions to be taken and is close enough to individual neighbourhoods to allow actions to be determined at community level.
 - iii) be aligned with the boundaries of Halton.
 - iv) coordinate and rationalise existing partnerships.
 - v) tap into local resources and skills by securing and maintaining open and welcoming lines of communication.
 - vi) drive forward neighbourhood renewal.
 - vii) tackle social exclusion and the renewal of Halton's most deprived neighbourhoods.
 - viii) ensure that its activities are conducted in an inclusive way particularly in relation to faith and minority ethnic communities.
 - ix) secure through the process of neighbourhood renewal more jobs, better education, improved health, reduced crime, better housing.

MAIN OBJECTIVES

3. The main objectives of the Board are:-
- i) to prepare and implement for Halton a community strategy, neighbourhood renewal strategy and associated Action Plans, including local area agreements;
 - ii) to identify communities' priorities and needs;
 - iii) to achieve the objectives through a combination of consultation and community leadership;
 - iv) to identify who shall take the lead generally or whether different persons should take the lead in respect of different activities.
 - v) to agree priorities for the Neighbourhood Renewal Fund monies and other funds from time to time identified and determine the allocation of these funds;
 - vi) to imbue coherence and instil coordination into the provision of the full spectrum of community services;

- vii) to reduce duplication and bureaucracy and rationalise plans;
- viii) through an integrated and co-ordinated approach to public services to achieve best value, economy, efficiency and effectiveness in the provision of services to the Halton community;
- ix) through the building of a joint approach to service planning and provision to act as a potent and persuasive voice in the steering of funds to meet the needs of the Halton community;
- x) for the benefit of the Halton community to secure local operational freedoms and flexibilities under Public Service Agreements and otherwise.

LEGAL STATUS

4. The Board is an unincorporated, non-statutory, non-executive organisation.

MEMBER ORGANISATIONS

5. Recognising the need for a responsive and efficient approach to accountability and community leadership the member organisations represented on the Board shall comprise and each member organisation shall be represented by the representatives indicated in the following list:-

| HSPB membership | Places | Representative |
|--|---------------|---|
| Health | 1 | SSP Chair Dwayne Johnson |
| Urban renewal | 1 | SSP Chair: Cllr Rob Polhill |
| Employment, Learning and Skills | 1 | SSP Chair |
| Children & Young People | 1 | SSP Chair: |
| Safe and attractive neighbourhoods | 1 | SSP Chair, Divisional Commander, Halton Police: Nick Ingram |
| Private sector | 1 | Chief Executive, Halton Chamber of Commerce and Enterprise: Bill Badrock |
| Primary Care Trust | | Chief Executive, Rebecca Burke-Sharples |
| Halton College | 1 | Principal, Alan Harrison |
| JobCentre Plus | | District Manager: Gill Mortlock |
| Public sector (Halton Borough Council) | 2 | Council Leader or named nominee, plus another councillor: Cllr John Swain |
| Community Empowerment Network | 2 | Chair and Vice Chair: Andy Guile and Mike Fry |
| Housing Partnership | 1 | Neil Townsend, Riverside Housing |
| Sports, culture and leisure | 1 | Chair, Halton Sports Partnership: Terry Parle |
| Schools sector | 1 | Vacant |
| Task-based partnership | 1 | Diane Sproson, Connexions |
| Faith community | 1 | Rev Ray Jones |
| Greater Merseyside Learning and Skills Council | 1 | Kirsty Evans |
| Northwest Regional Development Agency | 1 | Richard Tracy, Senior Partnership Executive |
| Business Link for Greater Merseyside | 1 | Jo Bowen-Jones, Strategic Partnerships Manager |
| Health co-optee | 1 | Director of Public Health – Dr Daniel Seddon |
| HSPB Secretary | 1 | Chief Executive, Halton Borough Council – David Parr |
| Government Office North West (observer) | 1 | Liz Gill |

6. The Board may co-opt additional member organisations without voting powers and may do so either generally or for fixed terms or for particular meetings or for particular issues.

7. Representatives of the Member Organisations of the Board shall in recognition of the shared commitment to the Purpose and Main Objectives make every endeavour to attend all meetings of the Board. Substitutes will not, in general, be permitted. Exceptionally however a substitute may attend but only with the express prior consent of the Chair who will only grant permission where satisfied that there are extraordinary extenuating circumstances.
8. Member Organisations shall notify the Secretary in writing of the name and address of their representative(s) and unless this has been done the person concerned shall not be entitled to attend meetings of the Board.
9. It is the responsibility of the Member Organisations to ensure that they inform the Secretary of any changes in the names, addresses, phone, fax and e-mail details of their representatives.
10. The Board may from time to time establish sub-groups with particular tasks and with defined objectives and timetables for the achievement of those tasks.
11. Representatives shall in their planning, decision-making and actions take a strategic view consistent with the decisions of the Board; speak with authority and organisations shall empower their representatives to make this happen; reflect the priorities and goals of their organisation/constituency; exert influence within their organisations in order to shape decisions, commit resources, and adjust corporate priorities and deliver the necessary changes to frontline service delivery.
12. Representatives shall in the business of the Board, in the interests of building shared understandings and values, promote open communication, information exchange and trust.

CHAIR

13. The Chair of the Board shall be the Leader of Halton Borough Council, or his/her named representative.
14. The Vice-Chair of the Board shall be elected by the Board and the term of office of the Vice-Chair shall be one year from the date of the election of the Vice-Chair.
15. In the absence of the Chair and Vice-Chair the Chair for the purposes of a particular meeting of the Board shall be elected from amongst those Member Organisations represented at the meeting and eligible to vote at that meeting.
16. The Vice-Chair shall in the absence of Chair have all the powers and duties of the Chair.

MEETINGS

17. Meetings shall take place at least once during every three months.
18. Additional special meetings may be called by the Chair in consultation with the Vice-Chair where available at any time.
19. At least five working days advance notice of each meeting must be given in writing to Member Organisations by the Secretary although meetings may be called at shorter notice where the Secretary is satisfied that the meeting is required as a matter of urgency.
20. The agenda shall be decided by the Chair.
21. Meetings shall be in private unless the Board decide otherwise.
22. Meetings shall be held at such locations and at such times as the Chair of the Board shall decide.
23. All persons attending meetings of the Board shall be subject to the authority of the Chair during the meeting.

VOTING

24. Decisions of the Board shall be by consensus.
25. In the event that a consensus cannot be reached the decision shall be taken by simple majority.
26. The Chair has an additional casting vote in the event of an equality of votes cast.
27. Each member organisation shall indicate in advance and in writing to the Secretary the name of the representative who has voting powers for that organisation.
28. The Quorum shall be 50% of the full membership of representatives serving on the Board and as listed at Paragraph 5 above plus one representative.

REMOVAL OF MEMBER ORGANISATIONS FROM BOARD

29. A Member Organisation of the Board may be removed from membership by decision of the Board.
30. Removal shall be a last resort, where appropriate, after warning or suspension.
31. Removal shall only take place if the reasons for removal have been brought to the attention of the relevant member organisation and that member organisation has been given an opportunity to put its views in writing.
32. In taking a decision on removal due regard shall be had to: (a) any explanations given by the member organisation and (b) to the Terms of Reference of the Board.

REMOVAL OF REPRESENTATIVES

33. Representatives may be removed as follows:-
 - i) By the relevant member organisation;
 - ii) By decision of the Board;

34. Removal under (a) or (b) above shall be a last resort, where appropriate, after warning or suspension.
35. Removal shall only take place if the reasons for removal have been brought to the attention of the representative and that representative has been given an opportunity to put forward an explanation in writing.
36. In taking a decision on removal due regard shall be had (a) to any explanations given by the representative and (b) to the Terms of Reference of the Board.

LAPSE OF REPRESENTATION

37. A representative shall automatically cease to be a representative if that person ceases to be a member or employee of the member organisation.

CHANGES IN TERMS OF REFERENCE

38. The Chair and Vice-Chair may agree waiver of compliance with any requirement of this Terms of Reference where they are satisfied that the waiver is necessary to achieve the proper management of the Board and is in the interests of securing the Purpose and Main Objectives of the Board.
39. The Terms of Reference shall only be changed with the agreement of a majority of the member organisations including the Chair and Vice-Chair.

SECRETARY

40. References in this document to the Secretary refer to the Chief Executive of Halton Borough Council (or his nominee) who shall, through such officers as he may from time to time decide, provide dedicated servicing necessary for the functioning of the Board and shall decide all issues of interpretation of this Terms of Reference in consultation with the Chair.

MISCELLANEOUS

41. Nothing in these Terms of Reference shall be deemed to constitute or create a partnership (as defined in the Partnership Act 1890).

SIGNED by authorised signatory for each of the Member Organisations

Children & Young People SSP Proposal

1.0 PURPOSE OF REPORT

- 1.1 To provide information to the Partnership Board in relation to proposals for the development of an Integrated Commissioning Partnership as the Specialist Strategic Partnership for the Children and Young People theme.

2.0 RECOMMENDATIONS

That the proposal to establish an Integrated Commissioning Partnership which will incorporate the SSP role be agreed.

3.0 BACKGROUND

There are 3 key components that have been considered in the development of proposals to establish an Integrated Commissioning Partnership.

1. Links to Halton Strategic Partnership

Children and young people have been accepted as a priority for Halton, and as a consequence of this, the need to establish a 'Children and Young People's Specialist Strategic Partnership' (SSP) has been identified as a priority.

The duties of an SSP include, amongst others:

- Work in partnership to agree an action plan in line with Community Strategy Priorities, to include service performance targets in line with the improvement targets within the Community Strategy.
- Work in partnership with the Children and Young People Alliance Board and the Halton Strategic Partnership to develop Local Area Agreements where appropriate.
- Through an integrated and co-ordinated approach to public services, achieve best value, economy, efficiency and effectiveness in the provision of services to Halton's children and young people.
- For the benefit of Halton children and young people, secure local operational freedoms and flexibilities under Public Service Agreements and otherwise. This will include the development of pooled budgets for Children's mini-trusts.
- Agree priorities for the Neighbourhood Renewal Fund monies and any other funds from time to time identified, and determine the allocation of these funds.

2. Children's Trusts

The Government expects that Children's Trusts will be led by local authorities with the Director of Children's Services and the Lead Member accountable for the services provided by the Children's Trust.

A set of effective local arrangements, operating at every level, will be a Children's Trust in action. These arrangements will involve: -

- Front-line staff providing integrated services;
- the shared processes they use to support their work;
- joint audits, plans and commissioning arrangements with pooled budgets which set their priorities and deliver the necessary resources; and
- the inter-agency governance arrangements which agree the overall vision and sustain the approach.

The new integrated inspection framework, led by Ofsted, will inspect how Children's Services work together and the development and outcomes delivered by Children's Trust arrangements in each area. The establishment of a Children's Trust is a requirement for some Local Authorities by 2006 and all by 2008.

In Halton the decision has been taken to use the term "Children and Young People's Alliance" rather than "Children's Trust" as it more accurately reflects the spirit of partnership and the full age range of the children and young people whose outcomes are to be improved.

The Halton Children & Young Peoples Alliance Board will provide the appropriate vehicle and forums for the development of mini Children's Trusts in Halton. The proposals for mini Children's Trusts in Halton is based on a model of multi-agency pooled budgets and joint commissioning, together with the joint management and co-location of staff where this makes sense to children, young people and their families. This will then allow the learning from these Mini Children's Trusts to be used as a wholesale Children's Alliance is developed by 2008.

The proposed model in Halton will be to develop a number of service specific Children's Mini Trusts by April 2006, based on pooled budgets and joint commissioning arrangements, with a second phase developed during 2006/7.

Between 2006-7 the initial phase of service specific Mini Children's Trusts will also seek opportunities for the co-location of staff teams and inter-agency governance.

3. Halton Children & Young People's Strategic Planning Framework

The requirement to produce, by April 2006, a Children & Young People's Plan covering all services to children and young people, will be the main vehicle for facilitating the integration agenda.

Following a comprehensive partnership exercise that included visioning days, workshops, sub group discussions and extensive

consultation the framework for strategic planning was agreed.

The development of the strategic framework is underpinned by the principles of:

- The Children and Young People's Alliance Board will be the custodians of the development and implementation of the Children's Trust arrangements in Halton.
- The Task Group structure beneath the Alliance Board will drive the operational delivery of the five Every Child Matters outcomes within the Children & Young People's Plan.
- The role of the chair within these forums will ensure effective communication.
- Rationalisation of similar groups/forums to avoid duplication.

4.0 PROPOSALS

It is proposed that an Integrated Commissioning Partnership be established, which will fulfil the duties and responsibilities of:

- Children & Young People's Specialist Strategic Partnership
- The practical arrangements needed to implement a Children's Trust in Halton.
- Task Group Chairs Forum.
- Joint Commissioning Forum.
- Implementation Task Group for Children & Young People's Plan

This, as mentioned previously, is proposed within the principle of rationalisation and the avoidance of duplication.

The function of the group would be to:

- Develop the practical applications needed to implement Children's Trust arrangement. These include:
 - Comprehensive partnership agreements underpinning governance and accountability arrangements.
 - A Joint Commissioning Strategy.
 - Agreement on the financial processes to be used to pool budgets.
 - Implement Performance Management Framework across agencies.
- Work in partnership to agree an action plan in line with Community Strategy Priorities, to include service performance targets and in line with the improvement targets within the Community Strategy.
- Work in partnership with the Children and Young People Alliance Board and other SSPs to develop a joint approach to service planning and commissioning, particularly around cross-cutting issues, and to act as a potent and persuasive voice in the steering of funds to meet the needs of the Halton

- community.
- Through an integrated and co-ordinated approach to public services, achieve best value, economy, efficiency and effectiveness in the provision of services to Halton's children and young people.
 - Ensure wide participation in the planning and delivery of services via a robust communication/consultation/participation strategy, to include children, young people, parents and relevant professional/ provider groups.
 - Act on behalf of the Children and Young People Alliance Board to work with the Halton Strategic Partnership to develop Local Area Agreements where appropriate.
 - Agree priorities for the Neighbourhood Renewal Fund monies and any other funds from time to time identified, and determine the allocation of these funds within a proactive, needs-led commissioning framework.
 - Monitor compliance with SLAs and any other requirements of organisations or agencies receiving funding.
 - For the benefit of Halton children and young people, secure local operational freedoms and flexibilities under Public Service Agreements and otherwise.
 - Make regular reports to the Children and Young People Alliance Board, including budget reports and reporting performance against agreed targets.
 - Undertake other relevant responsibilities delegated by the Children and Young People Alliance Board.

The proposals for membership would consist of:

Chair – Kath O'Dwyer

Lorraine Butcher – (Universal Task Group Chair)

Paul Wilcox - (Preventative Task Group Chair)

PCT rep to be agreed (Targeted Task Group Chair)

Tony Crane (Common Processes Task Group Chair/Mini Preventative Alliance Lead)

Margaret Chaplin (Mini CwD Alliance Lead)

Christine Taylor (Mini LAC Alliance Lead)

Lorraine Crane (Mini CAMHS Alliance Lead)

LSCB Chair – to be agreed

Police rep – to be agreed

Connexions rep – to be agreed

Learning Skills Council rep – to be agreed.

Community Empowerment rep – to be agreed

If agreed, the next step towards implementation of these proposals will be to establish terms of reference and convene the inaugural meeting.

Employment Learning & Skills SSP Proposal

The following organisations are possible members of the proposed SSP for Employment Learning and Skills:

- HBC Adult Learning Team
- College(s)
- Connexions/NextSTEP
- HBC Economic Regeneration Team
- GME
- GONW
- Halton Chamber of Commerce
- Halton Together
- JobCentre Plus
- LSCGM
- HBC Policy Team
- Private Sector Representatives
- Shaw Trust
- SSC
- Work Based Learning Forum
- Scarmon Trust
- HBC Members

It is proposed to meet before the end of March 2006 to agree membership and terms of reference.

A. Halton Strategic Partnership: Code of Conduct

- *Be professional, open and honest at all times.*
- *Be positive about what you do and relationships with others.*
- *No blame culture*
- *Be accountable for mown actions and how those are acted upon “back at the ranch”.*
- *Communicate on regular basis – ensuring two-way communication.*
- *Recognise diversity and appreciate others.*
- *Respect others and what they bring to the partnership.*

B. The Seven Principles of Public Life

Selflessness

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

