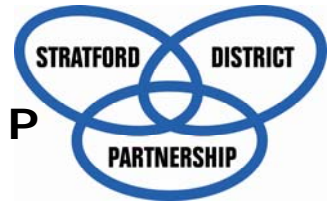


# LSP CORE GROUP MEETING

9 June 2010 – 10.00am  
Elizabeth House, Church Street, Stratford-upon-Avon

## AGENDA

1. **Election of Chair and Vice Chair**
2. **Apologies and Introductions**
3. **Minutes of the meeting held on 14 April 2010** (attached)
4. **Matters Arising**
  - 4.1 Neighbourhood Initiatives Foundation (NIF) Project (Jenny Murray) (report attached)
  - 4.2 Progress on establishing the revised Theme Groups (Group Leads)
5. **Review of Terms of Reference** (report attached)
6. **Stratford District Partnership Development – Workshop Report** (Dave Nash/Jenny Murray) (report attached)
7. **Single Action Plan** (Alan Bartlett) (report attached)
8. **New Performance Management Framework** (Karin Stanley/Louise Richards) (report attached)
9. **State of the District Report** (Richard Hood) (report attached)
10. **Talking Partners – development of an electronic partners' newsletter for the District** (Beverley Hemming, SDC)
11. **Future items**
  - o Core Strategy Task & Finish Group (Alan Bartlett) – when appropriate.
  - o Disaggregated LAA Targets – as soon as possible.
  - o Flooding issues at Community Forums (Trevor Askew) – when appropriate.
12. **Dates Of Future Meetings:**
  - 15 September 2010 – 10.00am
  - 10 November 2010 – 10.00am
  - 19 January 2011 – 10.00am



# STRATFORD DISTRICT PARTNERSHIP

## Minutes of the LSP Core Group Meeting held at Elizabeth House, Stratford-upon-Avon on Wednesday 14 April 2010

### Present:

Alan Bartlett	LSP Vice Chair
Mike Brain	Economic Development and Enterprise
Charles Goody	LSP Chair
Trevor Honychurch	Stratford Community Forum
Jayne Longfield	Healthy Communities and Older People
Martin Penny	Children & Young People
Julia Phillips	Stronger Communities
Deb Saunders	NHS Warwickshire
Les Topham	Stratford-on-Avon District Council
Elizabeth Uggerloese	Warwickshire Association of Local Councils
Ian Whiting	Warwickshire Police
Chris Williams	Warwickshire County Council

### Support Officers:

Paul Harris	Stratford-on-Avon District Council
Jenny Murray	Warwickshire County Council
Dave Nash	Stratford-on-Avon District Council
Miriam Owen	Stratford-on-Avon District Council
Louise Richards	Warwickshire County Council
Graeme Smith	Warwickshire County Council

		Action
1.	<b>Apologies</b> Apologies for absence were received from: David Close – Wellesbourne/Kineton Community Forum Simon Jackson – Climate Change & Environment Trevor Russel - Shipston/Stour Community Forum David Wise – Southam/Feldon Community Forum	
2.	<b>Minutes of the meeting held on 17 February 2010</b>  The minutes were accepted as a true record. Martin Penny had tendered his apologies.	
3.	<b>Matters Arising</b>	
3.1	<b>Programme of action - NEET</b>  Martin Penny advised that the issue has not yet been discussed by the CYPF Theme Group. The request as outlined in the Core Group minutes of 8 December 2009 was clarified and will be discussed by the Theme Group at its next meeting.	Martin Penny
3.2	<b>Development of Community Forums</b>  This item relates to working with the six forum representatives to clarify expectations regarding their role on the Core Group. Jenny Murray confirmed that a training event is being planned to which all forum representatives and chairs will be invited.	Jenny Murray

		<b>Action</b>
<b>3.3</b>	<p><b>WCC budget reductions</b></p> <p>In reporting back on this item, Chris Williams and Graeme Smith advised that the budget pressures are likely to increase, rather than lead to a reduction, in partnership activity. There will be a need to promote better joined-up approaches and clearer prioritisation so that community expectations can be met. It was also pointed out that the budget position of other local partners will be similarly pressurised. It was <u>agreed</u> that no specific actions are required at this stage.</p>	
<b>4.</b>	<p><b>Warwickshire IDeA Peer Review feedback</b></p> <p>Louise Richards introduced the paper. A more detailed draft report is due to be discussed by the PSB Advisory Forum in early May. The report will then be finalised by the IDeA and PSB will be invited to develop an improvement plan.</p> <p>The Group was advised that the CAA process in 2010 will be looking at the response to the peer review. The Core Group agreed that it will look in due course at any items in the final report that are pertinent to the LSP. It also <u>agreed</u> to seek a formal opportunity to input to the improvement planning work.</p>	Louise Richards
<b>5.</b>	<p><b>Narrowing the Gap six-month progress report</b></p> <p>Julia Phillips introduced her report. The Core Group noted that commitments given at the project proposal stage on targeting and match funding need to be incorporated. It was <u>agreed</u> that any further issues be raised direct with Julia.</p>	All
<b>6.</b>	<p><b>Streamlining of Single Action Plan</b></p> <p>Charles Goody acknowledged the clear feedback from the Partnership Forum event and arising from the Core Group's own development event, namely that the action plan needs to be significantly simplified to prioritise a limited number of key deliverables. He advised that the established Task and Finish Group under the leadership of Alan Bartlett will now be asked both to develop a new plan and to review the earlier plans to ensure that accountability for those actions not likely to be included in a streamlined plan but still needing to be progressed can be clearly established.</p> <p>It was <u>agreed</u> that the work be planned on the basis that the Single Action Plan will be presented to the next meeting on 9 June.</p>	Alan Bartlett
<b>7.</b>	<p><b>Core Strategy and Infrastructure Delivery Plan update</b></p> <p>Paul Harris and Miriam Owen presented this item. They were able to confirm that the key infrastructure providers are all engaged with the emerging process. Deb Saunders undertook to re-energise the input from NHS Warwickshire.</p> <p>The Core Group felt that more innovative approaches to public service delivery need to be addressed by the plan, notably the</p>	Deb Saunders

		<b>Action</b>
	<p>impacts of the 'Virtual District' approach and the potential use of new service outlets by multiple agencies.</p> <p>It was <u>agreed</u> that the Core Strategy Task and Finish Group will establish a new schedule of meetings to ensure that a full contribution is made to the ongoing work over the next six months or so.</p>	Alan Bartlett
<b>8.</b>	<p><b>Key Issues from the Community Forums</b></p> <p>Two items were raised, namely winter gritting and health engagement with local communities.</p> <p>As regard the former, it was understood that WCC is working on a review document that will go out for consultation in due course. As regards the latter, it was <u>agreed</u> that no action be pursued at present.</p> <p>Reference was made to the fact that flooding issues continue to be raised at various Forum meetings. As a result it was <u>agreed</u> that the new Economy and Environment Group be asked to consider progress and to report to the Core Group as considered necessary.</p> <p>Arising from this report, Jenny Murray advised on an opportunity that had arisen to work with the Neighbourhood Initiatives Foundation on a local project around the Total Place agenda. The Core Group welcomed this opportunity but <u>agreed</u> that the choice of community forum area within which to pilot the approach should be determined following further consultation via email.</p>	<p>Trevor Askew</p> <p>Jenny Murray</p>
<b>9</b>	<p><b>Partnership Forum, 22 March 2010</b></p> <p>Jenny Murray presented the feedback report. It was felt that the key messages concern the Core Group taking a more strategic approach and holding the various partners to account via a much improved performance management approach. The Group was advised that SDC and WCC officers are already addressing the need to establish a new performance management tool based on community outcomes. This work will also look at the potential to pilot the disaggregation of LAA targets in Stratford District.</p> <p>In considering this item, the Group felt that space on its agenda could be freed up by not requiring the theme groups to report at every meeting. Rather, it was felt that progress in the theme groups should be tracked via the new performance management approach. The theme group leads should be trusted to bring issues to the Core Group as and when necessary.</p> <p>It was <u>agreed</u> that these revised arrangements be introduced with effect from the next meeting.</p>	<p>Louise Richards /Dave Nash</p> <p>Dave Nash</p>
<b>10</b>	<b>Reports from Theme Groups</b>	
<b>10.1</b>	<b>Safer Communities</b>	
	Ian Whiting advised that the focus on serious violent crime, anti-social behaviour and serious acquisitive crime remains. Stratford	

		<b>Action</b>
	<p>District continues to raise the bar in terms of improved performance, although the investment in policing priority areas in other parts of the County is starting to 'narrow the gap'.</p> <p>The report as circulated was received with thanks.</p>	
<b>10.2</b>	<p><b>Stronger Communities</b></p> <p>The report as circulated was received with thanks.</p> <p>Julia Phillips also referred to the launch of the LGBT drop-in centre on 29 April.</p>	
<b>10.3</b>	<p><b>Children, Young People and Families</b></p> <p>Martin Penny provided the background to the Group having identified a single programme of action for 2010/11 based around Parenting and Parental knowledge. This new focus would mean that early intervention and support will be co-ordinated via a multi-agency approach. Martin also provided an update on recent projects pursued by the Group, including work around the 'Respect Yourself' campaign and on reducing bullying.</p> <p>The report was received with thanks.</p>	
<b>10.4</b>	<p><b>Healthier Communities and Older People</b></p> <p>The report as circulated was received with thanks.</p>	
<b>10.5</b>	<p><b>Economic Development and Enterprise</b></p> <p>The report as circulated was received with thanks.</p>	
<b>10.6</b>	<p><b>Climate Change and Environment</b></p> <p>The report as circulated was received with thanks.</p>	
<b>11.</b>	<p><b>Future Items</b></p> <ul style="list-style-type: none"> <li>o Single Action Plan (Alan Bartlett) - June.</li> <li>o New performance management framework (Dave Nash/Louise Richards) - June</li> <li>o Disaggregated LAA targets (DN/LR) – June, as part of report above.</li> <li>o Core Strategy Task and Finish Group (Alan Bartlett) – when appropriate.</li> </ul>	
<b>13.</b>	<p><b>Dates of future meetings</b></p> <p>9 June 2010 – 10am 10 November 2010 – 10am</p> <p>15 September 2010 – 10am 19 January 2010 – 10am.</p>	

Dave Nash  
Strategic Director

**Subject:** Neighbourhood Initiatives Foundation (NIF) Project  
**Lead Officer:** Jenny Murray  
Contact on 01789 260 136  
*jennymurray@warwickshire.gov.uk*

---

## 1. Introduction

- 1.1 The Core Group will be aware that Stratford District has received an offer of support from the Neighbourhood Resource Centre for Central England (NRCCE) as part of its regional programme to ensure the sustainability and effectiveness of neighbourhood working. It was agreed at the 14th April meeting of the Core Group that a report making recommendations for how best this support can be directed should be prepared.
- 1.2 The NRCCE is funded by the RIEP, and offers a range of regional neighbourhood development-based programmes across the East and West Midlands. The objectives of this organisation are to:
- Support LSPs to ensure effective neighbourhood working is happening on the ground;
  - Measure the impact, efficiency and value for money of neighbourhood working models;
  - Ensure best practice in models of neighbourhood working is disseminated and developed; and
  - Build the capacity of residents to contribute towards the design of services.
- 1.3 The offer the District has been given is 20 days of support from a consultant from the NRCCE over a 6 – 12 week period before the end of December 2010 to carry out the necessary consultation, analysis and development of an action plan for partners to deliver a mini total place project, an initiative focused in selected neighbourhood areas that would improve understanding and response to issues of efficiency and value for money.

## 2. Background – Total Place

- 2.1 The Core Group will be aware of the Total Place programme, and the involvement of Warwickshire, Coventry and Solihull in a sub regional pilot focused on children's services. The mini Total Place programme offered by the NRCCE offers a real opportunity to show how local collaboration and leadership can lead to better services for citizens, and to make demonstrable efficiency savings. This is particularly important, given the scale of financial challenges facing the public sector, and the increasing demands of citizens for quality services that meet their needs.

2.2 The aim of this mini total place project will be to attempt to narrow the gap for deprived neighbourhoods by focusing on the major drivers of deprivation at a grass roots level, requiring a whole-system approach in achieving efficiency savings and value for money at a neighbourhood level. The NRCCE will work with local agencies and residents on a specific theme or problem that reflects local priorities, and will develop an action plan for improved efficient and cost effective service delivery.

2.3 The following national indicators impact on this project:

- % of people who believe people from different backgrounds get on well together
- % of people who feel that they belong to their neighbourhood
- % of people who feel they can influence decisions in their locality
- Overall/general satisfaction with local area
- Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of the financial year 2008/09.

2.4 The process the NRCCE will follow in delivering this project is:

- Undertake intense stakeholder engagement using highly participative approaches and methodologies to identify the extent, cause and consequences of the identified 'problem' or theme in the neighbourhood;
- analyse delivery chain processes, seeking detailed understanding of how the issue is currently being tackled from end to end;
- based on the delivery chain analysis, identify and establish current flows of public spending in the neighbourhood;
- use customer journey analysis to assess effectiveness and value for money;
- analyse information generated and circulate amongst stakeholders/feedback to community;
- identify future models of service delivery drawing on regional and national good practice; the steps being taken to achieve them; the benefits for the customer, and the efficiencies and value for money to be achieved;
- produce a final report setting out a clear action plan on what can/should change in the short, medium and long term (including issues to be taken through strategic planning and commissioning; and
- evaluate and disseminate findings.

### **3. District-Based Evidence**

3.1 At its meeting on 14th April the Core Group asked for evidence of need across the District in order to ensure that the project was targeted appropriately.

3.2 The Super Output Areas prioritised by the LSP are as follows:

- Alcester North and Conway;
- Stratford Mount Pleasant East;
- Maybird;

- Bidford East, Waterloo and Broom;
- Alcester East and Island;
- Southam West;
- Lighthorne/Lighthorne Heath;
- Wellesbourne West;
- Studley South;
- Henley East & Beaudesert; and
- Studley North.

3.2 The 'Health Inequality in the Stratford on Avon District' report produced in January 2009, which the LSP Core Group signed up to as part of its commitment to narrowing the gaps, highlights in priority order (highest priority to lowest of those Wards identified through this analysis). The LSP agreed that activity should be focussed on the following Wards to address health inequality/deprivation within the District:

Rank	Ward
1	Alcester
2=	Studley; Stratford Mount Pleasant
4=	Stratford Avenue and New Town; Bidford and Salford
6	Kineton
7=	Shipston; Quinton
9	Southam

3.3 A scan of the locality profiles and place survey information available identifies the following key issues that the Core Group might consider when deciding on a location and focus for this project:

- (1) Studley, Henley, Wellesbourne and Kineton are not included in the Market town visions/action plans – these are larger villages in the District where feedback suggests residents feel they are 'left out' of focused activity.
- (2) Building on 1. above, areas where the District scores low (3rd quartile) in the Place Survey are:

'do you agree the Police and local public services are dealing with concerns about crime and anti social behaviour?' The areas where there is greatest disagreement are:

- Stratford 30.1%
- Henley/Studley 28.45%
- Alcester/Bidford 27.1%
- Southam 26.9%

'do you agree the Police and local public services are dealing with concerns about teenagers hanging around the streets?' Areas where there is greatest disagreement are:

- Wellesbourne/Kineton 42%
- Southam 37%
- Alcester/Bidford 37%
- Henley/Studley 35%

'do you agree local public services are dealing with concerns about rubbish lying around?' The areas where there is greatest disagreement are:

- Wellesbourne/Kineton 28%
- Henley/Studley 27%

'do you agree that the Police and local public services are dealing with concerns about vandalism, graffiti and damage?' Areas where there is greatest disagreement are:

- Henley/Studley 27%
- Wellesbourne/Kineton 25%
- Alcester/Bidford 24%
- Southam 23%

'do you agree that the Police and local public services are dealing with concerns about drunk and rowdy behaviour?' Areas where there is greatest disagreement are:

- Stratford 28%
- Henley/Studley 23%
- Alcester/Bidford 21%

(3) Stratford upon Avon faces issues around economy and tourism that have a knock-on effect on the rest of the District. The District Council no longer has an economic development function and the Town Management Partnership has dissolved. There have been issues around the Tourism contract, which are being addressed, and Stratford is still operating.

(4) Stratford District has the highest proportion of older people and lowest proportion of young people in the county. These figures vary within each locality.

#### **4. Options for Location of Project**

(1) Alcester

Alcester features first in the list of priority wards in terms of health inequality. The Core Group will be aware of the investment made in the Alcester ward via various sources of funding (including Area Based Grant from the LSP) and mainstream support. One option the Core Group could consider is to add value to this investment.

(2) Studley

Studley features second in the list of priority wards. This area has not benefited from significant investment, for example Market Towns funding. There are issues highlighted in the Place Survey about poor public perception of the behaviour of young people and significant concerns expressed about anti social behaviour in this area. The location of a variety of community buildings (youth centre, village hall, GP surgery, library, leisure centre, recreation ground, shops, residential areas) in close proximity could provide an ideal opportunity to carry out some 'planning for real' consultation with residents.

The Total Place concept offers opportunities for the Stratford LSP Core Group to consider working with the Redditch LSP – there is a significant amount of cross-border activity between Warwickshire and Worcestershire in the Towns of Redditch and Studley, for example use of the Alexandra Hospital, Warwickshire schools, leisure facilities etc.

(3) Stratford Mount Pleasant

Stratford Mount Pleasant features third in the list of priority wards.

## **5. Next Steps**

5.1 Subject to the Core Group's decision to accept this offer from the NRCCE, it is suggested that the next steps should be to:

- Arrange a stakeholder meeting in the locality selected to discuss and agree the detailed scope of the project;
- Form a steering group of relevant Councillors, agencies and residents to oversee the project;
- Ensure the Community Forum in the locality is used as a mechanism for communication and consultation; and
- Ensure the LSP Core Group maintains an overview of this project, and receives reports as appropriate on the development and impact of the project.

Jenny Murray  
STRATFORD LOCALITIES AND COMMUNITIES MANAGER

**Subject:** Review of Terms of Reference  
**Lead Officer:** Dave Nash  
Contact on 01789 260800  
*dave.nash@stratford-dc.gov.uk*

---

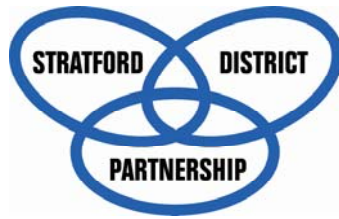
## RECOMMENDATION

That the revised Terms of Reference 2010 be adopted.

---

1. The Core Group adopted updated Terms of Reference in April 2009. In so doing it is noted that a further review ahead of the more substantive review planned in 2011 might be required as a result of the PSB's Governance Review.
2. The LSP has indeed chosen to modify its own structure in response to the PSB's review. Furthermore, at its recent meetings the Core Group has agreed to change its approach to action planning and this has a minor impact on the previously established role of the theme groups.
3. The recommended updates to the Terms of Reference are shown in revision marking mode on the attached document.
4. In view of the limited nature of the updates it is felt that the new ToR can reasonably be adopted without formal consultation with the statutory resource holding members of the Partnership. Representatives of these bodies are asked to consider this point and to indicate either in advance of or at the meeting if they consider otherwise.

Dave Nash  
STRATEGIC DIRECTOR  
STRATFORD-ON-AVON DISTRICT COUNCIL



## TERMS OF REFERENCE 2010

Deleted: 09

### INTRODUCTION

The Stratford District Partnership is a partnership between public, private and voluntary agencies and community organisations. Its structure is based on a number of themed partnerships being accountable, to a strategic and co-ordinating core partnership group. The main roles of the Partnership are to oversee the sustainable community strategy for the District and to co-ordinate the local delivery of actions in support of the Warwickshire Local Area Agreement. The Core Group brings together the major statutory resource holding agencies and representatives of the themed partnerships and the District's six Community Forums.

Deleted: six

Deleted: reporting

### 1. AIM

To make Stratford District an even better place in which to live and work for all its citizens by ensuring the effective co-ordination of the contribution made by each of the partners.

### 2. OBJECTIVES

The main objectives for the Stratford District Partnership (SDP) are:

- Through the preparation of a Sustainable Community Strategy, to set out a shared long term vision for the District that has regard to local economic, social and environmental objectives.
- To promote the role of the Local Development Framework as being the spatial expression of the Sustainable Community Strategy, and to facilitate a broad range of contributions to its development.
- To use the framework provided by the Warwickshire Local Area Agreement as a basis for agreeing priorities for improvement, setting joint targets and clarifying the responsibilities for delivery.
- To encourage collective and collaborative activity when it is evident that to do so will produce real added value to the delivery of local outcomes.
- To promote the engagement of local citizens, communities and the voluntary, community and private sectors in the planning and delivery of local priority outcomes.

### 3. WORK PRIORITIES AND DECISION-MAKING

The Stratford District Partnership:

- Expects all partner agencies to embrace the aim of the partnership.
- Will work to an agenda agreed by the Partnership within the context of the Sustainable Community Strategy and Local Area Agreement.
- Cannot impose decisions on individual partner organisations.

- Requests partner agencies to consult and/or inform the Partnership over organisational changes that may impact on collective working.

#### 4. GEOGRAPHICAL AREA

The Stratford District Partnership will cover the geographical area administered by Stratford-on-Avon District Council.

#### 5. PARTNERSHIP FORUM

The District Partnership will hold at least one Forum event for the Partnership each year.

#### 6. ROLE OF THE CORE GROUP

The role of the Core Group is to:

- Oversee the development of a Sustainable Community Strategy for the District, establishing a vision to enhance quality of life and to tackle the difficult cross-cutting problems faced locally.
- Act as the overarching strategic partnership in the District, co-ordinating the key thematic partnerships to deliver the priority outcomes agreed in the LAA. The Core Group will hold the Theme Groups to account for the delivery of the LAA and Sustainable Community Strategy.
- Set priorities for the local area which are consistent with the LAA and Sustainable Community Strategy.
- Co-ordinate local delivery of all aspects of LAA and Sustainable Community Strategy and ensure cross cutting themes are appropriately addressed at the local level.
- Act as the champion of the citizen and local service improvement and be responsive to the needs of local citizens and communities.
- Bring together the public, voluntary, community and private sectors to coordinate the contribution that each can make to improving localities.

Deleted: bringing together

#### 7. ROLE OF THE THEME GROUPS

Each themed partnership group will nominate one of its members to sit on the Core Group. The role of the theme groups is to:

- Determine local strategy for up to a three year period, involving the definition of local priorities, outcomes and approaches to delivery of the agreed county-wide and local sustainable community strategy priorities (in line with any national standards relevant to the area).
- Contribute to a resourced annual action plan to deliver agreed strategic outcomes at the district level.
- Ensure alignment of county-wide and local priorities and outcomes
- Co-ordinate and performance manage delivery of district level operational work (including establishing and commissioning work from tactical/operational task and finish/run groups) to support both local and countywide strategies.
- Influence the development of strategies at district/BCU and at county level.
- Performance manage the local impact of the LAA & Sustainable Community Strategy, accounting to the LSP Core Group and the relevant county level themed partnership for delivery of LAA strategies.
- Hold county-wide services to account for the delivery of agreed county wide strategies and activities which impact on local priorities.
- Undertake risk management of local strategies and actions, and escalate as required.

Deleted: strategies (LAA)

Deleted: Produce

## 8. MEMBERSHIP OF CORE GROUP

Membership of the Core Group will include a representative from each of the Theme Groups and Community Forums as well as senior representatives from key resource-holding organisations. These are:

### Theme Groups

1 representative from each of the following: -

Children & Young People Theme Group.  
~~Healthier Communities & Older People Theme Group.~~  
~~South Warwickshire Crime and Disorder Reduction Partnership.~~  
Stronger Communities Theme Group.  
~~Sustainable Development Theme Group.~~

**Deleted:** Climate Change & Environment Theme Group.¶  
Economic Development & Enterprise Theme Group.¶

**Deleted:** Safer Communities Theme Group.¶

### Community Forums

1 representative from each of the six Community Forums.

### Resource Holders

1 representative from Warwickshire County Council.  
1 representative from Stratford on Avon District Council.  
1 representative from Warwickshire Police.  
1 representative from ~~NHS~~ Warwickshire.  
1 representative from ~~Voluntary Action Stratford-on-Avon.~~  
1 representative from the Warwickshire and West Midlands Association of Local Councils.  
1 representative from the Coventry and Warwickshire ~~Skills Funding Agency.~~

**Deleted:** NHS

**Deleted:** the

**Deleted:** Stratford Council for Voluntary Services

**Deleted:** Learning &

**Deleted:** Council

The Core Group shall be able co-opt up to a maximum of 2 non voting members.

## 9. APPOINTMENT OF CHAIR AND DEPUTY

Prior to the first Core Group meeting in each municipal year the representatives of the Community Forums, theme groups and the resource holders will appoint two independent members to the group. These independent members shall be appointed from a list of candidates who shall be nominated by a member of the Core Group. The two independent representatives will act as Chair and Deputy Chair of the Core Group for a period of 12 months.

The Chair and deputy shall be eligible for re-nomination.

## 10. ARRANGEMENTS FOR MEETINGS

- a) Both the Core Group and the themed partnership groups will meet at least four times a year, however additional meetings may be arranged as necessary.
- b) Wherever possible, decisions shall be reached by consensus. If the Chair considers a vote is necessary it will be determined by a simple majority.

- c) Members of the Core Group may arrange for a deputy to attend when their own attendance is not possible, but any such deputy must carry full decision making authority.
- d) Meetings will be serviced and supported by the main resource holding agencies represented on the Core Group in accordance with arrangements that will be reviewed and agreed on an annual basis.
- e) Minutes of all meetings of the Core Group and the themed partnership groups (including a record of attendance and any conflicts of interest) will be circulated within 7 days and submitted for approval to the next appropriate meeting.

## **11. REVIEW**

These terms of reference will be reviewed in the light of experience, and in any event will be subject to formal review by not later than 31 March 2011.

## **12. LOCALITIES**

Warwickshire County Council, with the support of Stratford-on-Avon District Council and the Warwickshire Police, has established six community forums within the Stratford-on-Avon District. These forums provide a key mechanism to engage with local people. This Partnership considers it important that the voice of local people be recognised as influencing the strategies and priorities to be pursued in the District. As such, each of the Community Forums is represented directly on the Core Group of the Stratford District Partnership.

**Subject:** Stratford District Partnership Development: Workshop Report

**Lead Officer:** Jenny Murray (WCC) / Dave Nash (SDC)  
Contact on 01789 290784 / 01789 260800  
[jennymurray@warwickshire.gov.uk](mailto:jennymurray@warwickshire.gov.uk)  
[dave.nash@stratford-dc.gov.uk](mailto:dave.nash@stratford-dc.gov.uk)

---

1. Core Group members will recall that a workshop facilitated by Steve Rose was held on the morning of 14 April 2010. The report resulting from this workshop has now been prepared and is attached for consideration.
2. Particular attention is drawn to Section 2 (Aims and Objectives), Section 3b (Strategic Issues to Address) and Section 6 (Conclusions and Recommendations). The key issues contained in the recommendations would appear to be:
  - building links with private sector partners;
  - strengthening performance management;
  - identifying dedicated resources to support the LSP; and
  - agreeing a finite set of strategic issues.

It should be noted that the above is not a complete list of the issues raised.

3. Decisions required as a result of this report are:
  1. Whether the conclusions and recommendations are endorsed.
  2. How to carry forward those recommendations which are endorsed.

Attention is drawn to the fact that the Single Action Plan for the LSP (see agenda item 7) has been developed on the basis that the finite set of strategic issues agreed at the workshop will be formally endorsed. If that does not happen then further work will be needed on that Plan. Some initial steps to address the performance management issue are referred to in the report at agenda item 8. Further work will be required as regards the recommendations concerning links with the private sector and identifying dedicated support. The Core Group may wish to establish task and finish groups or agree some other method to carry out this work.

Jenny Murray  
WCC STRATFORD LOCALITIES  
& COMMUNITIES MANAGER

Dave Nash  
SDC STRATEGIC DIRECTOR

# Stratford District Partnership Development

## Workshop Report

by

Steve Rose

Local Improvement Advisor

Workshop Date: 14<sup>th</sup> April 2010



**STRATFORD DISTRICT  
PARTNERSHIP**

**STEVE ROSE**

CONSULTING

## Contents

1. Introduction
2. Aims & Objectives of the Workshop
3. Programme
4. Participants
5. Issues arising from the workshop
  - a) Create the “Golden Thread”
  - b) Strategic Issues to address
  - c) Engagement Issues
  - d) Process issues
6. Conclusions & Recommendations

## Appendices

- i Presentation Slides
- ii Post-It Note Exercise
- iii Flip Chart Notes
  - Strategic Issues
  - Development & Engagement
  - Process Issues

### The Author

Steve Rose is an independent consultant specialising in Leadership, Partnerships and effective communication across sectors. He has managed at a senior level in the voluntary and public sectors having been Chief Executive of a range of organisations covering youth work, youth homelessness, community development and environmental regeneration. Most recently he has been the Chief Executive of Darlington Partnership – the LSP for the borough. Steve is a Local Improvement Advisor for the IDeA.

## 1) Introduction

The development workshop for Stratford District Partnership (SDP) was an assignment under the national Local Improvement Advisor (LIA) Programme (Ref: WM17/03/2010). It followed a period of activity and reflection on the desired role, function and impact of the District LSP by the key partners including officers of Stratford District Council (SDC) and Warwickshire County Council (WCC). Further focus was given to their development needs by their annual partnership conference of stakeholders held on 22<sup>nd</sup> March 2010 which gave some parameters for discussion at the workshop held on 14<sup>th</sup> April 2010.

Stratford is a district within the two-tier structures of Warwickshire. There is a county-wide Public Service Board (PSB) which manages all Area Based Grants (ABGs) and acts as the county local strategic partnership (LSP), overseeing the county sustainable community strategy (SCS) and local area agreement (LAA); all this is managed by WCC officers. The Leader of Stratford District Council (SDC) sits on the PSB by right and the Chair of SDP sits as an 'other attendee' in a non-voting capacity.

Stratford District Partnership has a clear structure that reflects those of many effective LSPs in England. It has a Chair who is a prominent member of the local business community and vice-chair drawn from outside the public sector. These positions are nominated each year by a Core Group comprising key stakeholders and chairs of themed groups. There have been six themed groups covering the expected LSP areas namely Children & Young People, Climate Change & Environment, Economic Development & Enterprise, Healthier Communities & Older People, Safer Communities and Stronger Communities. The theme groups are due to be rationalised following a similar exercise by the PSB.

Despite strong structures and positive relationships the Core Group of SDP were concerned that their prioritisation and action planning was not having the desired impact and that they needed some "time out" to reflect on how they may re-evaluate their approach.

The programme and content for the workshop was agreed in a briefing session held between the Chair, Vice-Chair, WCC Localities and Communities Manager and the LIA.

## 2) Aims & Objectives of the Workshop

Original Aims of Workshop (as per LIA assignment)

- To build stronger relationships between partners and greater buy in from themed groups
- To create a clearer focus about the role of the LSP Core Group within the wider structure
- To engender a commitment to managing performance of the partnership

Desired Outcomes (following pre-briefing)

- A clear set of action-based objectives for the Partnership to address within the context of two-tier working and relationship to the Warwickshire Public Service Board
- A clearer understanding of the needs of each member of the Core Group and what they want from the Partnership
- Agreement on how the Core Group operates and drives the LSP towards achieving its shared objectives
- Agreement on how performance will be managed and reported to the Core Group, the whole Partnership and the wider community

## 3) Programme

The programme (Appendix One, Slide 3) for such a short workshop of three hours was never going to be able to cover the three main outcome areas namely building relationships & understanding between partners, developing clear strategic objectives and to resolve process issues that may be hampering SDP's development.

As a result it was intended to touch on each area and for the LIA to then make firm proposals for further work based on his assessment of what took place in the workshop.

## 4) Workshop Participants

The workshop was well attended by members of the SDP Core Group and included most key stakeholders, elected members and officers from WCC and SDC as well as most themed group chairs. The commitment to the process was evident throughout the workshop as was a clear sense that relationships were mature and positive between partners.

The SDP chair gave a short introduction and handed over to the LIA for the duration of the workshop only taking on the role of chair again to summarise the workshop at the end. Whilst showing great commitment to the process he also demonstrated that he was keen for others to

be engaged and did not try to impose his own ideas and was also open to criticism of how SDP has progressed. His approach seemed to create a positive and honest atmosphere from which the workshop could develop.

A short exercise where participants quickly described what they did and didn't get from SDP highlighted a great degree of commonality. The general principled commitment to SDP, the networking opportunities and desire for positive outcomes were also matched by a general frustration with the links to PSB and the LAA as well as a feeling that there was a lot of talk without associated action. (Full notes can be found in Appendix Two)

## 5) Issues arising from the workshop

It was clear from the LIA briefing onwards that there were three main areas for SDP to develop. There were:

- Create a set of SMART objectives for real strategic issues for SDP to take forward in order to improve the lives of everyone who lives, works or visits Stratford District;
- Address issues of engagement, especially the co-relationship between SDP, the six county-led community forums and the district's 114 parishes;
- Address process issues including role of the Core Group, officer capacity and communication.

Following lively discussion and summaries as well as reflecting on the notes the suggestions for future development are as follows.

### a) Create "The Golden Thread"

There seems to be a lack of clarity about how the different parts of SDP link either upwards to county/PSB/LAA level or down to the community forums and Parish Councils. Although many do not like the term "Golden Thread", it does describe how the layers found in these processes need to be tied together to meet shared outcomes.

The famous, even hackneyed, story from the 60's of the management guru testing NASA's mission statement and how well staff understood it asked a man sweeping the paths what he was doing. "Sending people to the moon," he said – thus proving, to that guru anyway, that NASA's values and purpose were embedded throughout the organisation.

Can it be said that a member of a Stratford parish council or community forum understands how they are helping to deliver the county LAA? Do PSB spending decisions take cognisance

of Parish Plans? Are the strategic priorities of SDP inter-related to the county sustainable community strategy?

If the golden thread can be created in a way that can be demonstrated and explained at all levels the purpose of those levels starts to become clearer. For example, asking Stratford District Partnership members what is important for them is a worthy conversation to be held. To ask it, however, in the context of, say, the PSB priorities may give greater focus and to that discussion. So, for example, if the PSB has prioritised the engagement of young people in post-16 training why not interrogate that from a Stratford perspective to feed back to the PSB and also to give SDP a sense of clarity of its own needs within that context?

The level of understanding of the need to address this issue already exists in the Stratford teams as was demonstrated to the LIA through the workshop process. A coming together of SDC and WCC staff to provide benchmarking and a clear understanding of the needs at different levels is already starting to take place. As this continues a greater sense of understanding, engagement and action will result.

Other two-tier areas who have addressed these issues successfully can be confirmed by the IDeA. Wiltshire County Council and South Somerset District Council have both been mentioned as good practice on IDeA websites – further research may find more local examples.

Also included in this is the production of clear reporting mechanisms, action planning templates and resource mapping that is coherent across all levels and easy to understand by all stakeholders. This again was being discussed at the workshop by key officers who expressed a commitment to ensuring greater harmony of reporting would be created from WCC and PSB to the Parish councils and, indeed, wider community.

Finally, can SDP be said to be the “Partnership of Partnerships” in the district? The workshop discussion showed that other partnership configurations exist in the area but do not feed into SDP. Groups such as “World Class Stratford”, “StratForward” and the “Virtual District” are all examples of groups who may be a part of the LSP. The notion that an LSP coordinates effort and synthesises shared ideas may need further development in Stratford.

## **b) Strategic Issues to address**

Some clear issues have been identified that have resonance across themed groups as well as being directly linked to the WCC/PSB/LAA priorities. These can form tangible pieces of work for SDP to address in relation to the county LSP and PSB.

Issues are:

i) Create Balanced Communities

Objective: Ensure that demographic change does not produce an imbalance in Stratford's communities especially with regards to young people and families being able to afford to reside in the district.

Beacon District Councils for Affordable Housing (awarded 2005)

- Basingstoke & Deane Borough Council
- East Hampshire District Council
- South Hams District Council, Devon

ii) Promote Active Communities

Objective: – To promote more active communities and civic participation by ensuring that each community has a vibrant town or parish plan, a good level of volunteering, where people are supported to live independent lives as well as having connections that are good because community transport options are available.

iii) Improve Access to Services

Objective: Improve access to services in rural locations and to different demographic groups. To use the network of Parish Councils and Community Forums to identify areas of weakness and deliver service change as a result.

Beacon District Council (awarded 2008)

- Staffordshire Moorlands District Council

iv) Address Fuel Poverty

Objective: To identify communities, resident groups and individuals in Stratford District that are most affected by fuel poverty and to introduce a partnership approach to resolving their issues using best practice from elsewhere.

Beacon District Councils (awarded 2002):

- East Riding of Yorkshire Council
- Newark and Sherwood District Council.

v) Encourage Economic Growth

Objective: To improve GVA by ??% by 2030 by building on Stratford's historical, industrial and geographical strengths.

vi) Climate Change/Carbon Reduction

Objective: To reduce the carbon footprint of Stratford by 50% by 2030

See Stockholm Environmental Institute Report on reducing the footprint in York at

<http://sei-international.org/?p=publications&task=view&pid=1312>

(NB "Without Walls" who sponsored this work is the York LSP)

### c) Engagement Issues

The group which discussed engagement concentrated on the relationship between Parish Councils and the LSP. Ways to address the palpable sense of detachment from Community Forums, SDP and the county LSP were discussed at length.

Main conclusions are to value and celebrate good practice in the Parish Councils and to engage them in strategic discussions - see a) above.

Further discussions need to be held to address the very key issue of ensuring more private sector engagement in the LSP process takes place. The role of the private sector in LSPs is crucial as it offers a fresh and sometimes challenging perspective from the public and voluntary sectors. Enrolment of key employers and business groups, such as the Chamber of Commerce, has been achieved by many other LSPs and should be seen as a priority for SDP.

### d) Process issues

A detailed discussion identified many of the perceived barriers to development of SDP – none of these seem insurmountable although they do rely on officer capacity to be created through re-organisation in order to achieve the desired outcomes.

Discussions fell into the following headings:

- Role of the Core Group
- Capacity
- Core group representation on PSB
- Agenda/Priorities
- Communications Strategy

Appendix Three itemises actions under each of these headings as well as a detailed list of other actions to be taken to improve SDP performance. At the heart of all of them, however, lies the need for dedicated officer time to be available to ensure that SDP achieves all that it is capable of for the people and places of Stratford district.

## 6) Conclusions & Recommendations

Stratford District Partnership is well structured and has clear governance arrangements in place. It has a clear leadership from the Chair and good engagement across all key stakeholders. Strong and positive relationships seem to exist which augurs well for the development of SDP in to the future.

Its main needs are to:

- a) Be very clear as to its position as a district LSP in the context of Warwickshire County Council, Public Service Board and Local Area Agreement as well not being detached from the Community Forums, Parish Councils and other partnership groups, especially those in the private sector.

Included in this is to ensure that action planning and performance reporting resonate through all levels of the LSPs process in a clear and coherent manner.

- b) Develop the capacity of officers to realise the ambitions of the LSP. Dedicated resources must be provided through the agreement with all the partners. How this might be achieved needs to be agreed by partners on the Core Group.
- c) Agree a finite set of strategic issues to be addressed by the Core Group and then establish the responsibility for driving forward the action planning process. Clear evidence of agreement around what the key needs are exists in the Core Group – translating that understanding into action and the delivery of change is the next stage.

**Subject:** Single Action Plan 2010-2012  
**Lead Officer:** Dave Nash  
Contact on 01789 260800  
[dave.nash@stratford-dc.gov.uk](mailto:dave.nash@stratford-dc.gov.uk)

---

## RECOMMENDATION

That the attached LSP Action Plan 2010 – 2012 be adopted.

---

1. The Core Group agreed at its meeting in August 2009 that it wanted to develop a single action plan for 2010-12. This was with a view to producing a single co-ordinated programme of activity and providing an improved focus on a set of prioritised actions that better reflect partnership capacity. A task and finish group was appointed to develop this plan.
2. The task and finish group first developed a single plan by re-ordering the six previous theme group plans under the Warwickshire Sustainable Community Strategy themes of People, Places and Prosperity. This draft Plan was discussed at the December 2009 meeting when it was agreed that further work was required to slim down and prioritise the proposed actions. The draft Plan was further discussed at the Partnership Forum event in March 2010. The view that it needed to be significantly simplified was reinforced at this event.
3. At the last meeting of the Core Group it was agreed that the development of the new plan should reflect both the feedback recorded above and the discussions that had immediately preceded that meeting during the Partnership Development Workshop (see report at item 6 on this agenda).
4. As a result of meetings held on 12 May and 26 May a further draft plan is now presented for consideration. The principles adopted in developing this new plan were as follows:
  - The plan should link to the LSP's intended performance management framework, with the latter covering all the LAA targets;
  - The plan should focus on the six prioritised strategic issues that emerged from the Partnership Development Workshop held on 14 April;
  - The plan should be programme based and should not include activity of an operational nature;
  - In addition to the work included in the new Plan, the following areas of activity will be pursued as indicated:
    - Community Safety work (LAA Indicators NI15, 16, 18, 20, 21, 30, 40, 47 and 111) via the South Warwickshire CDRP, with quarterly reporting to the Core Group;

- Healthy Lifestyles (LAA Indicators NI120 and 123, plus Local Indicator 5-A-Day) via the HCOP Board, with reports to the Core Group when appropriate but not less than six monthly;
- Children and Young People (LAA Indicators NI50, 56, 69, 79, 110, 111, 112, 116 and 117) via the Parenting Project under development by the Area Children's Trust, with reports to the Core Group when appropriate but not less than six monthly; and
- Environment – waste/recycling and street cleanliness (LAA Indicators NI191 and 195) directly by SDC.

This approach will mean that activity will be pursued in respect of all the outcome measures included in the LAA, either as a result of inclusion within the Single Action Plan or as detailed above.

5. The view of the Task and Finish Group is that certain aspects of the draft plan are developed more successfully than others. It is felt that the actions under the priority 'Encourage economic growth' may require further development to reflect the range of partnership activity put in place as a result of the economic downturn. For the avoidance of doubt, it also needs to be emphasised that this Plan specifies only the core actions around which the respective partnership groups will be held to account. It is likely that all groups will continue to pursue other actions in their own right.
6. Having regard to the above, the Task and Finish Group recommends that the Single Action Plan 2010-12 should be adopted on the basis that it will remain a fluid working document subject to amendment either if it emerges that a significant current programme of work has not been adequately reflected or if a new programme of work emerges as a result of a change in circumstance or priority.

Alan Bartlett  
LSP VICE CHAIR

Dave Nash  
SDC STRATEGIC DIRECTOR

## Stratford District Partnership

### Single Action Plan 2010/12

Priority:	Outcomes Sought:	Outcome Measures:	Programmed Activity:	Responsible Partnership Group
<b>Create balanced communities</b>	A reduction in the number of households on the housing waiting list in the priority/goldplus/gold bandings	NI 155 – number of affordable houses delivered. Local – number of empty properties put back into use.	2010/11 – 74 affordable houses completed and 20 empty properties put back into use. 2011/12 – 114 affordable houses completed and 30 empty properties put back into use.	Stronger
	An increase in overall satisfaction with the local area as a place to live.	NI 5 – satisfaction with the local area.	2010/11 – Draft Core Strategy submitted to Secretary of State and Infrastructure Delivery Plan complete by December 2010. 2011/12 – Adoption of Core Strategy by October 2011. 2010 – 2012 – The community infrastructure required to support all new development is secured.	Core Group
	An improved level of community cohesion.	NI 1 – percentage of people who believe people from different backgrounds get on well together in their area.	2010/11 and 2011/12 – Delivery of the District Equality and Diversity Forum Action Plan.	Stronger
	An increase in the number of young people who feel they can influence decisions in their local area.	NI 4 – percentage of people who feel they can influence decisions.	2010/11 – Establish six youth forums to mirror the District's Community Forums.	Children's Trust

<b>Priority:</b>	<b>Outcomes Sought:</b>	<b>Outcome Measures:</b>	<b>Programmed Activity:</b>	<b>Responsible Partnership Group</b>
<b>Promote active communities</b>	An increase in the number of people who feel they can influence decisions in their local area.	NI 4 – percentage of people who feel they can influence decisions.	2010/11 and 2011/12 – <ul style="list-style-type: none"> <li>• Adoption of at least six new parish plans.</li> <li>• An increased proportion of approved parish plan actions are implemented.</li> </ul>	Stronger
	An increase in civic participation.	NI 6 – participation in regular volunteering.	2010/11 and 2011/12 – <ul style="list-style-type: none"> <li>• Develop 100+ volunteering opportunities.</li> <li>• register 500+ new volunteers.</li> <li>• secure 6+ new employer supported volunteer schemes.</li> <li>• identify 10+ new volunteer involving organisations.</li> </ul>	Stronger
	Increased participation in active sports and play.	NI8 – adult participation in sport. NI 56 – obesity in primary school children in Year 6.	2010/11 and 2011/12 – Implementation of: <ul style="list-style-type: none"> <li>• active communities programme;</li> <li>• exercise referral scheme; and</li> <li>• District Play Strategy.</li> </ul>	District HCOP
	An increase in the number of older and vulnerable people and those with long term health problems supported to live independently.	NI 124 – people with long term condition supported to be independent. NI 139 – the extent to which older people receive the support they need. NI 141 – number of vulnerable people achieving independent living. NI 135 – carer assessments.	2010/11 – <ul style="list-style-type: none"> <li>• Implementation of falls programme.</li> <li>• Implementation of carers support programme.</li> <li>• Implementation of the Virtual District Supporting Independent Living Programme.</li> </ul>	District HCOP

Priority:	Outcomes Sought:	Outcome Measures:	Programmed Activity:	Responsible Partnership Group
		Local Indicator – People 65+ with fractured neck of femur.		
<b>Improved access to services.</b>	A decrease in the number of residents who find it difficult to access local public services.	Improved awareness of information and services provided by public services (local indicator).	Implementation of the Virtual District ICT Infrastructure and Virtual Meetings Programme.	Virtual District Board
		Increase in residents who say they are treated fairly by local service providers (formerly NI140)	Implementation of the 'Universal Single Front Door' concept.	Core Group via the Warwickshire Direct Partnership
<b>Encourage economic growth.</b>	An economy that is innovative, competitive and entrepreneurial.	NI 152 – working age people on out of work benefits. NI 171 – VAT registration rate. NI 172 – percentage of small businesses showing growth in employment.	Expansion of the Community Links Service.	District HCOP
	An increase in the volume of tourism across the District.	NI 152 – working age people on out of work benefits. NI 171 – VAT registration rate. NI 172 – percentage of small businesses showing growth in employment.	2010/11 - Virtual District Programme – undertake feasibility study to establish high speed broadband across the District.	Virtual District Board
			<ul style="list-style-type: none"> <li>Establish a new means to market the District's tourism offer.</li> <li>Delivery of the Market Town regeneration programmes.</li> <li>Delivery of the events and festivals programme.</li> <li>Promotion of District in conjunction with the 2012 Olympic/Paralympic Games.</li> </ul>	Sustainable Development

<b>Priority:</b>	<b>Outcomes Sought:</b>	<b>Outcome Measures:</b>	<b>Programmed Activity:</b>	<b>Responsible Partnership Group</b>
			Implementation of the Virtual District Programme – tourism promotion/virtual games.	Virtual District Board
	A diverse, trained and highly skilled workforce.	NI 163 – Working age population qualified to NVQ2. NI 165 – Working age population qualified to NVQ4 or higher. NI 166 – Average earnings of employees in the area.	<ul style="list-style-type: none"> <li>• Support businesses to identify additional funding to up-skill the workforce.</li> <li>• Development of apprenticeships programme.</li> </ul> Virtual District Programme – ‘e’ learning.	Sustainable Development  Virtual District Board
<b>Tackling climate change and carbon reduction.</b>	A reduction in the District’s carbon footprint.	NI 186 – per capita CO2 emissions in the District. NI 188 – adapting to climate change.	<ul style="list-style-type: none"> <li>• Increase the take up of renewable technologies, energy efficiency and renewable energy in new buildings.</li> <li>• Local Transport Plan to prioritise facilities to support walking and cycling.</li> </ul>	Sustainable Development
	Improved protection of the natural environment.	NI 197 – biodiversity: active management of local sites.	Support Parish Councils to discharge their Biodiversity Duty.	Sustainable Development
<b>Fuel Poverty.</b>	Improved health, including a reduction in excess winter deaths.	NI 187 – people receiving income based benefits living in homes with a low energy efficiency rating.	Removal of a minimum of 100 households from fuel poverty by April 2011.	HCOP Board

**Subject:** New Performance Management Framework  
**Lead Officer:** Louise Richards (WCC)/Karin Stanley (SDC)  
Contact on 01789 260619  
[karin.stanley@stratford-dc.gov.uk](mailto:karin.stanley@stratford-dc.gov.uk)

---

1. Under minute 9 of the meeting held on 14 April 2010 it was noted that WCC and SDC officers are working on a new performance management framework based on community outcomes. It was confirmed that this work will look at the potential to pilot the disaggregation of LAA targets in Stratford District.
2. Work on this is progressing. Whilst it had not been possible to complete the process by the deadline date for the preparation of papers for this meeting, the disaggregation of LAA targets is well advanced and it may be possible to table a paper at the meeting for initial consideration.
3. Further work will be necessary to bring together the LAA outcome indicators and the key programmes identified in the LSP's new 'Single Action Plan' to produce an overall performance management framework for the LSP. It is anticipated that this work should be complete in time to report to the Core Group on 15 September.

Louise Richards  
WCC PARTNERSHIP AND  
PERFORMANCE UNIT

Karin Stanley  
SDC PERFORMANCE IMPROVEMENT  
& REVIEW MANAGER

**Subject:** State of the District Debate – 2 July 2010  
**Lead Officer:** Richard Hood  
Contact on 01789 260218  
*richard.hood@stratford-dc.gov.uk*

---

## **PURPOSE OF THIS REPORT**

- (1) To endorse the approach being taken by the District Council to the State of the District debate as outlined below; and
  - (2) To seek LSP partner's joint contribution and commitment to the event as a platform for engaging effectively with the community for developing emerging priorities.
- 

### **1. Summary**

- 1.1 This report explains the purpose and outline arrangements for undertaking the 2010 State of the District Debate. The intention is to:
  - increase the value and relevance of the debate;
  - ensure better engagement with Members and the community generally; and
  - provide a stronger linkage with activities of the Local Strategic Partnership.

### **2. Background/Information**

- 2.1 The District Council's Constitution provides that the Leader will call a State of the District debate at the first ordinary meeting of the Full Council after the Annual Meeting in a form to be agreed with the Chairman of the Council. The aim is to include the widest possible involvement and publicity.
- 2.2 This is the ninth year since the Council adopted this provision and the opportunity has been taken to review existing practice in consultation with the new Leader to change our approach and re-invigorate the process.
- 2.3 Previously the Leader has prepared a written report which has been considered at a large number of the Council's meetings over the whole municipal year. This is resource intensive and it is questionable what value the report adds to the overall policy-making process. Also, the process needs to reflect the role of the Community Forums and to provide for more community engagement.
- 2.4 In addition, there is a need to better reflect the important linkage between the Council's activities and that of other partners within the LSP in working together to target agreed priorities. The LSP's Sustainable Community Strategy (SCS) is a guiding document in producing the Council's own Corporate Strategy. Therefore,

there is a real importance to include the LSP in debate on the State of the District.

### **3. The Event - Specifics**

#### **General**

**Friday 2 July 2010** at the Town Hall, Stratford-upon-Avon

10.00am – 1.00pm

#### **Attendance**

- Chaired by the Council's Overview & Scrutiny Chairman
- All Members of the Council invited to attend
- Representatives of LSP partners<sup>1</sup> invited to attend
- Community Forum chairmen invited to attend
- Representatives from schools/Young People/older peoples' groups
- Public

#### **Content**

- Leader and LSP Chairman present on:
  - Achievements in 2009/10 (ie. the past)
  - Current Issues based on intelligence held (ie. the present)
  - Future challenges and agreed targets (ie. the future)
- Full use to be made of available intelligence<sup>2</sup> to clarify fully the issues and to provide for evidence-based decision-making
- Workshops/discussion around future challenges and targets
- General debate about the State of the District

#### **Format**

- Conference style
- Informal
- Break-away groups and workshops
- Q&A panel

#### **Publicity**

- Communication channels would include via web-site, digital TV channel etc. Public comments will be input into the live debate.
- We will work with the local news media to promote the debate and carry content in their publications and programmes, if possible broadcast highlights of the event on a later radio programme.

---

<sup>1</sup> ideally LSP core group members

<sup>2</sup> Place survey, partners survey, customer insight, Warwickshire Observatory held statistics etc.

- Website content pages (SDC and LSP) focusing on the Debate, promoting involvement and clear updates on what's happening.
- Webcast content of the Leader's address

### **What Happens Next**

- The outcome of the debate will then be reported back to the Council meeting on 12 July 2010, where the Leader will be able to give clarification and further information on how the outputs from this event will be taken forward.
- This will be widely publicised and disseminated back for further discussion at the Community Forums. Information will be provided to the public in the November edition of the council publication.
- The Leader will report again finally to the December Council meeting providing a further update on activity. This will then be tied-in and incorporated into the budget process and the review of both the SCS and the Council's own Corporate Strategy.

Richard Hood  
HEAD OF MEMBER SERVICES