

Overview and Scrutiny Committee

Wednesday, 4th August,
2010
7.00 pm

Council Chamber
Town Hall
Redditch



www.redditchbc.gov.uk

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- In addition, the public now has a right to be present when the Council determines “Key Decisions” unless the business would disclose confidential or “exempt” information.
- Unless otherwise stated, all items of business before the Executive Committee are Key Decisions.
- (Copies of Agenda Lists are published in advance of the meetings on the Council’s Website:
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If you have any queries on this Agenda or any of the decisions taken or wish to exercise any of the above rights of access to information, please contact

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Welcome to today's meeting.

Guidance for the Public

Agenda Papers

The **Agenda List** at the front of the Agenda summarises the issues to be discussed and is followed by the Officers' full supporting **Reports**.

Chair

The Chair is responsible for the proper conduct of the meeting. Generally to one side of the Chair is the Committee Support Officer who gives advice on the proper conduct of the meeting and ensures that the debate and the decisions are properly recorded. On the Chair's other side are the relevant Council Officers. The Councillors ("Members") of the Committee occupy the remaining seats around the table.

Running Order

Items will normally be taken in the order printed but, in particular circumstances, the Chair may agree to vary the order.

Refreshments : tea, coffee and water are normally available at meetings - please serve yourself.

Decisions

Decisions at the meeting will be taken by the **Councillors** who are the democratically elected representatives. They are advised by **Officers** who are paid professionals and do not have a vote.

Members of the Public

Members of the public may, by prior arrangement, speak at meetings of the Council or its Committees. Specific procedures exist for Appeals Hearings or for meetings involving Licence or Planning Applications. For further information on this point, please speak to the Committee Support Officer.

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Infra-red devices for the hearing impaired are available on request at the meeting. Other facilities may require prior arrangement.

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If the alarm is sounded, please leave the building by the nearest available exit – these are clearly indicated within all the Committee Rooms.

If you discover a fire, inform a member of staff or operate the nearest alarm call point (wall mounted red rectangular box). In the event of the fire alarm sounding, leave the building immediately following the fire exit signs. Officers have been appointed with responsibility to ensure that all visitors are escorted from the building.

Do Not stop to collect personal belongings.

Do Not use lifts.

Do Not re-enter the building until told to do so.

The emergency Assembly Area is on Walter Stranz Square.

Declaration of Interests: Guidance for Councillors

DO I HAVE A "PERSONAL INTEREST" ?

- Where the item relates or is likely to affect your **registered interests** (what you have declared on the formal Register of Interests)

OR

- Where a decision in relation to the item might reasonably be regarded as affecting **your own** well-being or financial position, or that of your **family**, or your **close associates** more than most other people affected by the issue,

you have a personal interest.

WHAT MUST I DO? **Declare the existence, and nature, of your interest and stay**

- The declaration must relate to specific business being decided - a general scattergun approach is not needed
- **Exception** - where interest arises only because of your membership of another **public body**, there is no need to declare unless you **speak** on the matter.
- You **can vote** on the matter.

IS IT A "PREJUDICIAL INTEREST" ?

In general only if:-

- It is a personal interest **and**
- The item affects your **financial position** (or conveys other benefits), or the position of your **family, close associates** or bodies through which you have a **registered interest** (or relates to the exercise of **regulatory functions** in relation to these groups)

and

- A member of public, with knowledge of the relevant facts, would reasonably believe the interest was likely to **prejudice** your judgement of the public interest.

WHAT MUST I DO? **Declare and Withdraw**

BUT you may make representations to the meeting before withdrawing, **if** the public have similar rights (such as the right to speak at Planning Committee).



Overview and Scrutiny

Committee

Wednesday, 4th August, 2010

7.00 pm

Committee Room 2 Town Hall

Agenda

Membership:

Cllrs: Diane Thomas
(Chair)
Anita Clayton (Vice-Chair)
Kath Banks
Bill Hartnett
Robin King

William Norton
Brenda Quinney
Mark Shurmer
Graham Vickery

1. Apologies and named substitutes	To receive apologies for absence and details of any Councillor (or co-optee substitute) nominated to attend this meeting in place of a member of this Committee.
2. Declarations of interest and of Party Whip	To invite Councillors to declare any interest they may have in items on the Agenda and any Party Whip.
3. Minutes (Pages 1 - 8) C Felton - Head of Legal, Equalities and Democratic Services	To confirm the minutes of the meeting of the Overview and Scrutiny Committee that took place on 14th July as a correct record. (Minutes attached) (No Specific Ward Relevance)
4. Actions List (Pages 9 - 12) C Felton - Head of Legal, Equalities and Democratic Services	To note the contents of the Overview and Scrutiny Actions List. (Report attached) (No Specific Ward Relevance)
5. Call-in and Scrutiny of the Forward Plan C Felton, Head of Legal, Equalities and Democratic Services	To consider whether any Key Decisions of the Executive Committee's most recent meeting(s) should be subject to call-in and also to consider whether any items on the Forward Plan are suitable for scrutiny. (No separate report). (No Specific Ward Relevance)

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<p>6. Task & Finish Reviews - Draft Scoping Documents</p>	<p>To consider any scoping documents provided for possible Overview and Scrutiny review.</p> <p>(No reports attached)</p> <p>(No Specific Ward Relevance)</p>
<p>7. Task and Finish Groups - Progress Reports</p>	<p>To consider progress to date on the current reviews against the terms set by the Overview and Scrutiny Committee.</p> <p>The current reviews in progress are:</p> <ol style="list-style-type: none">1. Local Strategic Partnership – Chair, Councillor W Norton; and2. Joint Worcestershire Hub – Redditch representative, Councillor J Pearce. <p>(Oral reports)</p> <p>All Wards</p>
<p>8. Petition - Against Anti-Social Behaviour in Lowlands Lane Park</p>	<p>To note a petition regarding anti-social behaviour in Lowlands Lane Park and to determine whether any further action might be appropriate.</p> <p>(Oral report)</p> <p>(Winyates Ward)</p>
<p>9. Crime and Disorder Scrutiny Panel - Chair's Update</p>	<p>To receive a report from the Chair of the Crime and Disorder Scrutiny Panel on any further developments in the work of the Panel that may have occurred since the previous meeting of the Committee.</p> <p>(Reports to follow).</p> <p>(No Specific Ward Relevance)</p>
<p>10. Local Strategic Partnership Task and Finish Group - Final Report (Pages 13 - 62)</p>	<p>To consider the final report from the Local Strategic Partnership Task and Finish Group.</p> <p>(Report attached and verbal presentation to follow).</p> <p>(No Specific Ward Relevance)</p>

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<p>11. Scrutiny Work Programme Planning Event - Outcomes</p> <p>C Felton, Head of Legal, Equalities and Democratic Services</p>	<p>To consider the outcomes of the Scrutiny Work Programme Planning Event, which took place 26th July, and to short list items for scrutiny during the year.</p> <p>(Report to follow).</p> <p>(No Specific Ward Relevance)</p>
<p>12. Referrals</p>	<p>To consider any referrals to the Overview & Scrutiny Committee direct, or arising from:</p> <ul style="list-style-type: none">• The Executive Committee or full Council• Other sources. <p>(No separate report).</p> <p>(No Specific Ward Relevance)</p>
<p>13. Work Programme (Pages 63 - 68)</p>	<p>To consider the Committee's current Work Programme, and potential items for addition to the list arising from:</p> <ul style="list-style-type: none">• The Forward Plan / Committee agendas• External publications• Other sources. <p>(Report attached)</p> <p>(No Specific Ward Relevance)</p>
<p>14. Exclusion of the Press and Public</p>	<p>Should it be necessary, in the opinion of the Borough Director, during the course of the meeting to consider excluding the public from the meeting on the grounds that exempt information is likely to be divulged, it may be necessary to move the following resolution:</p> <p>"That, under S.100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting for the following matter(s) on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs (to be specified) of Part 1 of Schedule 12 (A) of the said Act".</p> <p>(No Specific Ward Relevance)</p>

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Overview and Scrutiny Committee

14th July 2010

MINUTES

Present:

Councillor Diane Thomas (Chair) and Councillors Kath Banks, Andrew Brazier (substituting for Councillor William Norton), Roger Hill (substituting for Councillor Anita Clayton), Brenda Quinney, Mark Shurmer and Graham Vickery.

Also Present:

Trish Buckley (Co-opted representative on behalf of UNISON)

Councillor Michael Braley and Mr Michael Collins (Vice-Chair, Standards Committee)

Officers:

K Cook, C Felton, J Godwin, S Hanley, S Jordan, A Walsh and J Young

Committee Services Officer:

J Bayley and I Westmore

29. APOLOGIES AND NAMED SUBSTITUTES

Apologies for absence were received on behalf of Councillors Anita Clayton, Bill Hartnett, Robin King and William Norton.

30. DECLARATIONS OF INTEREST AND OF PARTY WHIP

There were no declarations of interest nor of any party whip.

31. MINUTES

RESOLVED that

the minutes of the meeting of the Committee held on 23rd June 2010 be confirmed as a correct record and signed by the Chair.

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Chair

Overview and Scrutiny Committee

14th July 2010

32. ACTIONS LIST

The Committee considered the latest version of the Actions List and specific mention was made of the following matters:

a) Action 8: Improvement Plan 2010/11

It was noted that this item had been removed from the Forward Plan and so would no longer be available for pre-scrutiny.

b) Action 12: Updates from Outside Bodies

It was reported that this matter was due to be discussed at a future meeting of the Constitutional Review Working Party.

c) Action 13: Concessionary Travel

Officers confirmed that copies of this information had now been provided to Members.

d) Action 16: NI 151 – Overall Employment Rate

The Committee was informed that this additional information had been circulated to Members that day.

RESOLVED that

the report be noted.

33. PRE-SCRUTINY

In respect of pre-scrutiny requests, the one matter highlighted as being appropriate from the Forward Plan was the item on Sub-Regional Choice-Based Lettings. The Chair confirmed that this had already been selected for pre-scrutiny and was scheduled to be considered on 15th September.

34. TASK & FINISH REVIEWS - DRAFT SCOPING DOCUMENTS

There were no draft scoping documents for the Committee to review. Councillor Vickery reaffirmed his intention to provide a scoping document on the subject of environmental standards on local housing estates.

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35. TASK AND FINISH GROUPS - PROGRESS REPORTS

The Committee received oral reports in relation to current reviews, namely:

a) Local Strategic Partnership

It was reported that the Group had held its final meeting at which the Director of Policy, Performance and Partnerships had been interviewed. The final report had been drafted and it was hoped that this might be submitted to either the meeting on 22nd July or that on 4th August.

b) Worcestershire Hub Review

It was reported that no further meetings of this Group had taken place.

RESOLVED that

the updates be noted.

36. REDI CENTRE - UPDATE REPORT

The Committee received a presentation and oral report from Officers on the options that were being explored for the REDI Centre going forward and the circumstances that had led to the Council undertaking its current review of the service.

The unsuccessful attempt to establish a Trust to run the Centre and to which the service could be transferred in 2006-7 were briefly outlined. Officers had subsequently undertaken an options appraisal in the autumn of 2008 and the Council had agreed in April 2009 to seek an alternative service provider. This culminated in an expression of interest from NEW College and negotiations for a transfer of the service in March 2010. Funding cuts by the Learning and Skills Council had resulted in NEW College rethinking their involvement and finally withdrawing. The College also ended its franchise agreement with the Centre in June 2010 as a result of budgetary pressures, resulting in a loss of £42,000 per year income. Further funding options were then explored by the Council particularly through the County Council as the authority responsible for adult education but no alternative funding had been secured to date.

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It was noted that REDI was the only provider of Learndirect locally and that many of the courses were previously provided under franchise to NEW College and so were unfunded for the coming academic year. Other adult education opportunities in the Redditch area were limited and were often accessed through referral from Job Centre Plus and similar agencies. Officers undertook to provide information on the range of courses that would not be provided locally should REDI cease to operate following the meeting.

Four potential options were outlined, these being:

- i) continue to fund and maintain the service as currently provided;
- ii) re-structure and fund the service in line with known business need;
- iii) closure of the service; and
- iv) relocation of Learndirect to another facility.

The consequences of each course of action were set out, including the financial, customer and human resources impacts. One of the key aspects highlighted in each case was the projected budget deficit arising from the proposed option.

Officers undertook to provide copies of the presentation to Members following the meeting.

The Chair invited users of the REDI Centre to address the meeting. The initial proposal put forward was that Members visit the Centre to see staff and users at the site without prejudice. A further submission highlighted that the courses offered at REDI, such as first step, back to work and self-esteem courses, were not readily available elsewhere. The withdrawal by NEW College from lower level IT courses was also noted in this regard.

The UNISON co-opted representative on the Committee provided a Union perspective on the matter. It was noted that the future funding of the REDI Centre had been under close review most years since approximately 2003 with obvious implications for the morale of staff. It was accepted that the financial circumstances were difficult but Members were reminded that the service was created in a similar financial climate. It was hoped that the loss of a valuable service would not result from a short-term financial gain.

Members commented upon the options before them. It was contended that the cost of providing the service at the Centre was very competitive on a per head basis. The service was described as being demonstrably cost-effective and also effective, on the face of

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it, in terms of the learning outcomes that were achieved. However, Members were interested to receive a clearer demonstration of the measures of success for learners at the Centre over its lifetime. The importance of preserving the service was highlighted but the location and service provider were considered, in some respects as being of lesser importance. The opportunity for picking up the lower level IT courses no longer to be offered by NEW College was raised as a possibility for the future.

In conclusion, and, after considering the information before it, the Committee

RECOMMENDED that

- 1) **Members of the Overview and Scrutiny and Executive Committees visit the REDI Centre prior to the consideration of the REDI centre report at the Council meeting on 9th August; and**
- 2) **Option 1, continuation of the current level of service, be approved by the Executive Committee and full Council.**

37. WORCESTERSHIRE ENHANCED TWO TIER (WETT) REGULATORY SERVICE

The recently appointed Head of the Worcestershire Enhanced Two Tier Regulatory Service attended the Committee to answer a number of questions regarding the service to be provided to the Borough under this new arrangement.

- 1) How do you ensure members of the public are provided with a service relevant and responsive to the needs of their locality?

It was explained that the WETT service would start from the position of the existing service and then seek to identify local priorities moving forward through consultation with the public and local Councillors whilst remaining abreast of national priorities. Members would particularly have an input through the development of the service pan which was to be considered by the Joint Committee.

There would be an emphasis on moving resources to areas that were identified as hot-spots for particular issues and the expanded provision available across the County would increase the potential resources available to tackle priorities.

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However, the changes to the service would develop over time and Members would not be expected to see much alteration to the service previously provided at this early stage.

2) How are Members expected to advocate specific local provision as mandated by their electorate?

The Committee was informed that Members would still be able to contact Officers directly in relation to local issues and the Joint Committee was identified as a means by which the views of all district councils and their Members could be represented. The Business Plan for the service provided a further opportunity through which Members could influence the shape of the service.

3) Does any aspect of the Regulatory service need to take account of the particular needs of a new town with a younger population profile, an industrial heritage, transport links predominantly out of county and a travel to work profile linking it with Birmingham rather than Worcestershire?

Officers made the point that all districts would make claims for their particular difference from others within the County. Officers highlighted the way that the new arrangement could assist the Borough, noting that the prevalence of contaminated land was prompting them to consider how additional resources could be brought to bear on this issue. The Head of the Service also highlighted the opportunities through which the localness of Redditch could be recognised and fed into the regional and national discussion.

Officers would be able to present a comprehensive strategy to Members once the implementation stage was passed but the focus throughout was to be on outcomes.

RESOLVED that

the report be noted.

38. FEEDBACK FROM THE CFPS GOOD SCRUTINY CONFERENCE

The Chair provided the Committee with an account of the Centre for Public Scrutiny (CfPS) Conference that she had attended in late June. The Council had for the first time submitted an entry for a Good Scrutiny Award and had been short listed in the Community

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Influence category for its Neighbourhood Groups Task and Finish Review. Although the Council had not come out on top overall, the submission had been commended by the judges.

A number of ideas had been gleaned from other contributors to the conference, the most significant of which had been the Scrutiny Café idea practised by Hertfordshire County Council in respect of their scrutiny of the Council's budget. Officers undertook to meet with the Chair to discuss the model and its applicability to Redditch.

RESOLVED that

- 1) **the Executive Director of Finance and Resources and the Head of Legal, Equalities and Democratic Services meet with the Chair to discuss the application of the Hertfordshire model to this Council's scrutiny of the budget; and**
- 2) **the oral report be noted.**

39. REFERRALS

There were no referrals.

40. WORK PROGRAMME

Members considered the Committee's Work Programme. Officers reported that representatives from Worcestershire County Council would be attending the meeting on 22nd July in respect of concessionary bus fares and had requested that Members submit questions in advance to enable them to provide more comprehensive responses on the night.

Members proposed the following questions:

- 1) Why should Worcestershire County Council not guarantee to continue to provide the same standard of service as that which is currently provided in Redditch?
- 2) How much would be saved financially if pre-9.30 a.m. travel is not provided for?
- 3) What would be the social costs involved in any cuts to the service?

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- 4) Why can there not be a different approach to the delivery of the concessionary scheme in each of the districts?
- 5) What would be the impact of the overall level of service of any changes?

RESOLVED that

- 1) **the Work Programme be noted; and**
- 2) **the questions detailed above be forwarded on to the relevant Officers at Worcestershire County Council.**

The Meeting commenced at 7.00 pm
and closed at 8.10 pm

Chair

Actions requested by the Overview and Scrutiny Committee

Date Action Requested	Action to be Taken	Response
17th March 2010 1	Members received an Annual Report from the Portfolio Holder for Community Safety. They requested that the information relating to the performance of the Fire Authority, which was presented at meetings of the Redditch Community Safety Partnership's Tasking Group, be incorporated into the performance reports that were regularly presented for Members' consideration.	Officers to ensure that details about the Fire Authority's performance be incorporated into the performance reports considered by the Executive and Overview and Scrutiny Committee from 2010/11 onwards. TO BE DONE. 27th July for the 8th September meeting of the Executive Committee when the first performance report for 2010/11 is due to be considered.
23rd June 2010 2	Members requested that Officers work to schedule a date for the consideration of the Joint Worcestershire Flooding Scrutiny Group's recommendations.	Officers have been asked to schedule a date for the consideration of this item by the Executive Committee. Lead Officer, Operations Manager, estimated completion date, not specified. TO BE DONE.
14th July 2010 3	Members questioned what courses would not be provided if the REDI Centre were to be closed.	Officers were asked to provide this information in due course. Lead Officer, Project Development Manager, estimated completion date, not specified. TO BE DONE.
14th July 2010 4	Members proposed two recommendations on the subject of the REDI Centre for the consideration of the Executive Committee.	Officers to ensure that these recommendations are reported for the consideration of the Executive Committee at a meeting on 28th July 2010. Lead Officer, Project Development Manager, estimated completion date, 28th July 2010. DONE.

<p>14th July 2010</p> <p>5</p>	<p>The Chair reported that she had been impressed by an example of budget scrutiny which had been undertaken by Hertfordshire County Council and which had won the overall outstanding scrutiny award at the CfPS Good Scrutiny Awards 2010.</p>	<p>A meeting has been arranged to discuss this issue in further detail on 16th August 2010. Lead Officer, Director of Finance and corporate Resources.</p>
<p>22nd July 2010</p> <p>6</p>	<p>Members requested that the following items scheduled for consideration on the Forward Plan be considered by the Overview and Scrutiny Committee prior to consideration by the Executive Committee.</p> <ol style="list-style-type: none"> 1) Council Plan – Part I; 2) Climate Change strategy; and 3) Pitcheroak Golf Course – Operational Options. 	<p>The Overview and Scrutiny Committee's Work Programme has been amended accordingly. DONE.</p>
<p>22nd July 2010</p> <p>7</p>	<p>Members approved two recommendations relating to concessionary bus travel:</p> <ol style="list-style-type: none"> 1) a motion be put to full Council on 9th August 2010 asking that a letter be sent to the Department of Transport expressing concern about the lack of detailed information regarding funding for concessionary fares in 2011; and 2) the Executive Committee request that the Member of Parliament for Redditch make representations on behalf of the Council to the Department of Transport regarding funding for concessionary fares in 2011. 	<p>These recommendations will be recorded in the minutes of the meeting. The notice of motion is due to be considered at a meeting of Council on 9th August and the Executive Committee are due to consider the Committee's recommendations later in August. TO BE DONE.</p>

<p>22nd July 2010</p> <p style="text-align: center;">8</p>	<p>Members approved two recommendations on the subject of the Older Persons' Housing Strategy:</p> <ol style="list-style-type: none"> 1) that a further period of consultation on the options be carried out prior to any decision by full Council; and 2) that the Council ensure that as a minimum standard, the same number of properties in each category be maintained for each area of the Borough. 	<p>Officers to report these recommendations at a meeting of the Executive Committee on 28th July alongside the main report. DONE.</p>
<p>22nd July 2010</p> <p style="text-align: center;">9</p>	<p>Members recommended that, based on the feedback from Officers, further consultation on the subject of introducing a chargeable cleaning service in the communal areas of all Council properties be discontinued.</p>	<p>This recommendation should be recorded in the minutes of the meeting and presented for the consideration of the Executive committee at a meeting in August. TO BE DONE.</p>

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY
COMMITTEE**

REPORT TITLE

Relevant Portfolio Holder	Councillor C Gandy
Relevant Director	Director of Policy, Performance and Partnerships
Non-Key Decision	

1. SUMMARY OF PROPOSALS

This report recites interim recommendations, reported on 17th March 2010 (and accepted by the Executive Committee subject to amendment on 31st March, and by the Redditch Partnership Management Board on 27th May), and details the new recommendations of the Local Strategic Partnership (LSP) Task and Finish Group. The Group's recommendations are designed to improve public engagement with the work of the Redditch Partnership, the LSP in Redditch. The Group's proposals also aim to enhance the accountability and transparency of the partnership as well as to increase local Councillors' familiarity and involvement.

2. RECOMMENDATIONS

The Committee is asked to NOTE Recommendations 1-8 detailed in an interim report endorsed previously on 17th March and approved by both the Executive Committee and the Redditch Partnership Management Board, as detailed in Appendix 8 to this report
The Committee is asked to further RECOMMEND to the Redditch Partnership that

Monitoring: ensuring that the Redditch Partnership is subject to regular overview and scrutiny by Councillors:

- 9) **there should be pre-scrutiny of each new Redditch Sustainable Community Strategy (SCS) by the Overview and Scrutiny Committee;**
- 10) **there should be a full review and audit of each completed SCS by the Overview and Scrutiny Committee;**
- 11) **the Redditch Partnership and SCS should be subject to six-monthly monitoring sessions by the Committee;**

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**OVERVIEW AND SCRUTINY
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**Operational: suggestions for improving the future work of the
Redditch Partnership and the next SCS:**

- 12) the next SCS should have fewer, more focussed targets (perhaps four – six) which are specific, measurable, achievable, relevant and time-bound;
- 13) for the foreseeable future, the SCS should contain targets relating to health and educational inequalities in Redditch;
- 14) the priorities within the SCS should reflect residents' priorities (as identified through consultation) and also dovetail with those of the Worcestershire Partnership;

the Committee is asked to further RECOMMEND that

- 15) the LSP requires the support of a full-time permanent Partnership Manager reporting directly to the Director of Policy, Performance and Partnerships.

3. BACKGROUND

- 3.1 The LSP Task and Finish review was launched in January 2010. The Group consisted of five members: Councillor Norton who chaired the Group and Councillors Cookson, Fry, Hopkins and Thomas. The objectives set for the Group are detailed in Appendix 1.
- 3.2 The Group were commissioned to undertake this review by the Overview and Scrutiny Committee. The review was launched after Members expressed concerns about the degree to which Members, particularly non-executive Members, were involved with and had some knowledge about the work of the Redditch Partnership.
- 3.3 The Overview and Scrutiny Committee also agreed that the subject was appropriate for review because of the important role of the Local Strategic Partnership in developing the Sustainable Community Strategy (SCS). The Redditch SCS is designed to provide a vision for the local area. The strategy comprises themes and subsidiary priorities which the partner organisations represented on the Redditch Partnership, including Redditch Borough Council, all commit to deliver. The Redditch SCS is scheduled to be reviewed and refreshed in 2010/11.

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- 3.4 A further motive for establishing the Group was the publication in December 2009 of the Comprehensive Area Assessment (CAA) for Worcestershire. This issued a “Red Flag” (an area of significant concern needing action) in regard to differences of quality of life in Redditch. Life expectancy and educational attainment were identified as being much worse than in the rest of the county. Although the Group were not undertaking a detailed audit of the LSP, it was agreed that studying how the partnership intended to respond to these Red Flag issues would indicate how much value it was adding as an organisation.
- 3.5 The LSP Task and Finish Group held 10 meetings. These covered discussions with Officers who work with or for the LSP, to discover what issues they faced. Published specialist studies, and reports from comparable local authorities, were reviewed to benchmark our findings and thoughts against best practice elsewhere (summarised in Appendix 5). We interviewed six expert witnesses to probe their experience of working with the LSP and their views of the SCS. Analysis of core elements of the expert witnesses feedback is detailed in Appendices 6-7.
- 3.6 The Group delivered an interim report covering eight recommendations in March 2010, because they involved changes to the Council’s procedures which needed to be in place before the start of the 2010/11 municipal year. Subject to a number of minor amendment (discussed below) those interim recommendations were accepted by Executive Committee on 31st March and endorsed by the LSP Management Board on 27th May. This report represents the final and complete recommendations of the Group.

4. FINDINGS

- 4.1 The Redditch Partnership, as a LSP, is a non-statutory body. However, Redditch Borough Council, as the local authority in the area, has a responsibility to work with local partner organisations to develop the SCS in partnership with other local partner organisations. The coordination of this process through the LSP is considered the most appropriate way to secure collective agreement to the strategic vision and priorities contained within the SCS.
- 4.2 The work of the Redditch Partnership is coordinated by a Management Board though more focussed, subject-specific work is undertaken by various standing Theme Groups and Task and Finish Groups. The LSP’s Management Board and subsidiary groups are held to account by the wider membership of the Redditch Partnership. A structure chart for the LSP is provided in Appendix 2 and a list of partner organisations in Appendix 3.

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- 4.3 The work of the Redditch Partnership and content of the SCS is informed by the targets contained within the Worcestershire Local Area Agreement (LAA). This agreement is developed by the County's LSP, the Worcestershire Partnership, and sets the targets against which the performance of local partner organisations is measured.
- 4.4 Some local elected Councillors are actively involved in the work of the Redditch Partnership. The Leader of the Council has traditionally been a member of the LSP Management Board and is currently the Chair of the Partnership. The Deputy Leader of the Council and the leader of the largest opposition group on the Council are also members of the Management Board, alongside a County Councillor for the Borough. However, no non-executive Councillors are currently members of the Management Board or of any of the subsidiary groups.
- 4.5 Partly as a result of its complicated structure, and the limited involvement of most Councillors in its work, the Group finds that:
- a) few people are aware that the LSP exists or know what it does;
 - b) the purpose and function of the SCS is poorly understood;
 - c) this extends to most elected Councillors; and
 - d) it is therefore difficult to assess what value the LSP adds.
- 4.6 The current operating cost of the LSP is £89,410. The finance to support these costs are provided in the following manner:
- a) Redditch Borough Council: £79,410;
 - b) West Mercia Police: £5,000; and
 - c) Worcestershire PCT: £5,000.
- 4.7 Members of the Redditch Partnership also provide support in other ways which helps to contribute to the efficient operation of the LSP. For example, during the course of the We Are Redditch event in January 2010 the Kingfisher Shopping Centre provided the premises for the event.
- 4.8 The point about the LSP is not how much it spends in its own right, but whether it can generate better services for the people of Redditch through the mutual co-operation of the partner organisations. Here the past record is generally unfavourable. Appendix 4 lists the current and past work of the LSP, as distinct from activities which partner organisations would have been doing anyway. Partly due to poor record keeping, for most of the life of the LSP it is not possible to identify any specific outcomes which can be attributed to its existence.

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- 4.9 Supported by the unanimous evidence of our expert witnesses, the Group finds that prior to 2009 the LSP had become to all intents and purposes a moribund and non-functioning organisation. The governing protocol for the LSP requires it to publish an annual report on its activities and to hold an annual general meeting of the partners. The Group finds no evidence that either have occurred for some years. The final trigger for the decline appears to have been the departure and non-replacement of the then Partnership Manager in 2007, although the LSP appears to have been running down before this time.
- 4.10 In line with this, and again supported by the unanimous evidence of our expert witnesses, the Group finds that the current SCS, covering the period 2008/9 to 2010/11, is not fit for purpose. This is a major flaw since the SCS is supposed to represent the “overall strategic direction and long-term vision for Redditch”. The weaknesses with the current version of the Redditch SCS include that:
- a) it was devised in 2007 when conditions were very different, but has never been revised;
 - b) it contains 41 priorities across six themes which is far too many for the SCS to maintain any focus;
 - c) the SCS priorities do not dovetail into a coherent strategy; and
 - d) the SCS no longer guides the work of the LSP (if it ever did): it has ceased to be a living document.
- 4.11 However, we are able to report that the LSP is aware of these issues and is taking steps to address them. The Leader of the Council is now the Chair of the LSP. In the autumn of 2009 an officer was seconded into the post of the Redditch Partnership Manager (on a temporary basis) to help facilitate a “re-launch” of the partnership. The LSP has also established four Task and Finish Groups to investigate four areas of work: communications; resource mapping; devising a performance management framework; and the revision of the SCS. These are the areas which the Group would have identified as requiring the most attention.
- 4.12 We are also able to report that the LSP is responding well to the Red Flag issues and has commenced a number of new projects:
- a) An Away Day was held in October 2009 for partners to discuss the Red Flag issues.
 - b) A Health Improvement Plan is being devised.
 - c) An Area of Highest Need project is being progressed to address health “hotspots” within the borough.
 - d) A pilot health check exercise has been held in Winyates.
 - e) Representatives of all the schools in Redditch were convened for a

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conference to discuss how the barriers to educational achievement might be overcome.

- f) Officers and partners are studying experiences in other towns, such as Warrington, which have had success in overcoming equivalent problems.
- g) The Redditch Local Children's Partnership has been constituted as a formal subgroup of the Redditch Partnership and will be focussing on addressing educational attainment issues raised by the CAA.

4.13 In fairness the Group's research has indicated that these problems are not unique to the Redditch Partnership. After an initial flurry of activity when they were established 10 years ago, most LSPs lost focus and went into something of a decline. Most remain poorly publicised and poorly understood.

4.14 It is a matter for the LSP and relevant Officers to devise their own action plans for how the red flag issues are to be addressed. The Group does not consider that this is necessarily a separate piece of work from devising a new SCS. Indeed, the view of the Group, as detailed in recommendation 13, is that the two should be combined. Given that the new SCS is due to come into force in April 2011 the Group is encouraging the LSP to accelerate its efforts in this area.

4.15 Progress on this front would also make an excellent topic for discussion during the first monitoring session of the work of the LSP at a meeting of the Overview and Scrutiny Committee (please refer to recommendation 11). If this recommendation is approved, this first session would occur towards the end of 2010.

5. RECOMMENDATIONS

Monitoring: ensuring that the Redditch Partnership is subject to regular overview and scrutiny by Councillors:

5.1 Recommendation 9: We recommend that there should be pre-scrutiny of each new draft SCS by the Overview and Scrutiny Committee.

5.1.1 The deficiencies of the current SCS, prepared in 2007/8 (lack of focus, no overall cohesion), would have been identified before its adoption for 2008-2011 if it had been subject to outside scrutiny. The obvious body to provide such inspection is the Overview and Scrutiny Committee of the Council, which already has a pre-scrutiny function for other Council policies and programmes. This would also correspond with the

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transparency recommendations detailed in the Group's interim report (Appendix 12).

5.1.2 The next SCS will run from April 2011 to March 2014. The Group is informed that a draft is expected to become available in January 2011, which will provide adequate time for its consideration and, if necessary, revision.

5.2 Recommendation 10: We recommend that there should be a full review and audit of each completed SCS by the Overview and Scrutiny Committee.

5.2.1 The Group has identified that record-keeping for the LSP in the past has been deficient and that it is not possible to assess how effective it has been. There should be a mechanism for conducting such an assessment, and capturing any lessons learned for future work. It follows naturally from Recommendation 1 that the appropriate body to undertake this role is the Committee.

5.3 Recommendation 11: We recommend that the Redditch Partnership and the SCS be subject to six-monthly monitoring sessions by the Overview and Scrutiny Committee.

5.3.1 The Group has identified that in the past the LSP was allowed to become moribund, almost certainly because it was poorly-known and little understood. Regular external monitoring will prevent this from occurring, and the Committee already discharges a similar quarterly function with regard to annual budget and performance indicators. Given that the SCS is a three-year programme, involving issues which are likely to change slowly, monitoring every six months would be appropriate.

5.3.2 We are aware that the LSP proposes to implement a new performance management framework. The Group would expect that such a framework would support the monitoring system envisaged in this report, so that its results could be shared with the Committee. This point should be borne in mind when the next draft SCS is subject to pre-scrutiny.

Operational: suggestions for improving the future work of the Redditch Partnership and the next SCS:

5.4 Recommendation 12: We recommend that the next SCS should have fewer, more focused targets (perhaps four-six) which are specific, measurable, achievable, relevant and time-bound.

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- 5.4.1 A major factor contributing to the irrelevance of the current SCS is the broad range of the topics which it covers and the open-ended nature of the targets it contains. The LSP will be better able to add value if it concentrates on fewer targets which genuinely cut across the activities of all member partners. These targets should be “SMART” (specific, measurable, achievable, relevant, time-bound). The current targets have not been developed in accordance with this criteria.
- 5.4.2 Given Recommendation 13 (see below), the Group was unable to reach consensus on a preferred number of targets. This, in any event, will vary from time to time depending on the circumstances in which each new SCS is drafted.
- 5.5 Recommendation 13: We recommend that for the foreseeable future, the SCS should contain targets relating to health and educational inequalities in Redditch.**
- 5.5.1 The Red Flag issues in relation to Redditch did not spring up overnight but have developed over several decades. It remains important to continue to address these issues, despite the conclusion of the CAA, as they remain problems which have a significant impact on local residents. Therefore, the Group is in agreement that both issues should be included amongst the targets that will be contained in the Redditch SCS.
- 5.5.2 It is unlikely that the problems with educational attainment and health inequalities will be reversed within the three year lifetime of a single SCS. For this reason, the Group is in agreement that there should be a requirement for educational attainment and health inequalities to be prioritised in the SCS for the foreseeable future.
- 5.6 Recommendation 14: We recommend that the priorities within the SCS should reflect residents’ priorities (as identified through consultation) and also dovetail with those of the Worcestershire Partnership.**
- 5.6.1 The SCS is most likely to achieve success, and the LSP will most likely generate a high level of public engagement, if its priorities are aligned with those of the people of Redditch.
- 5.6.2 Equally, it makes sense for the LSP to bear in mind the wider Worcestershire context. The Group sees this as a two-way process, with the Redditch LSP also influencing the wider Worcestershire agenda.

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- 5.7 Recommendation 15: We recommend that the LSP requires the support of a full-time permanent Partnership Manager reporting directly to the Director of Policy, Performance and Partnerships.**
- 5.7.1 Our investigation indicates that for the LSP to operate effectively it requires the full-time support of a permanent Partnership Manager. In order to ensure that this area of work receives the priority it demands, the post should report direct to a senior member of the Council's Corporate Management Team, the Director of Policy, Performance and Partnerships.
- 5.7.2 For the foreseeable future, all local government bodies are likely to experience severe restrictions on their available resources. This places a premium upon being able to extract maximum value from co-operation with partner organisations, and would justify expenditure to support the Partnership Manager function.
- 5.8 Interim Report recommendations**
- 5.8.1 The Group previously reported eight recommendations for the consideration of the Executive Committee on 31st March and of the Redditch Partnership Management Board on the 27th May 2010. These recommendations encouraged the Redditch Partnership to undertake further work to engage with local residents and aimed to enhance the accountability and transparency of the LSP's work.
- 5.8.2 Subject to a small number of amendments these recommendations were approved and work has already occurred to implement many of the actions suggested. Further information about those recommendations is provided in Appendix 8.
- 6. OTHER ISSUES**
- 6.1 In our interim report the Group discussed the matter of the Local Area Agreement (LAA), which had been included in an initial draft scope for the review. At that time the Group considered it likely that a further Task and Finish review on that subject would be required, to follow immediately on the completion of this review, because of the interconnectedness of the LSP's role and the impact of the LAA.
- 6.2 The Group now considers that, on balance, such a further review may not be necessary. The attitude of the Coalition Government towards LAA arrangements is uncertain, and the governance framework could well change. If the Committee has established the regular monitoring

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envisaged in these recommendations, it is likely to detect any issues with the LAA which affect the LSP and any recommendations for scrutiny and review of the LAA would most likely mimic, and be incorporated into, those for the LSP.

- 6.3 For these reasons the Group considers a further review of the LAA to be no longer urgent. The position should be revisited in the future, when the Committee has the benefit of experience in monitoring the LSP.

7. FINANCIAL IMPLICATIONS

- 7.1 Expenditure of £90,000 for the partnership is a considerable amount of money in its own right. However, in the context of the total expenditure in Redditch by the various partner organisations, it is actually quite small in comparative terms.
- 7.2 The vast majority of the cost attributed to the Council involves the assessed value of Officer time in working on LSP-related matters, often of a strategic planning nature. The Group was in agreement that the overwhelming majority of these costs would have been incurred by the Council in some form or another irrespective of whether or not the LSP existed. Under these circumstances the Group believes that the recommendation to secure the Redditch Partnership Management post as a permanent position represents justifiable expenditure.

8. LEGAL IMPLICATIONS

There are no legal implications to this report.

9. POLICY IMPLICATIONS

There are no direct policy implications for the Council. However, there are policy implications for the Redditch Partnership in relation to the contents of the SCS. The Group's recommendations concerning the inclusion of the subjects of educational attainment and health inequalities and the suggestion that the number of targets be limited to between four and six would influence the final contents of the strategy for the foreseeable future.

10. COUNCIL OBJECTIVES

The Council's objectives are in part, though not exclusively, influenced by the contents of the SCS. Therefore, any amendments to the SCS might

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need to be assessed to determine the potential implications for the Council's core objectives.

11. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

There are no risk management implications.

12. CUSTOMER IMPLICATIONS

Recommendation 14 in the report urges the Redditch Partnership to ensure that the targets contained within the SCS correspond with the priorities of local residents. Approval of this recommendation would therefore encourage the partnership to adopt a more direct customer focus.

13. EQUALITIES AND DIVERSITY IMPLICATIONS

There are no equalities or diversity implications.

14. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

There are no value for money, procurement or asset management implications.

15. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

There are no climate change, carbon management or biodiversity implications.

16. HUMAN RESOURCES IMPLICATIONS

16.1 The Redditch Partnership Manager's post is currently a secondment position. The recommendation that this post should become a full-time permanent position would require the Council to allocate ongoing funding to support the post.

16.2 Converting the current temporary post of Partnership Manager into a permanent position may have implications for staffing in other departments. However, the Council is currently in the process of undertaking service team reviews. As part of this process the Policy Team, which includes the Redditch Partnership Manager, is due to be reviewed between the end of 2010 and start of 2011. Subject to approval by the Executive Committee and full Council, recommendation 7 to this report, regarding the Redditch

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Partnership Manager's post, should ideally be considered as part of this review.

17. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

The three recommendations relating to the suggested monitoring role for the Overview and Scrutiny Committee in relation to the work of the LSP and the SCS should enhance the governance and performance management arrangements of the Redditch Partnership.

18. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF CRIME AND DISORDER ACT 1998

There are no community safety implications.

19. HEALTH INEQUALITIES IMPLICATIONS

The Redditch Partnership is coordinating work within the Borough to address the health inequalities that were identified in the recent CAA process. Regular updates should help to ensure that all Members are kept informed of the Partnership's progress.

19. LESSONS LEARNT

When this Group was established, a target date for completion of January 2011 was set. The Group has reviewed a considerable body of evidence in the production of this report, and has managed to complete it well ahead of schedule. We believe that the approach we have developed for dealing with complex subjects could be beneficial for future Task and Finish Groups established by the Committee.

20. COMMUNITY AND STAKEHOLDER ENGAGEMENT

During the course of the review we consulted with representatives of the Redditch Partnership as well as with relevant Officers from the Council. This included interviews with the following individuals:

- a) Mrs Ann Sowton, - the Bromsgrove and Redditch Network (BARN);
- b) Councillor Carole Gandy - Redditch Borough Council (the Leader of the Council and Chair of the Redditch Partnership;
- c) Mr Jim Smith - the Redditch Community Forum;
- d) Mr Peter Sugg - Worcestershire County Council;
- e) Mr Peter Fryers - Worcestershire PCT; and
- f) Mr Hugh Bennett – Director of Policy, Performance and Partnerships,

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Redditch Borough Council.

The Redditch Partnership Manager and the Housing Policy Manager at Redditch Borough Council were interviewed during the course of the review. The Task and Finish Group would like to thank all of these expert witnesses for the assistance they provided during the course of the review.

22. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	No
Executive Director (S151 Officer)	No
Executive Director – Leisure, Cultural, Environmental and Community Services	No
Executive Director – Planning & Regeneration, Regulatory and Housing Services	No
Director of Policy, Performance and Partnerships	Yes (please see the above for further detail).
Head of Service	No
Head of Resources	No
Head of Legal, Equalities & Democratic Services	No
Corporate Procurement Team	No

23. WARDS AFFECTED

There is no specific ward relevance.

24. APPENDICES

Appendix 1: The review's objectives.

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- Appendix 2: LSP structure diagram.
- Appendix 3: Member organisations.
- Appendix 4: Current and past work of the LSP.
- Appendix 5: Summary of other local authority reports.
- Appendix 6: Analysis of feedback – Is the Redditch Partnership working and is the SCS working?
- Appendix 7: Analysis of Feedback – What should be done to improve the SCS?
- Appendix 8: LSP Task and Finish Group’s Interim Report.

25. BACKGROUND PAPERS

Birmingham City Council, ‘Scrutiny Review of the Birmingham Strategic Partnership’, (September 2005).

Changing Places: Local Area Agreements and Two-Tier Local Government, (Local Government Association, September 2008).

Fylde Borough Council, ‘Scrutiny Review of Local Strategic Partnerships’, (2006).

London Borough of Hillingdon, ‘Working of the Local Strategic Partnership – Hillingdon Partners’, (2005/06).

LSP Task and Finish Group Interim Report (Appendix 8).

Notes from the interview with Mrs Ann Sowton, BARN, (26th April 2010).

Notes from the interview with Councillor Carole Gandy, Chair of the Partnership and Leader of Redditch Borough Council (8th April 2010).

Notes from the interview with Mr Hugh Bennett, Redditch Borough Council, (29th June 2010).

Notes from the interview with Mr Jim Smith, Redditch Community Forum, (7th April 2010).

Notes from the interview with Mr Peter Fryers, Worcestershire PCT, (29th March 2010).

Notes from the interview with Mr Peter Sugg, Worcestershire County Council, (12th April 2010).

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Redditch Partnership: Partnership Agreement and Protocol, (September 2008).

26. KEY

CAA	-	Comprehensive Area Assessment
LAA	-	Local Area agreement
LSP	-	Local Strategic Partnership
SCS	-	Sustainable Community Strategy

AUTHOR OF REPORT

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APPENDIX 1: The Review's objectives

- 1) To examine the Redditch Partnership in order to clarify:
 - a) how the Redditch Partnership works;
 - b) which organisations are represented on the Redditch Partnership;
 - c) the specific roles of each partner on the Redditch Partnership;
 - d) the channels utilised to report the work of the Redditch Partnership and any Sub-Groups of the partnership;
 - e) how frequently the Redditch Partnership meets; and
 - f) what Redditch Partnership Sub-Groups exist and what the roles of those Sub-Groups are.

- 2) To review how the Redditch Partnership was involved in the development of:
 - a) the Sustainable Community Strategy (SCS); and
 - b) the Local Area Agreement (LAA) (alongside the Worcestershire Partnership).

- 3) To determine whether improvements could be made to the way that the Redditch Partnership is involved, in some cases alongside the Worcestershire Partnership in the development of:
 - a) the SCS; and
 - b) the LAA.

- 4) To examine the methods used to engage local Councillors and appropriate communications techniques for keeping all elected Councillors informed about the Redditch Partnership.

- 5) To review the accountability and transparency of the work of the Redditch Partnership.

This would require members to review:

 - a) current mechanisms in place to ensure that the work of the Redditch Partnership is transparent and accountable to the public;
 - b) alternative mechanisms utilised in other areas; and
 - c) ways in which the Council's scrutiny function could enhance the accountability and transparency of the Redditch Partnership on an ongoing basis.

- 6) To examine the financial contributions made by partners on the Redditch Partnership to the work of the LSP.

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- 7) To assess how the Redditch Partnership intends to encourage wider community engagement in developing local strategies and priorities, as required through the 'duty to involve' set out in the Government White Paper 'Strong and Prosperous Communities'.

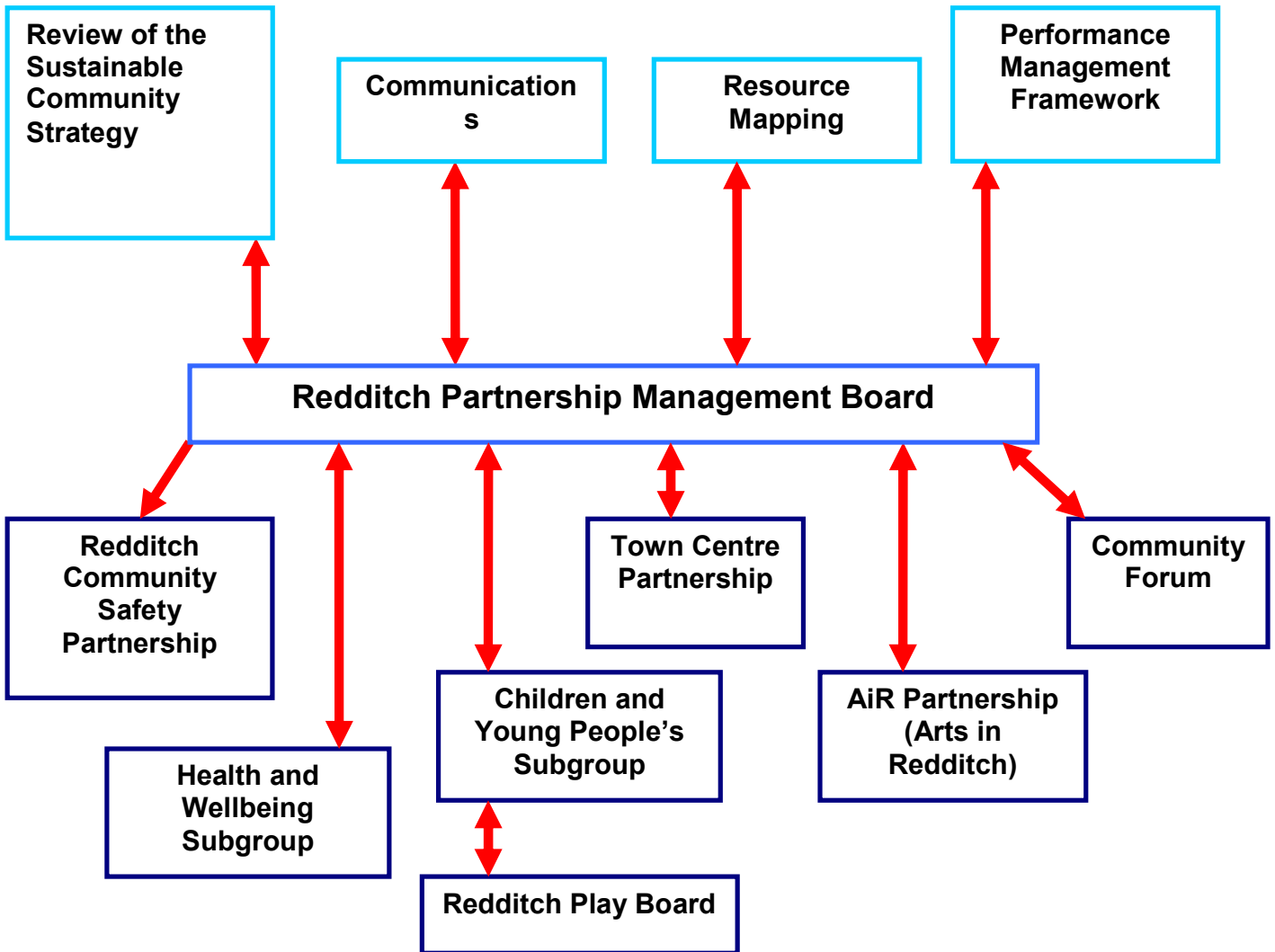
This could involve:

- a) a review of the Redditch Partnership's current arrangements for engaging local residents;
- b) a review of the Redditch Partnership's plans for future engagement with local residents; and
- c) a review of additional arrangements that could be utilised by the Redditch Partnership to engage with local residents.

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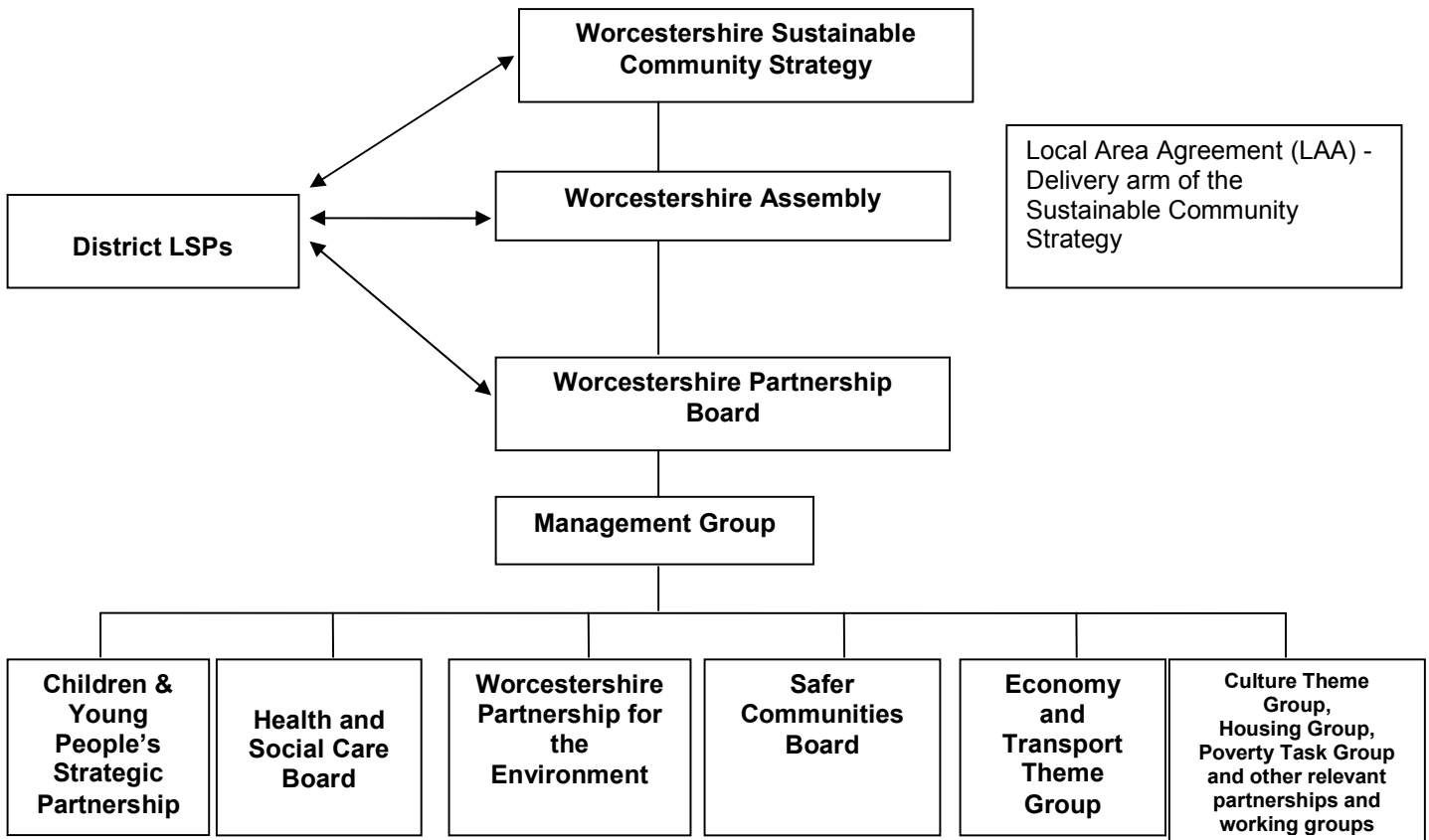
APPENDIX 2: LSP Structure Diagram – The Redditch Partnership



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APPENDIX 2: LSP Structure Diagram – Links to the Worcestershire Partnership



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APPENDIX 3: Member Organisations

A number of local partner organisations sit on the Partnership Management Board, which is the co-ordinating body of the Redditch Partnership with responsibility for developing the SCS and for the governance of the partnership. This includes the following organisations:

The Bromsgrove and Redditch Network (BARN), representing the Voluntary and Community Sector.

Chamber of Commerce.

The Federation of Small Businesses.

Hereford and Worcester Fire and Rescue.

Kingfisher Shopping Centre.

Redditch Borough Council.

Redditch Community Forum.

Redditch Community Safety Partnership.

Redditch NEW College.

West Mercia Police.

Worcestershire County Council.

Worcestershire PCT.

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APPENDIX 4: Current and past work of the LSP

As requested by Task and Finish Group Members, please find below a list of current work and some detail of the past work undertaken by the Partnership since 2003. Unfortunately, records do not exist which enable a comprehensive view of work undertaken pre-2007.

Any work listed here is in addition to all of the actions which are being undertaken by individual organisations that contribute to the priorities under the 6 themes of the Sustainable Community Strategy. These have been provided separately.

2010

- a) CAA –Education work.
- b) CAA – Health work.
- c) Progression of the Areas of Highest Need project in Winyates with LAA Reward money.
- d) Progression of the Urban Tracks project.
- e) Redditch Partnership Event – We Are Redditch.
- f) Teenage Pregnancy project.

2009

- g) Warmer Worcestershire Project.
- h) Health and Well Being Subgroup work including Obesity DVD, Get Cooking project, PSI instruction DVD, Falls strategy work.
- i) Alcohol related project through CDRP – 1) engage and educate young people, 2) due diligence audits.

2008

- j) Sustainable Community Strategy 2008-2011.

2007

- k) Redditch Partnership Annual Conference – “State of the Borough”.
- l) Local Heroes Awards.

2003

- m) 20:20 Vision Strategy.

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APPENDIX 5: Summary of other Local Authority Reports

We have reviewed LSP scrutiny reports compiled by three local authorities (Birmingham City Council, Fylde Borough Council and the London Borough of Hillingdon) to assess best practice. Their combined 41 recommendations cover similar ground and the majority of these have already been addressed by the current structure of the Redditch LSP (14), identified and agreed in previous meetings of the Task and Finish Group (13) or are not relevant to our circumstances (8).

Birmingham City Council's Recommendations and Relevance to the Redditch Borough Council Review (September 2005)

RECOMMENDATION	COMMENT
(1) That a report is produced and considered by the Birmingham Strategic Partnership (BSP) Board that sets out what steps are to be taken to develop a more strategic role for the partnership in the future and how this will be supported.	The Task and Finish Group are undertaking this in the current report.
(2) In order to develop and prepare for the forthcoming Local Area Agreement, the BSP should establish an implementation group. The Local Area Agreement should be Council led.	Not relevant: the LAA is already implemented in Redditch.
(3) That a report is shared with the Coordinating Overview and Scrutiny Committee on the results of the BSP review of structures and linkages between the levels of the wider partnership. (including the thematic Partnerships and Panels, Sub Committees, Wards and District Partnerships). This report should include the means by which these different elements of the wider partnership will communicate with one another.	The Task and finish Group are undertaking this in the current report.
(4) That the Partnership Board puts in place arrangements to annually review its membership and structure to ensure that: a) Its size does not become unwieldy (i.e. no more than 30 members). b) It continues to be fit for purpose (i.e. that the membership is appropriate to support the development of a strategic agenda and that it links up with all interests and communities in the city).	Already covered by existing Redditch Protocol.

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<p>(5) The BSP should develop a communications strategy to promote greater understanding of the BSP. This should include:</p> <ul style="list-style-type: none"> a) producing an annual report; b) considering the provision of question cards for use by the public; c) revising the BSP website; and d) holding all meetings in public where appropriate 	<p>The Task and Finish Group has already identified the communication and engagement issues.</p>
<p>(6) The BSP should develop a formal 'Partnership Protocol' which is made publicly accessible. This should cover:</p> <ul style="list-style-type: none"> a) the roles, rights and responsibilities of the members; b) codes of conduct; and c) declarations of interest. 	<p>Not relevant: Redditch already has a Protocol.</p>
<p>(7) That the Leader of the Council agrees a process whereby there is an annual report back to the Council on the activities and developments of the BSP and the City Council's contribution to them.</p>	<p>The Task and finish Group has already identified this issue.</p>
<p>(8) That the Coordinating Overview and Scrutiny Committee sets a framework for identifying how BSP and key partnership activity might be overseen by the scrutiny function.</p>	<p>The Task and Finish Group has already identified this issue.</p>
<p>(9) Progress towards achievement of these recommendations should be reported to the Coordinating Overview and Scrutiny Committee by March 2006. Subsequent progress reports will be scheduled by the Committee thereafter until all recommendations are implemented.</p>	<p>This is already covered by standard Redditch Overview and Scrutiny practices.</p>

Fylde Borough Council's Recommendations and Relevance to the Redditch Borough Council Review (January 2007)

RECOMMENDATION	COMMENT
<p>(1) The Task and Finish Group support the proposal to develop a constitution for the LSP detailing specific terms of reference for the LSP and the selection of members for the Executive.</p>	<p>Not relevant: Redditch already has a Protocol.</p>

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RECOMMENDATION	COMMENT
(2) The Task and Finish Group recommends that the LSP review its membership structure to enable a core membership of each of the thematic groups.	Already covered by existing Redditch Protocol.
(3) The Task & Finish Group recommends that the LSP thematic groups publish a meeting schedule with set dates and times for all groups on a quarterly basis in advance.	
(4) At least one member of the Community Outlook Scrutiny Committee should attend each meeting of the LSP Forum.	Redditch LSP has an annual partners' meeting rather than a specific LSP Forum.
(5) That the Committee supports the principle that all content of Fylde in Focus should be driven by LSP Partners with clear branding to identify and publicise the relevant thematic group.	The Task and Finish Group has already identified the need to publicise the LSP through Redditch Matters.
(6) Fylde Borough Council representation is amended to reflect the changes in Table 2.	Not relevant: specific to Fylde.
(7) The Committee supports the development and implementation of a Performance Management Framework for the LSP.	
(8) The Performance Management Framework for the LSP sets out specific performance indicators measuring targets against the thematic group action plans.	
(9) The Community Outlook Scrutiny Committee receive updates on these performance indicators on a 6 monthly basis.	
(10) The Community Outlook Scrutiny Committee present exception reports to the Cabinet/Portfolio holder if there is a cause for concern regarding performance of a specific area.	This is already covered by standard Redditch Overview and Scrutiny practice.

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COMMITTEE****Hillingdon London Borough Council's Recommendations and Relevance to the Redditch Borough Council Review (March 2006).**

RECOMMENDATION	COMMENT
(1) Cabinet Members should become members of Local Strategic Partnership (LSP) theme groups that fall within their portfolios and be active in connecting Council strategy with the work of the Theme Groups.	This is already undertaken by the Redditch LSP.
(2) The range and number of theme groups should be reviewed. Those that have not performed effectively should either be dropped or reconfigured. Consideration should be given to re-organising around the four blocks proposed for Local Area Agreements although not limited by these.	This is already undertaken by the Redditch LSP.
(3) Two new theme groups should be set up – one on Land Transport and the other on Voluntary and Community Grants.	Not relevant: specific to Hillingdon.
(4) The theme groups for a Prosperous Borough and for Learning and Culture (or similar if theme groups are reorganised) should set up a joint task group to review the problems of, and recommend action on, skills shortages across the borough.	Not relevant: specific to Hillingdon.
(5) The LSP Executive must ensure cross-cutting issues are taken up by appropriate theme groups, and regularly monitor the functioning of the theme groups.	This is already undertaken by the Redditch LSP.
(6) Each theme group should regularly monitor, review and benchmark its progress, and report on this to the LSP Executive.	This is already undertaken by Redditch LSP.
(7) As already recommended to Cabinet, in the context of the roll forward of Community Strategy targets, we should be moving to a much smaller number of shared targets (around 40) focused on delivery and well supported by the local community. This is something that should be brought in for the 2007/8 targets.	Not relevant: specific to Hillingdon. The Redditch LSP has already simplified the number of its targets.

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY
COMMITTEE**

RECOMMENDATION	COMMENT
<p>(8) Accountability to the public and local communities needs to be strengthened – there needs to be an interactive, bottom-up mechanism for feeding through views and needs to the LSP and the theme groups. Three actions need to be taken to ensure this:</p> <p>(a) There should be a well-publicised and well-attended public scrutiny event on the Community Strategy once a year, following publication of performance against community-set targets;</p> <p>(b) Local level consultative bodies, similar to or using the People’s Panels set up under the Neighbourhood Partnership initiative, need to be encouraged to feed views to and receive feedback from theme groups and the full LSP. Local Councillors should be encouraged to become involved in these local bodies; and</p> <p>(c) As the lead body on the LSP, the Council should be mandated to ensure officers take action on the above two points and should require a report on progress in autumn 2006.</p>	<p>The Task and finish Group has already identified the communication and engagement issues. Most of these recommendations are specific to Hillingdon.</p>
<p>(9) The Council’s Overview and Scrutiny arrangements should be used to provide scrutiny of the LSP. This should be achieved by:</p> <p>(a) Quarterly reports from the LSP to an appropriate O&S committee, with the lead LSP Officer in attendance;</p> <p>(b) The lead Cabinet Member for the LSP/Community Strategy and each of the theme group Chairmen attending a challenge session with an appropriate Overview and Scrutiny Committee on an annual basis.</p>	
<p>(10) We welcome ODPM’s proposals for a legislative foundation for LSPs and recommend the LSP and the Council support it, as it should secure engagement from the key local public agencies. It would also provide a stronger basis for holding the partnership to account. We also endorse the Audit Commission’s recommendations of a formal partnership agreement, to be signed by all partners, which would provide a sound basis for voluntary engagement in advance of legislation.</p>	<p>This is already covered by existing Redditch Protocol.</p>

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY
COMMITTEE**

RECOMMENDATION	COMMENT
(11) The entire process of involving representatives in the LSP needs to be reviewed so that organisations that may have the interest and potential to contribute to the LSP are not missed. The path to membership needs to be open, transparent and reviewable.	This is already covered by existing Redditch Protocol.
(12) Community engagement needs to be strengthened by more localised partnership working, developed around the Local Area Agreements. The experience and success of the Neighbourhood Partnership Initiative and of local planning forums needs to be built on in this respect.	Not relevant: specific to Hillingdon.
(13) Ward Councillors need to develop a strong community leadership role, become engaged with and scrutinise local partnership. Support, especially training and information, needs to be provided to enable them to do this.	The Task and Finish Group has already identified this issue.
(14) A communication strategy needs to be developed and implemented for the LSP – to raise its profile and explain the benefits of partnership and how it meets public expectations.	The Task and Finish Group has already identified this issue.
(15) The LSP needs to have specific engagement and communication targets. Achievement on these areas should be measured in annual stakeholder and public surveys and benchmarked against best practice elsewhere.	The Task and Finish Group has already identified this issue.
(16) Specific projects should be sought to engage young people with the LSP and partner organisations. An example might be sports development in parks, which experience reported to us in evidence indicates would interest young people but also have wider community benefit if young people at risk of committing anti-social behaviour are targeted.	This is arguably already covered by the need to respond to the Red Flag.
(17) The functions of new LSP support office should include promotion and communication; bidding and levering in funding; developing a good information base; and building partnership at local level.	Redditch already covers this function.

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY
COMMITTEE**

RECOMMENDATION	COMMENT
(18) We reiterate the recommendation we have already made to Cabinet that a small number of central posts – one for each of the 3 (constituency) safer neighbourhood areas to be created – are set up to co-ordinate and build the Council's ability to respond to the roll out of Safer Neighbourhoods. These posts should be modelled on the successful work done to date by Maggie Allen (seconded by Groundwork to the Council) and could be funded by using a proportion of the Public Service Agreement Reward Grant to the Council.	Not relevant: specific to Hillingdon.
(19) The LSP should take on a major issue or project in the borough as a demonstration project of how it can make a difference to people's lives. An example might be local transport infrastructure.	This is arguably already covered by the need to respond to the Red Flag.
(20) The LSP needs to establish itself as a clearing-house for initiatives by partners that involve more than one partner. This needs to be done with the minimum of bureaucracy but with sufficient communication to cut down duplication and build co-operation.	The Task and Finish Group are reviewing this in the current report.
(21) Hillingdon should take advantage of being in the later wave of LAAs and examine best practice elsewhere, in order to guide plans. This could involve a major review by an appropriate Overview and Scrutiny committee undertaken in the first half of 2006/7 – collecting and assessing evidence from elsewhere, benchmarking, scrutinising Hillingdon's plans and making recommendations to Cabinet by October 2006.	The Task and Finish Group are undertaking this in the current report.
(22) That these recommendations, after consideration by Cabinet, should go to the full LSP.	This is Already covered by standard Redditch Overview and Scrutiny practices.

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY
COMMITTEE**

APPENDIX 6: Analysis of feedback – Is the Redditch Partnership working and is the SCS working?

Expert Witness	Is the Redditch Partnership working?	Is the Redditch Sustainable Community Strategy (SCS) working?
Peter Fryers	The Partnership did not work well in the past and was slow to get going after the re-launch but has been operating much better recently.	The SCS is not working and has too many targets.
Jim Smith	The Redditch Partnership did not work well in the past, though had been progressing well since the appointment of the Manager. Greater involvement of Worcestershire County Council was needed to help achieve further improvements.	The SCS is not working. It is ignored by many partners and has too many targets.
Councillor Gandy	The Redditch Partnership did not work well in the past but is now improving.	The SCS is not working and there is a need to reflect on the red flag issues and how this relates (and should relate) to the contents of the SCS.
Peter Sugg	The Redditch Partnership did not work well in the past but has been improving recently.	The SCS is not working and is not a useful working document.
Anne Sowton	The Redditch Partnership did not work well in the past but has been improving recently.	The SCS is not working and has too many targets.

REDDITCH BOROUGH COUNCIL**OVERVIEW AND SCRUTINY
COMMITTEE**

APPENDIX 7: Analysis of Feedback – What should be done to improve the SCS?

Expert Witness	What do you do to improve the Sustainable Community Strategy (SCS)
Peter Fryers	Partner organisations need to work together better. The two issues that received red flags in the Comprehensive Area Assessment (CAA) should be prioritised (education attainment and health inequalities). There should be a maximum of four priorities in the SCS.
Jim Smith	The focus of the SCS should be on the two red flag issues. There should also be links to the Worcestershire Partnership's (County level) SCS.
Councillor Gandy	The two issues raised during the We are Redditch event should be prioritised: Education and jobs. Health inequalities, as a red flag issue, should also be prioritised.
Peter Sugg	The focus of the SCS should be on tangible outcomes. The number of priorities in the SCS needs to be reduced and should include children and young people and education attainment.
Anne Sowton	The two red flag issues should be prioritised in the SCS. There is an urgent need to identify permanent resources for the Redditch Partnership to support delivery in relation to the SCS targets.

**APPENDIX 8
LOCAL STRATEGIC PARTNERSHIP
TASK AND FINISH GROUP INTERIM
REPORT**

**THE ATTACHED APPENDIX WAS
PREVIOUSLY CONSIDERED BY THE
EXECUTIVE COMMITTEE IN MARCH 2010
AND IS AVAILABLE TO NOTE ONLY.**

COVER PAGE

Executive Committee

No Direct Ward Relevance

31st March 2010

LOCAL STRATEGIC PARTNERSHIP TASK AND FINISH GROUP – INTERIM REPORT

(Report of the Local Strategic Partnership Task and Finish Group)

1. Summary of Proposals

This report details a number of interim recommendations that have been concluded by the Local Strategic Partnership (LSP) Task and Finish Group. The Group's recommendations are designed to increase local Councillors' familiarity and involvement with the Redditch Partnership, the LSP in Redditch. The Group are also aiming during their review to produce recommendations that will: extend the level of public engagement in the work of the partnership; enhance the accountability of the partnership; and help improve performance management arrangements for the Redditch Partnership.

In addition to the recommendations contained within this report a number of options for improving the performance management of the Redditch Partnership have been discussed. These options have not yet been formalised into recommendations. However, they are detailed in this report to provide advance notice about the areas that remain to be addressed by the Group.

2. Recommendations

The Committee is asked to **RECOMMEND** that

Engagement recommendations: ensuring that the Redditch Partnership involves the public in its work:

- 1) following pre-scrutiny by the LSP Task and Finish Group, the proposed format and content of the Redditch Partnership's revamped website coverage, to be hosted by Redditch Borough Council, be endorsed;
- 2) an event, along the lines of the We are Redditch exhibition, be held every year in a form determined appropriate by Officers;
- 3) the Redditch Partnership and appropriate partners should publicise their work and invite public reaction by providing regular updates in Redditch Matters;

-
- 4) the Redditch Partnership should hold and advertise an Annual Meeting, as required by the terms of the Partnership's protocol, which partners, potential partners and members of the public could attend;

Accountability recommendations: ensuring the transparency and openness of the partnership:

- 5) a new item be added to the full Council agenda requiring the Leader of the Council to deliver regular updates on the work of the Redditch Partnership since the previous meeting of the Council;
- 6) the Leader of the Council formally deliver an Annual Report to the last scheduled full Council meeting of the municipal year covering the work of the Redditch Partnership by formalising the current practice of delivering an annual "State of the Borough" address;
- 7) information about the Redditch Partnership and LSPs should be provided for Members' consideration as part of the Member induction process;
- 8) a training event focusing on LSPs should be provided as a standard part of the Member training programme each year;

and RESOLVE that

- 1) the Changing Places report should be considered as part of the subsequent Local Area Agreement Task and Finish review; and
- 2) the membership of the Local Area Agreement Task and Finish Group should be drawn from the membership of the LSP Task and Finish Group.

3. **Financial, Legal, Policy, Risk and Climate Change / Carbon Management Implications**

Financial

- 3.1 There are no direct financial implications. However, appropriate funds need to be allocated to support the member training programme each year. Currently, there is an annual budget of £2,740 for Member training (though each Councillor also receives an additional personal training allowance of £300). Standard training events and additional training activities need to be funded using this budget.

Legal

- 3.2 There are no legal implications.

Policy

- 3.3 The Council's constitution outlines the standard items which are included on a full Council agenda. The constitution would need to be amended to require the Leader of the Council to deliver an update on the work of the Redditch Partnership as a regular item on the full Council agenda. Similarly, the proposed requirement for the Leader of the Council to deliver an Annual Report on the subject of the Redditch Partnership would require amendments to the Council's constitution.

Risk

- 3.4 No risks have been identified.

Climate Change / Carbon Management

- 3.5 There are no climate change or carbon management implications.

Report**4. Background**

- 4.1 The LSP Task and Finish review was launched in January 2010. The Group consists of five members: Councillor Norton who chairs the Group and Councillors Cookson, Fry, Hopkins and Thomas.
- 4.2 The Group were commissioned to undertake this review by the Overview and Scrutiny Committee. The review was launched after Members expressed concerns about the degree to which Members, particularly non-executive Members, were involved with and had knowledge about the work of the Redditch Partnership.
- 4.3 The Overview and Scrutiny Committee also agreed that the subject was appropriate for review because of the important role of the LSP in developing the Sustainable Community Strategy (SCS). The Redditch SCS is a three-year strategy which is designed to provide a vision for the local area. The strategy comprises of themes and subsidiary priorities which the partner organisations represented on the Redditch Partnership, including Redditch Borough Council, all commit to deliver. The Redditch SCS is scheduled to be reviewed and refreshed in 2010.
- 4.4 The LSP Task and Finish Group have held a number of meetings and agreed some initial conclusions. This report has been presented at an early stage in the review to provide an opportunity for the

Group's recommendations to inform Council procedures from 2010/11.

5. Key Issues

- 5.1 The Redditch Partnership, as a LSP, is a non-statutory body. However, Redditch Borough Council, as the local authority in the area, has a responsibility to work with local partner organisations to develop the SCS in partnership with other local partner organisations. The coordination of this process through the LSP is considered the most appropriate way to secure collective agreement to the strategic vision and priorities contained within the SCS.
- 5.2 The work of the Redditch Partnership is coordinated by a Management Board, though more focussed, subject specific work is undertaken by various standing Theme Groups and Task and Finish Groups. The LSP's Management Board and subsidiary groups are held to account by the wider membership of the Redditch Partnership.
- 5.3 The work of the Redditch Partnership and content of the SCS is informed by the targets contained within the Worcestershire Local Area Agreement (LAA). This agreement is developed by the County's LSP, the Worcestershire Partnership, and sets the targets against which the performance of local partner organisations is measured.
- 5.4 Some local elected Councillors are actively involved in the work of the Redditch Partnership. The Leader of the Council has traditionally been a member of the LSP Management Board and is currently the Chair of the Partnership. The Deputy Leader of the Council and the leader of the largest opposition group on the Council are also members of the Management Board, alongside a County Councillor for the Borough. However, no non-executive Councillors are currently members of the Management Board or of any of the subsidiary groups.

6. Recommendations and Resolutions

- 6.1 The LSP Task and Finish Group have agreed a number of recommendations and are also suggesting some resolutions for Members' consideration.

- 6.2 Recommendation 1: We recommend that following pre-scrutiny by the LSP Task and Finish Group, the proposed format and content of the Redditch Partnership's revamped website coverage, to be hosted by Redditch Borough Council, be endorsed.**
- 6.2.1 During the course of the review the Group have concluded that further work needs to be undertaken to communicate the work of the Redditch Partnership to local stakeholders. They have recognised that website coverage is a useful communications tool that could be used to promote the work of the partnership.
- 6.2.2 The Redditch Partnership does not have a designated website. Instead, information about the partnership is provided on Redditch Borough Council's website. The Group has reviewed the existing content of these Web Pages and concluded that they were not fit for purpose. They suggested that alterations be made to improve these web pages, in accordance with an example of best practice developed by Stevenage Borough Council for their LSP.
- 6.2.3 The Group subsequently pre-scrutinised Officers' suggestions for altering the relevant section on the Council's website. These alterations include: proposals to provide general information about LSPs, information about the Redditch Partnership; information about the SCS and a link to the current version of that document; and links to the partnership's terms of reference and Worcestershire Partnership's website. The Group were satisfied that this represented a positive set of proposals and recommend that they should be endorsed.
- 6.3 Recommendation 2: We recommend that an event, along the lines of the 'We are Redditch' exhibition, be held every year in a form determined appropriate by Officers.**
- 6.3.1 The "We are Redditch" event was a consultation event which took place throughout a week in January 2010 in the Kingfisher Shopping Centre. This provided an opportunity for members of the Redditch Partnership to promote their work as well as the work of the LSP to the public. It also provided a useful opportunity for the partnership to consult with approximately 264 members of the public over the issues that they felt should be prioritised by the LSP and relevant partner organisations.
- 6.3.2 The Group are aware that this is the first time that this type of consultation event has been organised and delivered by the Redditch Partnership. The partnership has already considered the outcomes of the event and recommended improvements for the future. The Group have concurred that these recommended improvements should be endorsed as they would add value to future

consultation events and that similar events should be held every year.

6.4 Recommendation 3: We recommend that the Redditch Partnership and appropriate partners should publicise their work and invite public reaction by providing regular updates in Redditch Matters.

6.4.1 The Group recognises that there is a need to promote information about the work of the Redditch Partnership using a variety of communication tools. Many members of the public do not have access to the internet or are more comfortable referring to traditional forms of written publication. The Council's magazine, Redditch Matters, is one publication which could be utilised to promote the work of the Redditch Partnership to this audience.

6.4.2 The potential significance of Redditch Matters for promoting the work of the LSP has already been recognised by the Redditch Partnership. An article introducing residents to the Redditch Partnership appeared in the Spring 2010 edition of Redditch Matters. The Group have agreed that this practice should be extended to all following editions of the magazine and should encompass reports on both the work of the Redditch Partnership and the related work of partner organisations.

6.5 Recommendation 4: We recommend that the Redditch Partnership should hold and advertise an Annual Meeting, as required by the terms of the Partnership's protocol, which partners, potential partners and members of the public could attend.

6.5.1 The Redditch Partnership has set terms of reference which are detailed in a 'Partnership Agreement and Protocol' (September 2008). This protocol contains a commitment for there to be an annual meeting of the overarching Redditch Partnership to hold the LSP's Management Board, Theme Groups and Task and Finish Groups to account.

6.5.2 The Group are concerned that a meeting of the overarching Redditch Partnership has not taken place since the State of the Borough Conference in 2007. They agree that this urgently needs to be addressed and that the overarching Redditch Partnership meets annually. The meeting should also be organised to take place in time for the overarching partnership to review the contents of the refreshed SCS.

6.6 Recommendation 5: We recommend that a new item be added to the full Council agenda requiring the Leader of the Council to deliver regular updates on the work of the Redditch Partnership since the previous meeting of the Council.

6.6.1 During the course of their review the members of the Group have reached the conclusion that many local Councillors, particularly non-executive Councillors, are unfamiliar with the work of the Redditch Partnership. The majority of elected Members are not members of the Redditch Partnership and do not actively engage with the LSP.

6.6.2 The Group have expressed concerns about this level of Councillor engagement with the Redditch Partnership. They have concluded that this demonstrates that there is both a lack of transparency to the LSP process and a democratic deficit.

6.6.3 The Leader of the Council is, however, actively involved in the work of the Redditch Partnership. The Group have recognised that the Leader of the Council's role on the Redditch Partnership has changed over the past few years, resulting in the relatively recent appointment of the current Leader as Chair of the Management Board. However, the Group believe that it will always be appropriate for the Leader of the Council to be appointed to the Management Board in some capacity.

6.6.4 The Leader of the Council currently delivers regular reports on the subject of the Leader's activities at meetings of full Council. These are delivered as part of a standard 'Leader's Questions' item. Information about the work of the Redditch Partnership could be provided under this item. However, the members of the Group have expressed concerns that this would result in such updates being delivered alongside a variety of other reports. This could lead to a lack of clarity about which activities and initiatives had been delivered by the Redditch Partnership rather than another body.

6.6.5 The Group believe that the LSP is an important subject which should be discussed at the meetings of full Council. The explicit references to the Redditch Partnership in the Leader's reports under a designated item would help to reinforce the transparency of the process for the benefit of both elected Councillors and members of the public.

6.6.6 The Group recognise that whilst full Council meets on a monthly basis the Redditch Partnership's Management Board meets every six weeks. Therefore, at some full Council meeting the Leader may not have any new information to provide for the consideration of Members. However, the Group agrees that the report on the subject of the LSP should be retained as a standard item at each full Council

meeting to ensure that Members have a source of information about the LSP where needed and an opportunity to ask regular questions about the work of the partnership.

6.7 Recommendation 6: We recommend that the Leader of the Council formally deliver an Annual Report to the last scheduled full Council meeting of the municipal year covering the work of the Redditch Partnership by formalising the current practice of delivering an annual “State of the Borough” address

6.7.1 The Redditch Partnership’s protocol contains a commitment for an Annual Report on the subject of the Redditch Partnership to be delivered at a meeting of full Council. However, this Annual Report has not been delivered since the protocol was approved in September 2008.

6.7.2 The Group have recognised that informal reference might have been made to the work of the Redditch Partnership during the course of full Council meetings. However, the Group have expressed concerns that such informal reports have not helped to develop elected Members’ familiarity with the work of the partnership.

6.7.3 The Group are in agreement that the formal delivery of an Annual Report at a meeting of full Council on the subject of the Redditch Partnership would address this problem. A report from the Leader would enhance the transparency of the work of the LSP and strengthen the accountability of the partnership.

6.8 Recommendation 7: We recommend that information about the Redditch Partnership and LSPs should be provided for Members’ consideration as part of the Member Induction process.

6.8.1 The Members’ Induction process forms an important part of the introductory training for newly elected Councillors. Currently, information is provided about a variety of issues including: local democratic processes; member support arrangements; local government finance; Council housing and the senior management structure. Many new Councillors find this induction process to be invaluable because it introduces them to local government and to some of the many issues they need to be familiar with in order to support their constituents effectively.

6.8.2 Presently information about LSPs and, more specifically, the Redditch Partnership, is not provided as part of this Member Induction process. However, the members of the Group are in agreement that as an important local body details about both LSPs and the Redditch Partnership should be provided as part of the Member Induction process.

6.8.3 The Group have been informed that the Member Induction process is fairly flexible and can be adapted on request. It is anticipated that some new Councillors will be elected during the local elections in May 2010. Therefore, the Group are proposing that this alteration to the Member Induction process should be approved as soon as possible to ensure that it shapes induction processes from 2010/11.

6.9 Recommendation 8: We recommend that a training event focusing on LSPs should be provided as a standard part of the Member training programme each year.

6.9.1 At Redditch Borough Council a number of standard training events take place each year. This includes training which members of quasi-judicial Committees are required to undertake each year, though other standard training arrangements have been introduced at the request of Members and Officers. Currently Councillors are invited to attend training courses each year on the following subjects: planning processes; Licensing procedures; local government finance; Council housing; the Standards Code of Conduct; ICT training and social networking.

6.9.2 The Group have concluded that, due to the significant role of the Redditch Partnership, a training event focussing on LSPs should be provided on a yearly basis as part of the Member training programme. The Group have been advised that the Member training programme at the Council is fairly flexible and could be altered in accordance with Members' recommendations. Therefore, they are proposing that this addition to the standard items on the Member training programme should be approved as soon as possible to ensure that it informs training arrangements from 2010/11.

6.10 Resolution 1: The Changing Places report should be considered as part of the subsequent Local Area Agreement Task and Finish review.

6.10.1 The review of the Redditch Partnership was originally proposed as part of a wider exercise that would also have involved a review of the Local Area Agreement (LAA). The Overview and Scrutiny Committee recognised the value that could potentially be accrued from scrutinising both subjects. However, they concluded that it would be more effective to review the two topics separately and that the review of the LSP should take place first because the conclusions reached during the course of this exercise would inform the subsequent assessment of the LAA.

6.10.2 The Changing Places report, 'Changing Places: Local Area Agreements and Two-Tier Local Government' (September 2008), focuses on best practice in the management of both LSPs and LAAs

in areas of two-tier local government. The Group have considered the details contained within this report relating to LSPs. They have concluded that the information contained within the report on the subject of LAAs is comprehensive and that it would be useful to further assess this information during the review of the LAA.

6.11 Resolution 2: the membership of the Local Area Agreement Task and Finish Group should be drawn from the membership of the LSP Task and Finish Group.

6.11.1 The Group are aware that the LSP and the LAA are complex, interconnected subjects. Through their review they are developing familiarity with both subjects. They therefore are suggesting that the Overview and Scrutiny Committee consider appointing the members of the LSP Task and Finish Group to the LAA review to ensure that their expertise can be utilised in that subsequent exercise.

7. Forthcoming issues - Performance Management: Assessing the Current effectiveness of the partnership and developing a mechanism for the scrutiny of its future conduct.

7.1 The Group agree that performance management of the Redditch Partnership is an important issue to assess during the course of their review. They do not yet believe that they are in a position to reach conclusions or to advance formal recommendations on this subject at this stage. However, they have considered a number of options in relation to this subject which will be considered in further detail at subsequent meetings. These are detailed below and should not be regarded as mutually exclusive.

7.2 Option 1: The Overview and Scrutiny Committee could pre-scrutinise the contents of the draft SCS as a standard arrangement.

7.3 Option 2: (Following on from this) the Overview and Scrutiny Committee could post scrutinise the success of the SCS as a standard arrangement.

7.4 Option 3: There could be six monthly monitoring of performance in relation to each version of the SCS and / or the LSP as a whole by an appropriate body. (Most probably this would be the Overview and Scrutiny Committee). This might involve reference to the Redditch Partnership's internal performance management framework. (The Partnership's performance management framework remains to be adopted, though is scheduled to be reviewed by the LSP in due course).

7.5 Option 4: further information will be considered and potentially recommendations produced on the subject of the Redditch Partnership's response to the red flag areas that were identified in

the Comprehensive Area Assessment (CAA) process. These related to perceived quality of life inequalities in the Borough, specifically educational attainment levels and health inequalities.

8. Other Implications

- Asset Management - There are no asset management implications.
- Community Safety - There are no community safety implications.
- Health - The Redditch Partnership is coordinating work within the Borough to address the health inequalities that were identified in the recent CAA process. Regular updates, as detailed in one of the performance management options, would help to ensure that all Members were kept informed of the Partnership's progress.
- Human Resources - The requirement for the Leader of the Council to deliver an Annual Report for the consideration of full Council could have an impact on the workload of the staff employed to support the Redditch Partnership. Consideration may therefore need to be given to the level of support provided to the partnership.
- Social Exclusion - There are no social exclusion implications.
- Environmental / Sustainability / - There are no environmental/ sustainability implications.

9. Lessons Learnt

No lessons have been learned in the production of this report.

10. Background Papers

Changing Places: Local Area Agreements and Two-Tier Local Government, (Local Government Association, September 2008).

Redditch Partnership: Partnership Agreement and Protocol, (September 2008).

Stevenage Borough Council Website: 'So Stevenage',
<http://www.stevenage.gov.uk/townandcommunity/sostevenage>

11. Consultation

This report has been prepared following consultation by the Group with the Redditch Partnership Manager and Housing Strategy and LSP Manager.

12. Author of Report

The author of this report is Jess Bayley (Overview and Scrutiny Support Officer), who can be contacted on extension 3268 (e-mail: jess.bayley@redditchbc.gov.uk) for more information.

13. Appendices

Appendix 1 – Table of the review's objectives

14. Key

CAA	-	Comprehensive Area Assessment
LAA	-	Local Area Agreement
LSP	-	Local Strategic Partnership
SCS	-	Sustainable Community Strategy

Executive

Committee

31st March 2010

Appendix 1: Objectives of the Review

OBJECTIVE	WHAT DO WE HAVE NOW?	IS IT WORKING?	WHAT DO WE WANT?
(1) Examine LSP to clarify how it works	<p style="text-align: center;">✓</p> <p>Presentation from officers</p>	<p>Unclear: 4 new T&F groups within the LSP:</p> <ul style="list-style-type: none"> • review SCS • communications • resource mapping • performance management framework 	<p style="text-align: center;">?</p> <p>Need more information about how the LSP works in practice</p>
(2) Review the role of the LSP in development of the SCS	<p style="text-align: center;">✓</p> <p>Presentation from officers</p>		
(3) Determine improvements to the role of the LSP		Overlap with Objective 1	<p style="text-align: center;">?</p> <p>Need more information</p>
(4) Examine the methods used to engage and inform Cllrs	<p style="text-align: center;">✓</p> <p>Nothing</p>	<p style="text-align: center;">✓</p> <p>No</p>	<p style="text-align: center;">✓</p> <p>Agreed recommendations</p>
(5) Review accountability and transparency of the LSP		<p style="text-align: center;">✓</p> <p>Needs improvement</p>	<p>Overlap with Objective 4</p> <p>Need more information</p>
(6) Financial contributions	<p style="text-align: center;">✓</p> <p>Presentation from officers</p>		

Executive

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31st March 2010

(7) Assess how the LSP intends to encourage wider engagement	✓ Presentation from officers	✓ Needs improvement	✓ Agreed way forward with officers
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**APPENDIX 8
LOCAL STRATEGIC PARTNERSHIP
TASK AND FINISH GROUP INTERIM
REPORT**

**RELEVANT EXTRACT FROM THE DECISION
NOTICE FOR THE 31ST MARCH MEETING
WHEN THE INTERIM REPORT WAS
APPROVED SUBJECT TO A COUPLE OF
AMMENDMENTS.**



Executive Committee

31st March 2010

Notice of Decisions

Present:

Councillor Carole Gandy (Chair), Councillor Michael Braley (Vice-Chair) and Councillors P Anderson, J Brunner, B Clayton, W Hartnett, N Hicks, C MacMillan and M Shurmer

Also Present

Councillors W Norton (Chair – Local Strategic Partnership

Officers:

C Flanagan, K Dicks, S Hanley, A Marklew, E Baker and L Brockett, J Bayley

Committee Services Officer:

D Sunman

The following contains a relevant extract from the meeting of the Executive Committee when the LSP Task and Finish Group's interim report was considered. The Group's recommendations were approved, subject to a number of amendments which are detailed in the extract below below.

9. REFERRAL FROM THE OVERVIEW AND SCRUTINY COMMITTEE - LOCAL STRATEGIC PARTNERSHIP TASK AND FINISH GROUP - INTERIM REPORT

RECOMMENDED that

the recommendations listed below be referred to the Local Strategic Partnership (LSP) for consideration at its next meeting:

Engagement

- 1) following pre-scrutiny by the LSP Task and Finish Group, the proposed format and content of the Redditch Partnership's revamped website coverage, to be hosted**

.....
Chair

Executive Committee

Wednesday, 31 March 2010

by Redditch Borough Council, be endorsed;

- 2) an event, along the lines of the 'We are Redditch' exhibition, be held every year in a form determined appropriate by Officers;
- 3) the Redditch Partnership and appropriate partners publicise their work and invite public reaction by providing regular updates in Redditch Matters;
- 4) the Redditch Partnership hold and advertise an Annual Meeting, as required by the terms of the Partnership's protocol, which partners, potential partners and members of the public be positively encouraged to attend;

Accountability

- 5) a copy of the minutes of the LSP Board's minutes be attached to the full Council agenda as part of Leader's Items to deliver regular updates on the work of Redditch Partnership;
- 6) the Leader of the Council formally provide an Annual Report to the last scheduled full Council meeting of the municipal year covering the work of the Redditch Partnership by formalising the current practice of delivering an annual "State of the Borough" address;
- 7) information about the Redditch Partnership and LSPs be provided to for Members' consideration as part of the Member induction process; and
- 8) a training event focusing on LSPs be provided as a standard part of the Member training programme each year.

The Meeting commenced at 7.00 pm
and closed at 8.40 pm



Overview and Scrutiny

No Direct Ward Relevance

Committee

4th August 2010

WORK PROGRAMME

(Report of the Chief Executive)

Date of Meeting	Subject Matter	Officer(s) Responsible for report
ALL MEETINGS	REGULAR ITEMS	(CHIEF EXECUTIVE)
	Minutes of previous meeting Consideration of the Forward Plan Consideration of Executive Committee key decisions Call-ins (if any) Pre-scrutiny (if any) Consideration of Overview and Scrutiny Actions List Referrals from Council or Executive Committee, etc. (if any) Task & Finish Groups - feedback Committee Work Programme	Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive Chief Executive
	REGULAR ITEMS Quarterly Performance Report Quarterly Budget Monitoring Report Review of Service Plans 2010 / 13 Annual Update on the Implementation of the Civil Parking Enforcement Scheme	Chief Executive Chief Executive Relevant Lead Heads of Service Relevant Lead Heads of Service

Overview and Scrutiny

Committee

4th August 2010

	<p>REGULAR ITEMS</p> <p>Update on fly tipping and progress with the Worth It campaign</p> <p>Update on the work of the Crime and Disorder Scrutiny Panel.</p>	<p>Relevant Lead Heads of Service</p> <p>Relevant Lead Heads of Service</p>
	<p>REGULAR ITEMS</p> <p>Oral updates on the progress of:</p> <ol style="list-style-type: none"> 1. the Dial-A-Ride Task and Finish Group; 2. the Local Strategic Partnership Task and Finish Group; 3. Joint Worcestershire Hub Scrutiny; and 4. Bus Pass Scheme County Provision. 	
OTHER ITEMS - DATE FIXED		
4th August 2010	Local Strategic Partnership Task and Finish Group – Final Report	Relevant Lead Head of Service
4th August 2010	Petition – Against Anti-Social Behaviour in Lowlands Lane Park	Relevant Lead Head(s) of Service
4th August 2010	Scrutiny Work Programme Planning Event – consideration of outcomes	Relevant Lead Head of Service

Overview and Scrutiny

Committee

4th August 2010

25th August 2010	Charging Policy – Monitoring Update Report	Relevant Lead Head of Service
25th August 2010	Neighbourhood Groups Task and Finish Group – Monitoring Report	Relevant Lead Head of Service
25th August 2010	Review of Ditches – Update Report	Relevant Lead Head of Service
15th September 2010	Garden Waste Collection – Pre-Scrutiny	Relevant Lead Head of Service
15th September 2010	Pitcheroak Golf Course - Presentation	Relevant Lead Head of Service
15th September 2010	Quarterly Performance Monitoring Report – First Quarter	Relevant Lead Head of Service
15th September 2010	Redditch Health Action Plan – Consideration of the document.	Relevant Lead Head of Service
15th September 2010	Sub Regional Choice Based Lettings	Relevant Lead Head of Service
15th September 2010	Town Centre Landscape Improvements (including Church Green Improvements)	Relevant Lead Head of Service
6th October 2010	Council Flat Plan – Part I	Relevant Lead Director

Overview and Scrutiny

Committee

4th August 2010

6th October 2010	Disabled Facilities Grants and the Lifetime Grant – scrutiny of the Countywide Scheme	Relevant Lead Head of Service
27th October 2010	Climate Change Strategy	Relevant Lead Director
17th November 2010	Update on fly tipping and progress with the Worth It campaign	Relevant Lead Head of Service
8th December 2010	Children and Young Peoples Plan – Pre-Scrutiny	Relevant Lead Head of Service
8th December 2010	Quarterly Performance Monitoring Report – Second Quarter	Relevant Lead Head of Service
19th January 2011	National Angling Museum Task and Finish Group – Update on Actions	Relevant Lead Head of Service
19th January 2011	Local Strategic Partnership – Final Report	Relevant Lead Head of Service
9th February 2011	Civil Parking Enforcement - Annual Monitoring Report	Relevant Lead Head of Service
2nd March 2011	Council Flat Communal Cleaning Task and Finish Group – Update on Implementation of Recommendations Stage Two.	Relevant Lead Head of Service
23rd March 2011	Youth Employment at Redditch Borough Council – Update Report	Relevant Lead Head of Service

Overview and Scrutiny

Committee

4th August 2010

13th April 2011	Update on fly tipping and progress with the Worth It campaign	Relevant Lead Head of Service
June 2011	Third Sector Task and Finish Group – Stage Two Update on Responses to the Group’s Recommendations	Relevant Lead Head of Service
June 2011	Staff Volunteering Policy – Update	Relevant Lead Head of Service
OTHER ITEMS – DATE NOT FIXED		
	Dial-a-Ride Task and Finish Review – Final Report	Relevant Lead Head of Service
	Environmental Standards on Local Estates – Receipt of a scoping document	Relevant Lead Head of Service
	Local Area Agreement Review – Consideration of Scoping Document.	Relevant Lead Head of Service
	Overview and Scrutiny Member Training on Pre-Scrutiny.	Relevant Lead Head of Service
	Private Sector Home Support Service – Pre-Scrutiny	Relevant Lead Head of Service
	Worcestershire Supporting People Strategy	Relevant Lead Head of Service

Overview & Scrutiny

Committee

4th November 2009
