

REDDITCH BOROUGH COUNCIL

**EXECUTIVE
COMMITTEE**

8th September 2010

**LOCAL STRATEGIC PARTNERSHIP TASK AND FINISH GROUP –
FINAL REPORT**

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;**

**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.

- 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

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- 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.
- 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:
- few people are aware that the LSP exists or know what it does;
 - the purpose and function of the SCS is poorly understood;
 - this extends to most elected Councillors; and
 - 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:
- Redditch Borough Council: £79,410;
 - West Mercia Police: £5,000; and
 - 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.

- 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.

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- d) A pilot health check exercise has been held in Winyates.
 - e) Representatives of all the schools in Redditch were convened for a 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

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Council, which already has a pre-scrutiny function for other Council policies and programmes. This would also correspond with the 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.

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.

- 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 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

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

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2010 and start of 2011. Subject to approval by the Executive Committee and full Council, recommendation 7 to this report, regarding the Redditch 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;

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- e) Mr Peter Fryers - Worcestershire PCT; and
- f) Mr Hugh Bennett – Director of Policy, Performance and Partnerships, 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.
- 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).

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

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

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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'.

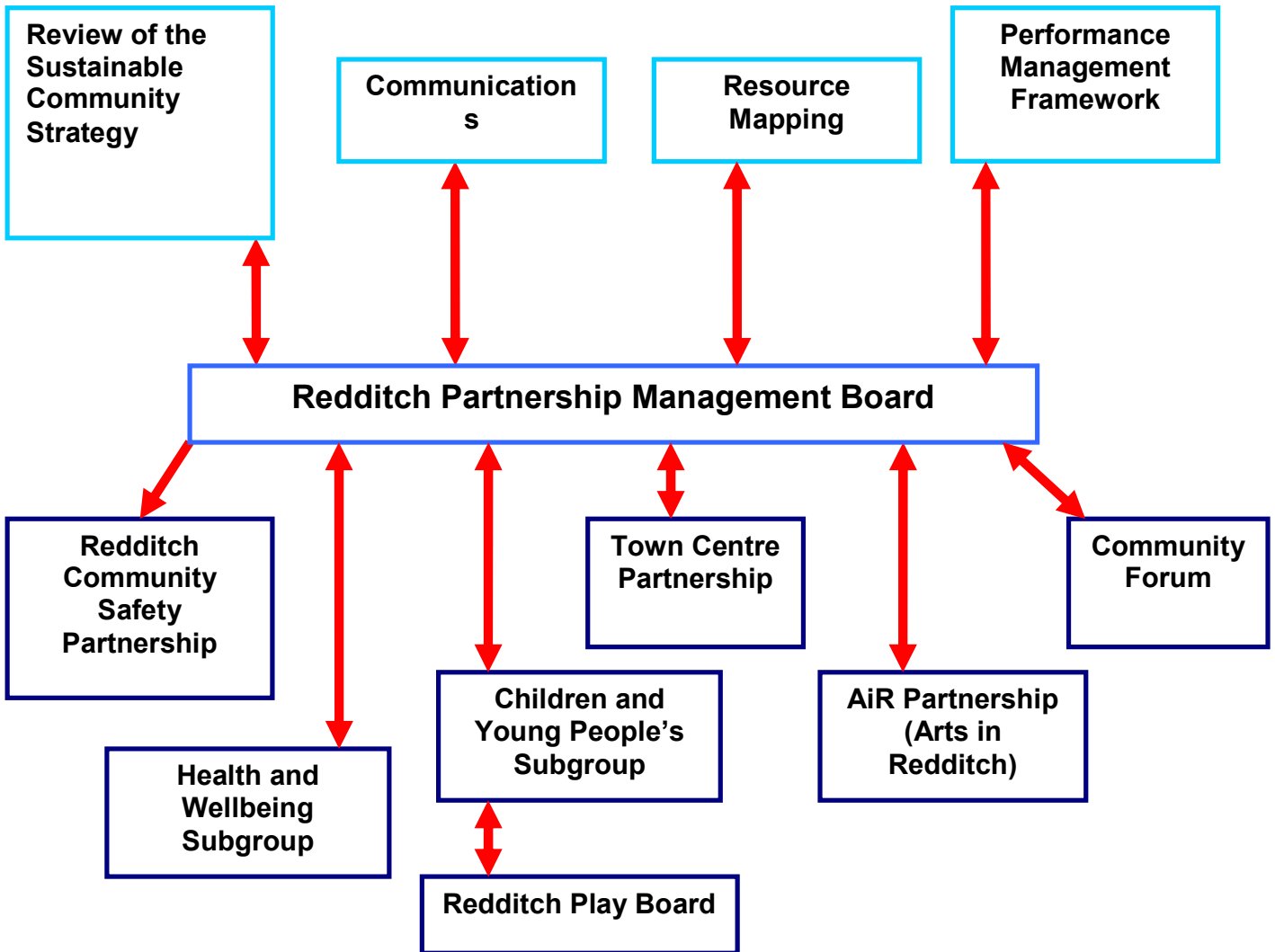
This could involve:

- 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

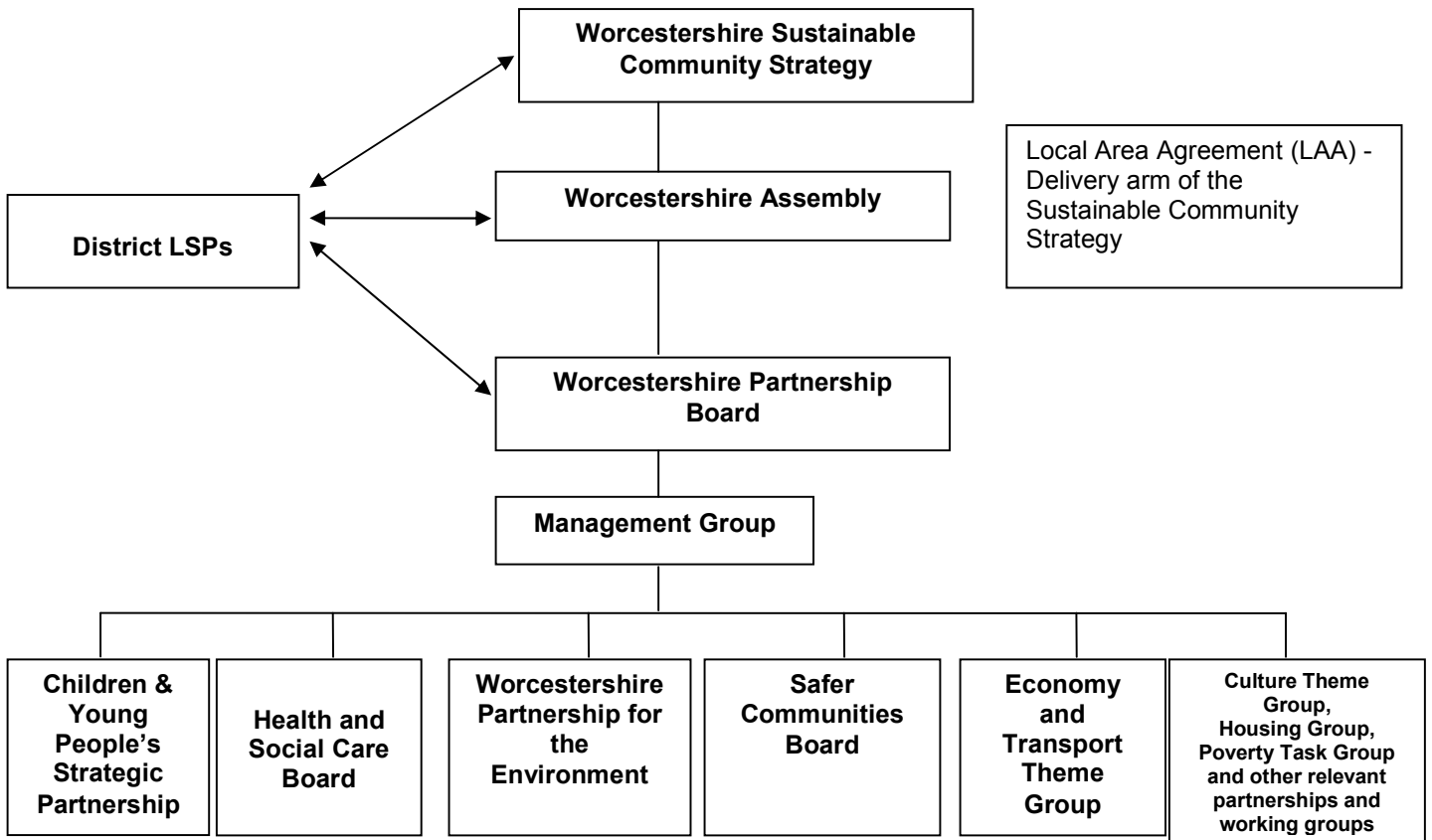


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APPENDIX 2: LSP Structure Diagram – Links to the Worcestershire Partnership



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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; andd) 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; andc) 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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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.

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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>

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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.

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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.

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**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.

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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.