

## **BEST VALUE REVIEW OF REGENERATION**

### **Regenerating Rotherham -The Neighbourhood Agenda**

The Government's vision for Neighbourhood Renewal is that "within 10-20 years, no-one should seriously be disadvantaged because of where they live".

There are two long-term goals:

- in all poorest neighbourhoods, to reduce worklessness and crime, and improve health, skills, housing and physical environment; and
- to narrow the gap between the most deprived neighbourhoods and the rest of the country

This paper outlines the contribution of RMBC to tackling problems of concentrated deprivation in our area through a fresh approach based on community involvement, partnership working and the targeting of mainstream resources to local needs.

The Council recognises that we cannot deliver improvements on our own. But, we have a number of important roles to play including:

- community leadership – within and through the Local Strategic Partnership
- local democracy – encouraging and enabling communities to play a full part in decision making
- service improvement – through co-ordination of services provided jointly with other partners as well as directly by the Council

Our approach has many strong features:

- The Council has played an effective and balanced leadership role in supporting the Rotherham Local Strategic Partnership
- With support from the Council, the Strategic Partnership has developed a clear strategy for the Borough with a shared vision and goals that are widely understood and endorsed by councillors, staff, partners and communities
- The Council has invested in a range of community involvement mechanisms and has staff skilled in new techniques
- The Neighbourhood Renewal Strategy has been commended by Government Office as well researched and based on a good understanding of deprivation across the Borough
- Community planning is a strong feature of our approach – gaining national and regional recognition for our innovation in promoting community involvement
- We are introducing neighbourhood management, building upon our national Pathfinder, to increase the responsiveness of services to community needs.

We can demonstrate good prospects for the future:

- Citizens perceive their area to be improving as a place to live
- Indicators which measure key features of deprivation are beginning to show positive trends
- New initiatives – emerging community partnerships, Neighbourhood Management Pathfinder are beginning to make an impact
- The Council has strong political and professional leadership which demonstrates commitment to tackling deprivation
- Community planning, planning for real and neighbourhood management all demonstrate that the Council is willing to try new ways of working
- Recent successful inspections of key services such as Housing Repairs and Housing Benefits demonstrate that the Council is able to turn around weak services and create a strong customer focus
- A major programme to improve Public Access to services, including a network of “First Stop Shops” illustrate the Councils commitment to embrace the potential of new technologies to improve the delivery of services to deprived communities

## **Area Assemblies - Development of Area Plans**

The primary purpose of developing an Area Plan for each Area Assembly is to reflect community priorities against each of the four main themes of the Community Strategy so that at a locality level in partnership with communities and local service providers responsive action can be co-ordinated. The priorities for action in the Area Plans directly reflect the issues emerging from local community plans, area-based initiatives including Government sponsored initiatives, and Area Assembly meetings.

At a more strategic level in relation to the larger cross-cutting issues linkages will be created with the Rotherham Partnership Spoke Action Plans through the Spoke Managers to develop co-ordinated cross-agency responses.

### Progress to-date and planned action

- ◆ First version of draft Plans produced March 2003.
- ◆ Plans reviewed following consultation with partner and community organisations October 2003.
- ◆ Report on progress to Area Assembly Chairs/Cabinet Member February 2004.
- ◆ Final draft version completed for proposed new seven Assembly areas April/May 2004.
- ◆ Ward by Ward Summaries of “Quick Wins” against Area Plan priorities provided for Elected Members September 2003.
- ◆ Targeted actions agreed in partnership with external agencies September/October 2004.

## **Streetpride Initiative**

The Area Assembly teams have played a major part in promoting and supporting community involvement in and influence over the annual Streetpride Spending Plans. The Area Assemblies have facilitated prioritising sessions involving local community representatives through neighbourhood walkabouts. Evidence is available both in terms of community involvement in the process and in the tangible results.

The Streetpride local spends, funded by the Area Assemblies Devolved Budgets range from smaller environmental initiatives such as neighbourhood clean-ups through wider-ranging initiatives such as the provision of litter and dog fouling bins. In some areas the Devolved Budget has contributed to the funding of much larger environmental projects such as planting of traffic islands and improvements to road-side verges by the provision of no parking bollards and extensive tidying and planting of new shrubberies.

### Achievements/Outcomes

Across the Borough a total of 138 separate community-identified schemes were completed in 2003 at a total cost of £229,445. Specific examples include;-

- ◆ *35 Environmental Improvement Schemes completed including improvements to street lighting and provision of additional street furniture.*
- ◆ *72 New litter bins and 46 new dog waste bins provided.*
- ◆ *16 "A" Frame Schemes completed including erection of barriers to address motorcycle nuisance issues.*
- ◆ *102 Schemes completed to provide highway/footpath improvements, replacement of street signs and provision of additional pedestrian crossings.*

The manager of the Area Assembly team and an area assembly officer contributed directly to the EDS streetpride service plan for 2004/5 by attending a service planning away – day.

#### Progress to-date and planned action

- ◆ Streetpride Project Proposals for 2004/05 to be finalised by June 2004.
- ◆ Spending Plans for 2004/05 to be completed by July 2004.
- ◆ Project work to be completed by March 2005.

<b>Community Leadership Fund</b>
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The fund was established in 2002/03. The fund is managed by the Voluntary Sector Liaison Manager in the Social Inclusion Unit.

Each Elected Member was allocated an annual sum of £1,500 to be used in supporting local community projects within their electoral Ward/across their Assembly area. The current allocation per Member for 2004/05 is £500

A diverse range of projects has been funded ranging from support for a Colliery Band through contributions to local drama activity and includes larger pooled grants supporting the development of a Family Learning Centre in the south of the Borough.

#### Progress to-date and planned action

- ◆ Total allocated to-date through C.L.F. £123,500 supporting over **300** community projects
- ◆ Allocation for 2004/05 agreed £35,000

Reference: Full details of all approved schemes – contact Waheed Akhtar

<b>Community Chests</b>
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Each of the present Area Assemblies has an annual budget of £2,000 to fund smaller scale community-led projects up to a maximum of £250 per project. Each Assembly has established a Panel, comprising entirely of community representatives, which judges applications against agreed criteria. Each

Panel is advised and supported by representatives of the local Area Assembly team.

Examples of projects funded during the current year range from support for a local homeless project through T.V. and video equipment for a community action group to the hire of venues and children's gifts for a local community of African French Speakers.

#### Progress to-date and planned action

- ◆ Full Community Chest allocation completed for 2003/04.
- ◆ Budget in place for next round of Community Chests for 2004/05.

### **Crime and Disorder Problem Solving Pilots**

Two Crime and Disorder Problem Solving pilot initiatives established by Area Assembly teams in partnership with the Community Safety Partnership. Terms of reference have been agreed for community involvement and a Core Group of officers and agencies has been established.

#### Achievements/Outcomes

In the Rother Valley West Assembly Area immediate "wins" have included:-

- ◆ Additional security fencing and K-frames plus security gates at Treeton Woods.
- ◆ Environmental clear up around M.S. Therapy Centre.
- ◆ New Police operations programme established for Treeton.

#### Progress to-date and planned action

- ◆ Two pilot initiatives established December 2003.
- ◆ Problem Solving Task Groups established in two other Area Assemblies.

### **Consultation via Area Assemblies**

The Area Assemblies are established as a major vehicle for Local Authority and partner consultation. Each Assembly receives regular presentations from service units within R.M.B.C. and contributes to major consultation exercises promoted by partner organisations. Local community partnerships are regular contributors to Area Assembly meetings both in terms of information giving and in responding to community surveys. Recent examples of consultation exercises carried out in partnership with or on behalf of partner organisations include:-

- ◆ Waverley Advanced Manufacturing Park – summer 2003 – 10,000 leaflets/questionnaires distributed – community consultation programme included local events, attendance at community group meetings and debates at Area Assemblies – resulted in specific developmental recommendations to R.M.B.C.

- ◆ A senior representative of U.K. Coal commented that:-

***“The consultation on the Waverley Masterplan was groundbreaking and hugely successful.”***

The consultation was described as being ***“a model of good practice in relation to planning applications”***.

- ◆ Proposed Major Changes to the South Yorkshire Fire Service Integrated Risk Management Plan – consultation supported by Area Assembly presentations and supported mail out to over 800 community organisations. South Yorkshire’s Chief Fire Officer recognised the support provided by the Area Assembly teams:-

***“With your help we have managed to interact with a large number of people within the community of South Yorkshire and without your assistance the logistics of such an operation would have been far more complicated.”***

- ◆ Advice and Support to South Yorkshire Police around establishment of community policing boundaries across the Borough to best support local community planning. Co-operation commended by the Rotherham District Police Commander, thanking the Area Assembly team

***“for the work recently done ..... in assisting with the development of district community policing activity.”***

- ◆ Boundary Committee Review of Ward Boundaries – facilitated (in partnership with the Corporate Policy Team) by the Area Assembly teams including feedback sessions. The process included a postal consultation with over 800 community groups, Rotherham Youth Cabinet, the Voluntary and Community Sector network and Elected Members.

**Resulted in R.M.B.C. final recommendations to Boundary Committee being accepted with only minor amendments to the proposals.**

### **Community Partnerships and Community Planning**

Since 2001/02 the Social Inclusion Unit through the Area Assembly teams has directly supported the creation and development of 23 community partnerships. The Unit is actively engaging with those partnerships, with local Parish Councils and Community Development Trusts to ensure that their respective priorities are addressed through the area planning process and their own local action plans.

#### Progress to-date and planned action

- ◆ 23 community planning partnerships established March 2004.
- ◆ Nine Priority 4a (Objective 1) Community Action Plans completed December 2003.

- ◆ Programme of Community Planning activity established to June 2004 within each Area Assembly, utilising a range of techniques for community engagement including Planning for Real and Participatory Appraisals
- ◆ Maltby Community Plan received BURA award December 2003.
- ◆ Four further Community Plans plus two Integrated Development Plans completed by March 2004.
- ◆ Work plans agreed for each Area Assembly team in relation to further community partnership development for 2004.

### **Community and Economic Regeneration Budget (CERB)**

The Council maintains a substantial budget to support innovation and local delivery of services by the voluntary sector.

In the last twelve months the Council provided a total of 914,203 to 33 projects that contribute to the neighbourhood regeneration goals of the Council and Local Strategic Partnership.

#### Achievements/Outcomes

This funding achieved the following in 2003/2004

- Attracted a quarter of a million pounds of match funding
- Created or sustained 35 full time jobs
- Assisted 117 people into employment
- Attracted 70 people into voluntary work
- Provided advice and guidance on legal and welfare issues to 19,189 people
- Assisted 578 community groups with their growth and development

### **Good Practice Development**

Community Planning is the cornerstone of the work of Area Assemblies.

RMBC is the first Local Authority in the Region to have introduced “Active Partners” benchmarking into the community planning process. Active Partners is a benchmarking tool developed and promoted by Yorkshire Forward.

We have worked closely with Yorkshire Forward to tailor this approach to Rotherham. We are currently negotiating with the Objective One programme to integrate this tool into the capacity building programme for target communities in Rotherham.

To date, over 60 people from local partnerships, the Council, Primary Care Trust and Police have been trained to use the tool in their local planning activity.

Our pilot community planning area – Maltby has gained national recognition and awards.

***“There are some very strategically minded local authorities – there are great examples of mainstreaming – there are some fantastic consultation processes. Finding locations where all three agendas are working together is almost impossible.***

***Regeneration professionals will be pleased to hear about Maltby – the town has devised an overarching strategy which is uniting service providers, coordinating regeneration efforts, mobilising local people and drawing in extra funds”***

Regeneration and Renewal Magazine – October 2003

## **Social Enterprise**

CREATION (Community Recycling Enterprise All Together In One Network) recycling Ltd is a social enterprise which will work in partnership with the Council to deliver the recycling targets and was set up to boost the local economy and create employment opportunities. The directors of CREATION are all community representatives from Rotherham and the enterprise is supported by the Neighbourhood Management Pathfinder and Herringthorpe Valley Partnership.

### Achievements/Outcomes

- Partnership working between the Council, VAR and the local community
- Valley Partnership, Eastwood/Springwell Gardens, Dalton and Thrybergh action plans are completed and support the recycling activity.
- Funding bids submitted to CRED, SRB
- Depot /site selected and technical expertise inputted from RMBC
- Working with Action Teams for Jobs and ACE to train the first workers for the jobs.
- Glass outlet negotiated with local company Beatson Clarke to double CREATION's profit

### Moving Forward

- Project due to start April 2004
- Objective 1 bid time tabled for later this year
- CREATION will make a profit from selling the recyclates
- Future ILM potential

## **Liveability- Creating Sustainable Communities**

### **Groundwork Trusts**

The Council and Groundwork have been working in partnership for a number of years, on a number of social, environmental and economic regeneration programmes in the borough.



Currently, Groundwork Dearne Valley are leading on village regeneration programmes in Swinton, Rawmarsh & Parkgate and Maltby working closely with the community and the Council.

RMBC core fund the programmes in the region of £60k+ per year. Extensive consultation is carried out with the community, which results in an action plan, which is approved by all parties and encapsulated by a Service Level Agreement.

Groundwork Creswell – Catcliffe and Treeton development, supported by the Council and Rotherham Greenforce ILM.

#### Achievements/Outcomes

- Completed village programmes attract approximately £1.1m, including an ILM scheme, project development and delivery) Successful ‘Transforming your space’ bid for £900,000 for Maltby projects.
- Consultation and engagement with at least 10% of the village population (3500 in Swinton)
- Stewardship programme in Blackburn & Kimberworth (funding secured from Objective 1 and Yorkshire Forward)

Groundwork Creswell – consultation, programme feasibility study completed and play area installed at Catcliffe, Treeton cemetery restoration works completed. Breakthrough project youth training scheme aimed at re-engaging young people at risk of exclusion has worked in a number of schools in Rotherham including Clifton comprehensive.

#### Moving Forward

Groundwork Creswell – 3 new ILM teams commencing in Rotherham, 1 focussing on accessibility.

Groundwork Dearne Valley – developing new project in Neighbourhood Management Pathfinder

<b>Local Action 21 project</b>
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The LA21 project launched in 2000 has 2 key aims: to promote and raise awareness on sustainability issues and engage groups in environmental projects. The project operates borough wide and is a partnership project between the Council and Groundwork. The project worker supports local community groups and partnerships, schools and hard to reach groups engage in environmental regeneration.

#### Achievements/Outcomes

This has generated approximately 20 projects and engaged over 10,000 local people in awareness raising and projects.

## **Sustainability Appraisal tools**

The Council agreed at Cabinet in April 2003 that all new Council policies and major projects would undergo a sustainability appraisal as part of the development process. The aim of the tool is to assist with the integration of sustainability into policies and projects. This has been promoted on the Intranet, team briefings and support workshops for staff involved in project/policy development.

### Achievements

The sustainability tool has been successfully used to support the development of a number of plans including the Community Strategy, Corporate Plan, Regeneration Plan and Environment Strategy.

## **WREN**

RMBC supports local environmental /regeneration projects to apply for WREN funding by supporting and working in partnership with local groups and providing the 11% third party funding. Advice is provided to local groups in terms of a broad range of funding to progress regeneration projects.

### Achievements/Outcomes

RMBC supports local projects to draw down the sum of £227,272 per year by providing 11% contributions to support applications and officer support to groups progressing projects. Projects this year which have been completed include country park access, green spaces gateway, Swinton heritage trail and Wath skate park.

## **Neighbourhood based activity (Neighbourhood Wardens)**

Neighbourhood Wardens started in 2001. The scheme has been successful in addressing both public and council issues by its ability to work multi-tenure which has enabled it to impact on a variety of issues, such as Anti-Social Behaviour, Public Reassurance, Housing Management and Environmental Issues. The unit consists of 1 Manager, 1 Admin Assistant 3, Supervisors and 16 Wardens.

The Wardens carry out the following functions:

- Patrolling the neighbourhood
- Reporting suspicious behaviour to the police
- Reporting environmental or maintenance problems to relevant authorities
- Responding to minor incidents of anti-social behaviour
- Dealing with low level neighbourhood disputes
- Checking empty properties
- Visiting vulnerable tenants
- Acting as a source of communication between local communities and the police

### Outcomes

- The Neighbourhood wardens have made a contribution to the reduction in vehicle crime from 25 to 14 crimes per 1000 population.
- Burglary rates are down 16%.

Other success include:

- a reduction in the % of residents who feel litter is a serious problem from 54% to 32.5%,
- a reduction in the % of residents who feel stressed by problems with neighbours from 30% to 15.75%
- a reduction in the % of residents who report not feeling safe has gone from 52% to 38.5%.

The wardens have developed a forward strategy and a service evaluation was carried out March 2003 which revealed a positive reflection of the unit and a number of actions to progress.

## **Local Strategic Partnership – RMBC Lead Areas in relation to Neighbourhood Regeneration and Community Influence**

The Council has provided community leadership within and through the Local Strategic Partnership.

### **Community Strategy**

- Commissioning Borough wide Community Visioning events that enabled a community inclusive approach to the development of the vision, objectives and priorities of the Community Strategy
- Emphasis on targeting groups not normally engaged and utilising imaginative approaches.
- Report produced March 2003.

### **Community Partnerships**

Local Partnerships (many already supported and set up already by Area Assembly support staff), enabled to access Objective 1 and SRB funding to develop and implement locally devised Community Action Plans. Support provided by RMBC staff.

- Nine Community Action Plans in Objective One Priority 4a Areas completed
- Two community led “Integrated Development Plans” completed for Priority 4b areas

In addition, RMBC has:

- Devised and negotiated match funding strategies for each area with funders and agencies.
- Provided direct sponsorship of 4 Community Action Plans on behalf of newly developed partnerships.
- Facilitated cross community activity and sharing of good practice through the Network of Partnerships

### **Community Development**

- Leading a review of the Rotherham Community Development Strategy, engaging PCT, Police and others in the role, purpose of community development principles.
- Strategy due to be endorsed spring 2004.

### **Community Planning and the LSP**

The Council is leading, through the Community Development and Involvement spoke of the Partnership:

- Engagement of all partners in the Community Planning process.
- Negotiating feedback mechanisms on key issues to partner organisations.
- Written a Community Planning Toolkit

## **Benchmarking**

- Lead on implementation and training of staff and residents. First to implement the 'Active Partners' benchmarking for Community Partnerships and Groups in the region.

## **Development of qualitative indicators - measuring quality of life in local communities.**

Agreed, with other partners, local measures. Initially through Reachout survey. Developing ways to replicate into neighbourhoods in a co-ordinated way across the Borough (Neighbourhood Renewal Strategy, Housing Pathfinder visioning/masterplanning and surveying).

The pilot exercise conducted through Reachout provides the LSP with a baseline position in relation to the following indicators:

- Number of people who have taken action to resolve a local issue
- Community well-being
- Public involvement in decision making processes
- Extent to which local agencies take notice of resident's views
- Extent to which local people believe they have the ability to influence decisions,
- Extent to which local people feel well informed about local affairs.

## **Neighbourhood Renewal Strategy**

- Now completed. Targeting strategy agreed based on high quality neighbourhood level statistics. Priorities set. (LSP and RMBC Cabinet endorsed March 2004).
- Delivery of neighbourhood renewal and targets will be driven through co-ordinated action across the Council. This co-ordination will be undertaken by the new Neighbourhood Management service that is established in April 2004. Area Assemblies will be integrated into this new model of service delivery.

## Achievements/Outcomes

- 9 community partnerships employed their own Partnership Managers and admin staff.
- 9 community partnerships developed or developing their own management systems, funding strategies, project ideas etc. Supported in planning for long term sustainability.
- 2 integrated development plan community partnerships recruited own managers, devised programmes of action, developed systems for managing finance and decision making.

- Priorities set by local partnerships fed through, and identified in Area Plans.
- All partnerships supported in accessing significant external funds into local communities with match funding in place.
- Community Partnership/Groups and staff implementing a 'community involvement' benchmarking model testing quality of engagement and involvement.
- Development and initial implementation of qualitative measures for local communities.
- Neighbourhood Renewal Strategy already influencing other plans and strategies. E.G. PCT using same targeting strategy for health inequalities targeting; influenced Housing Pathfinder neighbourhood/people priorities; Voluntary Action Rotherham targeting community based support into target areas; Children's Pathfinder devising focus for children and young people in target areas etc.

### Moving Forward

Once Community Partnership have had the opportunity to start delivering their priorities, RMBC and partners to begin devising sustainability plans and policies (co-ordinated through the Community Development and Involvement Partnership (CDIP)).

Initial discussion on sustainability issues for community partnerships (SY Coalfield Partnership workshop and Board meeting), and the voluntary and community sector post 2006 already started (part of action plan of the CDIP), but need progressing.

Community Development Strategy to be completed. Will require further organisational ownership and integration.

Quality of Life indicators to be refined and rolled out to regeneration targeted neighbourhoods initially (in addition to borough wide processes in place through Reachout) – to be repeated annually through a community engagement survey model.

Increase sharing of good practice between neighbourhoods. Conference arranged in May 2004 to begin linking community action to organisational policy and planing.

## **Neighbourhood Statistics.**

RMBC's Neighbourhood statistics service allows statistics to be created for any geographical area within the borough. This is achieved by collecting data for very small areas known as "Output Areas".

There are 830 output areas in Rotherham and these can be used as basic building blocks to create statistics for larger areas based upon the Output Areas. This means that statistics can be produced for any definition of a neighbourhood or larger area.

Ward level data masks important differences in conditions within Wards. Neighbourhood statistics can identify these differences. The statistics can also be used to create profiles for non-standard geographical areas. The public services have limited resources.

Neighbourhood statistics are able to identify precisely where resources are most needed, thus maximising the effect of those resources. For instance, a Ward may have a high crime rate but this may be caused by a large number of crimes in one particular neighbourhood. Neighbourhood statistics allows the Police and other services to identify exactly where the crimes were most prevalent and allocate resources to those areas within the Ward.

Certain groups of individuals that may be of interest to public agencies, such as the elderly or ethnic minorities, may have certain geographic spread across the Borough. Neighbourhood statistics can accurately locate where such groups reside.

As many neighbourhood statistics are updateable annually it is possible to monitor the change in conditions over time, which is a useful tool for measuring the impact of public service delivery on the ground.

## **Achievements**

The Neighbourhood Statistics team have supported a range of agencies, providing high quality and up to date statistics to inform service planning and funding bids. The service has provided detailed data to over 100 organisations in:

- Community and voluntary sector
- RMBC Services
- PCT
- Police

They have also provided key baseline statistics to:

- The Housing Pathfinder,
- Devised the targeting strategy for the Neighbourhood Renewal Strategy (commended by Government Office), providing us with a Rotherham bespoke multiple deprivation indicator.
- Produced Area Profiles for communities and Area Plans.
- Developed new local measures to inform the aspirational targets of the Local Strategic Partnership

## Moving Forward

Devise a system to enable users of the service to feedback on how they have used neighbourhood statistics and what decision it has enabled them to make.

## **Social Goals and Targets**

The Council has worked closely within the Local Strategic Partnership to develop strategic indicators for assessing progress against the objectives contained within the Community Strategy.

The strategic indicators provide a link to the Neighbourhood Renewal strategy, the Local Public Service Agreement and inform the targets to be set at neighbourhood level through community plans.

On March 11<sup>th</sup> 2004, the LSP agreed nine strategic indicators and three “aspirational” targets that cover the neighbourhood agenda. These targets have been developed in partnership with:

- Community Cohesion Steering Group
- Community Development and Involvement Partnership
- Safer Rotherham Partnership
- Strategic Housing Partnership

The targets are essentially cross-cutting and include:

- increasing the percentage of people satisfied with their area as a place to live
- increasing the percentage of people who participate in voluntary and community sector activity
- reducing the fear of crime
- improving void turnaround time and increasing the percentage of household waste to be recycled
- to increase the percentage of people who feel that service providers are good at involving the public in decision making processes
- to significantly reduce the number of wards within the top 10% most deprived in England

A baseline position has been established for each indicator with targets established to 2007.

Reference: Performance Management Framework Indicators – Report to the Partnership Board 11<sup>th</sup> March 2004



## **Consultation**

RMBC has a clear commitment to consulting with its communities.

Our Consultation Strategy sets out the following objectives:

- Community consultation will become a core value of the Council
- There will be a shared understanding and commitment to consultation with communities, users and individuals across the Council and ultimately with other partners
- The Council will continuously support activity to build the capacity of communities to be effectively engaged in the consultation process
- The council will ensure that Members and Officers have the skills and resources to effectively consult with the community
- Service areas will work together to produce an Annual Corporate Consultation Plan and mechanisms will be set up to ensure results of consultation are shared and maximised
- Community Consultation will become integral to the working of each service area and part of Council's decision making and service delivery and monitoring process
- All consultation carried out by, or on behalf of the Council will adhere to good practice guidelines, using an appropriate mix of methods, of a consistently high standard and will be monitored and evaluated for effectiveness
- All consultation exercises will take appropriate steps to proactively target hard to reach and marginalised groups and communities
- The Council will work in partnership with other key agencies and organisations in order to plan local consultation and respond to locally identified needs
- Local needs and priorities identified through consultation will be fed into the Council's budget and policy making process.

### **Reachout – Citizens Panel**

Rotherham Reachout, RMBC's citizen's panel is one of the ways in which the Council listens to the people of Rotherham. The Panel enables the Council and its partners (Rotherham Primary Care Trust, Rotherham Partnership and South Yorkshire Police Authority) to monitor public satisfaction with their services.

The Panel is made up of approximately 1,600 residents, 200 from each of the Area Assemblies and is broadly representative of Rotherham as a whole in terms of age, gender and employment status within each of these broad geographical areas. The panel are mainly consulted via a postal survey three times a year.

It is important that issues that are submitted into Reachout will ultimately provide information and outcomes that will feed into the Council's priorities, e.g. Corporate Plan, Community Strategy, Best Value, Comprehensive Performance Assessment, Public Sector Agreement targets etc. Ideally the

areas for consultation that are put forward to the Reachout panel should be proposals that have enough scope built into them for panel members to influence and shape decisions and priorities.

Results from Reachout 1 (2001) showed that:

- 63% of the panel were very or fairly satisfied with their local area as a place to live.
- Results from this survey also showed that there was a high level of dissatisfaction with the cleanliness of local neighbourhoods.

### Outcomes

In response to this a number of interventions have been set up:

- A new inspection regime was introduced to identify badly littered areas
- Mechanical road sweeping is now completed 4 times a year rather than 3
- 50 new bins have been installed around housing estates
- A new team has been specifically appointed to address the problem of graffiti.

The 'satisfaction with local area' question is submitted into Reachout to measure a target that has been set in Rotherham's Community Strategy.

The target states that 70% will be satisfied by 2006.

- The question was repeated in 2002 and results showed an increase in satisfaction from 63% to 66%.
- This question has also been submitted into the latest Reachout survey which is currently in its fieldwork period with results expected in May 2004.

Results from Reachout have showed that:

- Currently 20% of Panel members have been actively involved with a local community or voluntary organisation in the last twelve months.
- This will also be used to monitor a target set within the Community Strategy which states that 25% will be involved in local activity by 2006.
- The question has been resubmitted into the latest edition of Reachout. Results will be fed back to the Rotherham Partnership, as this is an important area of activity for the Community Development and Involvement Partnership to focus on.

### Moving Forward

Further action will be required to continue to resubmit questions which measure targets set in the Community Strategy, e.g. satisfaction with local area and involvement in local community/voluntary groups. These will be monitored on an annual basis to see if various interventions have been effective.

Programme Areas will continue to target specific areas that have been identified within Reachout survey findings.

## **Consultation Strategy**

A number of mechanisms have been put in place to ensure the effective co-ordination of consultation and to ensure that all consultation conducted within the Council is carried out to a high standard. These tools include:

- The Annual Plan of Consultation – this document sets out the Council's plans for consultation over the financial year, with details of the target audience for each exercise, the costs involved, and contact details. By sharing this information within the Council and with our external partners, we can seek to avoid duplication and ensure the most effective use of resources.
- An Annual Review of Consultation – this document reports on the significant outcomes of the wide range of consultation undertaken, and outlines how consultation has informed policy development and service.
- Good Practice Guidance for Consultation – this document outlines the basic principles of good practice when carrying out consultation. It is used across the Council by anyone proposing to undertake consultation. It emphasises the importance of effective planning, of being honest about the scope of influence, ensuring the effective use of the outcomes, using appropriate methods, and giving feedback to consultees.

## Moving Forward

- The introduction of these tools has improved the overall co-ordination and consistency of consultation within the Council and have helped to ensure that we are becoming increasingly better at reporting on the outcomes of consultation.
- Introduction of a corporate consultation database to co-ordinate consultation taking place. This will include a tracking system which will highlight the completion of a consultation exercise and highlight the need to report on its outcome and how results have informed the Council's priorities, service improvements and developments.
- A facility will also be included onto the database which will include details of individual geographical areas being consulted so that we can ensure that individual communities are not suffering consultation fatigue. This may also prompt Programme Areas to work together when contacting people in the same geographical area. The database will be implemented as from 1<sup>st</sup> April, 2004.

## **Neighbourhood Management Pathfinder** **Eastwood and Springwell Gardens**

RMBC has made a significant contribution to the early development of the Neighbourhood Management Pathfinder in Eastwood and Springwell Gardens.

The programme is at a relatively early stage of development but the first year of activity has included the recruitment of key staff and the establishment of a multi agency Partnership Board comprising:

- Local residents and representatives of community groups
- RMBC
- Primary Care Trust
- Voluntary Action Rotherham
- Chamber of Commerce
- South Yorkshire Police

The main activities to be supported through the action plan are contained in the detailed action planning document which includes an analysis of the capacity of the partnership to manage and implement the programme effectively.

### **Achievements**

Examples of the activities supported by the NM Pathfinder include:

<b>Safe and Inclusive Communities</b>
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- Target hardening of over 250 properties to reduce the incidence of domestic burglary and reduce the fear of crime
- The purchase of a Police Car to improve response times and raise the visibility of local policing
- The appointment of two Community Support Officers to deal with low level incidents and tackle anti-social behaviour. Increasing reassurance to local people.

<b>Children and Families</b>
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- Providing an outreach support teacher to increase level of pre-school literacy – in partnership with the Education Action Zone
- Following research in the area, funded by the Pathfinder, to provide a community tutor to coordinate and develop out of school learning activities for children, young people and adults. Linking to the extended schools programme.

## **Young people**

- Development of a Youth Forum to raise participation of young people in the local programme
- Funding a national pilot with Sport England of a new programme to raise the level of participation in sport and leisure activities.

## **Employment, training and enterprise**

- Establish an ILM programme in partnership with Groundwork UK, to provide training and to tackle improvements to open spaces, including play areas.
- Provided start up funds for a major community recycling enterprise.

In addition, The Primary Care Trust is running a national pilot for the Health for All agencies to identify local indicators of health. Developing an understanding of local peoples perceptions of health will inform the shape of future primary care services in the area and provide a model that can be rolled out across the Borough.

A 500 household survey was carried out in the area during 2003. This survey will be repeated in early 2005 to enable an assessment of the impact of the programme on the quality of life of local people. This survey has informed areas for development in 2004/2005.

The Pathfinder programme is at an early stage but some significant outcomes are already emerging:

- Overall crime levels have reduced by 6% in the last year. Burglary has reduced by 8% and robbery by 60%.The reduction is highest in those parts of the area that have benefited from target hardening initiatives
- 10 new local jobs have been created as a result of the support for Groundwork and Creation Recycling
- Pathfinder status has attracted new national initiatives in sports development and health promotion to the area – making new linkages to mainstream programmes.

The Pathfinder is currently finalising the 2004/2005 delivery plan. This is being produced in parallel with an external evaluation of the programme commissioned by ODPM. This evaluation will also compare activity across the national pathfinder cohort.

## **Moving Forward**

- We are strengthening links between the Pathfinder and the Local Strategic Partnership

- Reinforcing linkages with mainstream service providers through the development of Neighbourhood Service Level Agreements with key service providers. Government Office is seconding an experienced member of staff to assist with this task.
- Rolling out the Partnership Performance Management Framework through Area Assemblies and the new approach to Neighbourhood Management across the Borough
- Developing a planned programme of skills and experience sharing through 2004 to shape service delivery in other areas of the Borough.

### **Neighbourhood Agenda – Employment and Enterprise**

The Beacon Status award for removing barriers to work acknowledged a number of initiatives that are focussed on neighbourhood based models of delivery or tackling disadvantage across disadvantaged communities of interest.

Examples include:

#### **Young people's participation project**

Engaging young people in every aspect of our regeneration and employability work across the Borough through:

- The establishment of a youth Cabinet and representatives to the UK Youth Parliament
- A Youth Charter for their involvement in SRB activities
- Young People's advisory group for Connexions
- Training courses to enable young people to engage with Area Assemblies
- School councils to involve younger school children and teenagers.

#### **Action in the Community for Employment (ACE)**

The ACE Project provides targeted advice and guidance services for individuals seeking work. Services are targeted at the most disadvantaged neighbourhoods defined within the Neighbourhood Renewal strategy. The ACE Project works in partnership with Phoenix Enterprises and Job Centre Plus to maximise the opportunities available to long term unemployed people in the Borough.

#### **Social Enterprise**

Rotherham Council established the Borough's first Social Enterprise Unit to provide specialist advice and support services to this emerging sector that is growing in importance and potential. The Unit was "incubated" within the Council before becoming located in Phoenix Enterprises, a Rotherham Partnership Employability company.

## Outcomes

### Ace Project

In 2003/2004, almost 650 people accessed the service, resulting in 395 securing sustainable employment and 17 new business start-ups being generated in disadvantaged areas.

### Moving Forward

- The Council has established a multi-agency Employability Group to develop, coordinate and oversee the delivery of the employment LPSA agreed by RMBC and the Department for Work and Pensions. The Group will specifically develop policies to improve the coordination between different services responsible for integrating the unemployed into the labour market.
- At neighbourhood level, ACE Project activities are to be integrated with Lifetime, a market leader in advice and guidance services. Additional services are being developed in partnership, including a Job Shop service in the Rotherham District General Hospital
- Raising awareness of the services provided by the Social Enterprise Unit, particularly with community partnerships that are engaged in developing delivery plans for Objective 1 Priority 4a and 4b activities.
- Developing Creation Recycling Company as an “exemplar” of good practice.