CABINET MEMBER FOR COMMUNITY PLANNING AND SOCIAL INCLUSION

Venue: **Town Hall, Moorgate Street, Rotherham.**   **Date:** **Friday, 9th July, 2004**

Time: **10.00 a.m.**

A G E N D A

1.   To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.

2.   To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.

3.   Minutes of the meeting held on Friday, 14th May, 2004 (herewith) (Pages 1 - 5)

4.   Key Developments - Progress Report (herewith) (Pages 6 - 90)
-      Neighbourhood Renewal Strategy (Attached at Appendix A).
-      Neighbourhood Management Pathfinder.
-      Voluntary Action Rotherham.
-      Valley Community Partnership.

5.   Future Agenda Items.

6.   Any Other Business.

7.   Date and Time of Next Meeting - Friday, 17th September, 2004.

Agenda Item 3

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CABINET MEMBER FOR COMMUNITY PLANNING AND SOCIAL INCLUSION
14TH MAY, 2004

Present:- Councillor Robinson (in the Chair); Councillors Ali, Doyle and Sangster.

37.   MINUTES OF THE MEETING HELD ON 16TH APRIL, 2004

Resolved:- That the minutes of the meeting of the Cabinet Member for Community Planning and Social Inclusion held on 16th April, 2004 be received.

38.   VOLUNTARY ACTION ROTHERHAM - UPDATE

The Assistant Chief Executive reported on meetings that had taken place with the Chair and Chief Executive of Voluntary Action Rotherham where the relationship with the Council was viewed as positive. At a further meeting the Chief Executive drew attention to the reduction in the budget allocation by the Council and the problems this would cause.

A further meeting was agreed to revisit the issue and this would include the Social Inclusion Manager. From information shared it would appear the Council had taken the most appropriate action.

The meeting would also have to take account of the longer term vision of community development services, the best fit with the quality and ways of achieving support for the community planning process and local partnerships.

A copy of Voluntary Action Rotherham's business plan had now been received and copies allocated to Members present.

The Social Inclusion Manager provided background information on the funding agreement for community development work, the bulk of which was provided by the Council. Concerns around community development work, managed by Voluntary Action Rotherham, and the link to ensure a sustainable community agenda needed to be subject to review and further discussion.

Resolved:- (1) That the information shared be noted.

(2) That an update report on the outcome of discussions with Voluntary Action Rotherham be provided for a future meeting.

39.   EXCLUSION OF THE PRESS AND PUBLIC

Resolved:- That under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of

exempt information as defined under those paragraphs, listed below, of Part I of Schedule 12A to the Local Government Act, 1972.

(THE CHAIRMAN AUTHORISED CONSIDERATION OF THE FOLLOWING ITEM IN ORDER TO PROCESS THE MATTER REFERRED TO.)

40. **JOINT PARTNERSHIP DEVELOPMENT PROJECT - BANKROLLING SUPPORT TO GREASBROUGH, MUNSBROUGH, ROCKINGHAM AND WINGFIELD PARTNERSHIP**

Consideration was given to a report presented by the Social Inclusion Manager on the provision of bankrolling facilities for Greasbrough, Munsbrough, Rockingham and Wingfield (G.M.R.W.) Partnership whilst it participated in the delivery of the Joint Partnership Development Project.

Members were informed that the Council was currently sponsoring a Joint Partnership Development Project involving four Community Partnerships. From the four one of the Partnerships, Greasbrough, Munsbrough, Rockingham and Wingfield Partnership now had financial systems sufficiently developed to consider bankrolling up to a maximum amount of £10,000 following a review of the cashflow forecasts.

Members were concerned about the recovery of monies should the organisation fold or not achieve the output targets to secure the external funding and were informed that Corporate Finance would be involved in the financial monitoring to ensure the risk was minimised.

Resolved:- (1) That the bankrolling of Greasbrough, Munsbrough, Rockingham and Wingfield (G.M.R.W.) Partnership to a maximum amount of £10,000 for a period until 31st March, 2007 be approved.

(2) That the funding of the potential liability be through the Social Inclusion C.E.R.B.

(Exempt under Paragraph 7 of the Act – information relates to the financial or business affairs of someone except the Council.)

41. **SOCIAL INCLUSION UNIT - PROGRESS ON RESTRUCTURING**

Consideration was given to a report of the Social Inclusion Manager, which updated Members on the progress with the restructuring of the Social Inclusion Unit to enable:-

- A clearer division between the strategic policy work of the Unit and the operational delivery of services.

- Area Assemblies to be integrated within a new approach to the neighbourhood agenda.

- Some operational service to be delivered by external organisations or through partnership arrangements.

Progress on re-structuring was provided in the following areas:-

ACE Project

Transfer of the ACE Project to Lifetime under T.U.P.E. arrangements was subject to the resolution of two members of staff who had submitted applications for early retirement.

Multi-Cultural Centre

The Multi-Cultural Centre had now been handed over to Education, Culture and Leisure Services and a budget agreed with All Pakistan Women's Association. The Service Level Agreement had clear educational outcomes from the work delivered by the Centre. The grant would also cover the cost of two core members of staff, a contribution to running costs and funding for the delivery of training courses.

The transfer of the building would still be subject to further discussions and a feasibility study into the cost of expanding and developing the current premises would be undertaken. A decision would then be made on the Spring Street premises currently leased by the All Pakistan Women's Association.

Members questioned whether consideration could be extended to bring all services together under one umbrella to combine the Multi-Cultural Centre with the Unity Centre.

Welfare Rights and Money Advice

Welfare Rights and Money Advice would still be subject to further discussion between the Chief Executive' Department and R.B.T. to determine what arrangements could best deliver this area of work.

Chief Executive's Office

The Assistant Chief Executive drew Member attention to the transfer of arrangements for the Social Inclusion Unit, in consultation with the Social Inclusion Manager and the Executive Director for Housing and Environmental Services, to enable the corporate centre to best meet the needs of the Council, whilst taking into account the transfer of operational functions to other areas.

The two senior management posts in the Chief Executive's Office had

been advertised, shortlisted and following interviews should be filled shortly. An overview of each team, objectives and specific areas of work were provided.

A report on the restructuring of the Chief Executive's Office, including the Social Inclusion Unit, would be presented to the Leader's Meeting on Tuesday.

Members were mindful of the need to focus on the areas for the Corporate Performance Assessment, the Equalities agenda and the Council's political priorities. It was suggested that there be a specific Member Champion to look at equalities issues.

The Assistant Chief Executive confirmed that a task group had been convened, with strong membership from the Chief Executive's Office and Programme Areas to meet on a monthly basis to improve the Corporate Performance Assessment. A policy audit would also be undertaken to show the gaps and to broker links with the Corporate Plan and Community Strategy.

Area Assemblies

The Executive Director for Housing and Environmental Services had assumed responsibility for the Area Assemblies as part of the new Neighbourhood Directorate, which would focus on the creation of sustainable communities. The structure would be developed over the next few weeks in line with the review into community development of other organisations.

Discussions had taken place with the two Cabinet Members with responsibility, in agreement with the Trades Unions, to define three service areas and three heads of service to shape the directorate. These would be:-

- Neighbourhood Management.
- Neighbourhood Development.
- Neighbourhood Services.

Members welcomed these changes, wished to see the cycle of financial planning linked in and were informed that the Chief Executive intended reviewing the base budget.

There was a need for a corporate approach to the neighbourhood agenda to ensure the effectiveness of policy, strategy and delivery across the whole of the Council, whilst taking into account the broader issues such as social care and the equalities agenda.

Resolved:- (1) That the progress with the re-structuring of the Social Inclusion Unit be noted.

(2) That further reports be provided on the future role and responsibilities of the Neighbourhoods Directorate and the outcome of the discussions with R.B.T. regarding the future management of the Welfare Rights and Money Advice service.

(Exempt under Paragraphs 1 and 11 of the Act – information relates to staffing and labour relations.)

42.   FUTURE AGENDA ITEMS

Resolved:- That consideration be given to the following as agenda items for the next meetings of the Cabinet Member and Advisers:-

(a)   Review of representatives on outside bodies specific to the portfolio of Community Planning/Social Inclusion.

(b)   Voluntary Action Rotherham – Update.

(c)   Restructuring Developments.

(d)   Social Enterprise.

(e)   Spoke Action Plan for Community Development.

(f)   Relationship with Economic and Development Services.

43.   DATE OF NEXT MEETING

Resolved:- That the next meeting be held on Friday, 9th July, 2004, commencing at 10.00 a.m.

Agenda Item 4

<u>**ROTHERHAM BROUGH COUNCIL**</u>

Meeting: Cabinet Member and Advisers – Community Planning and Social Inclusion

Date: July 9th 2004

Originating Officer: Andrew Balchin, Social Inclusion Manager, ext 2777

<u>**Progress Report**</u>

This report outlines progress in relation to a number of key programmes and initiatives.

<u>**Neighbourhood Renewal Strategy**</u>

The Neighbourhood Renewal Strategy has been updated and completed to reflect the views of a wide range of stakeholders. A copy is attached for Cabinet Member and Advisers. The Strategy sets out a long-term plan for tackling disadvantage in defined geographical communities and communities of interest.

The Strategy will be a key document for the Borough, shaping the expenditure plans of agencies in the public, private voluntary and community sectors. A major task for the new services currently being developed within the Council, will be to ensure effective linkages between community plans and the Neighbourhood Renewal Strategy in order that residents are empowered to shape investment plans and service delivery in the most disadvantaged neighbourhoods.

<u>**Neighbourhood Management Pathfinder**</u>

The Pathfinder, centred on Eastwood and Springwell Gardens, is one of the first twenty to have been established nationally, with support for the Neighbourhood Renewal Unit. The Pathfinder is now entering an important phase in development, focusing on improving the quality of life for local people by changing mainstream service delivery.

Amongst the range of initiatives developed with the Pathfinder are:

- The Clifton Project – a pilot programme to "join-up" services for children and young people.
- Creation Recycling - a social enterprise that is rapidly developing, providing employment for local people and meeting a community need.
- A national pilot to identify new ways to measure people's perception of health – to help services to become more sensitive to local needs
- Environmental improvement programme – jointly developed with Groundwork Dearne Valley and Pheonix Enterprises
- A Chamber of Commerce initiative to support and promote social enterprise activity in the area.

It is proposed that a presentation on progress be given to the next Cabinet Members meeting.

Voluntary Action Rotherham

Voluntary Action Rotherham have now formally signed Service Level Agreements relating to the funding for core costs and community development work.

They have now completed their business plan and the Board is keen to meet with Cabinet Member and Advisers to share their ideas for the future.

Members are asked to consider this request.

Valley Community Partnership

The Valley Community Partnership is currently responsible for overseeing Objective 1 and Single Regeneration Budget funds totaling £5 million. The Partnership has already invested over £2 million in the Valley area and has developed a community action plan to direct spending over the next three years.

In recent months, the Partnership has decided to take stock of progress and review their management arrangements. In particular, the external funds provided to the Valley have been used to employ a coordinator and three community development workers in the area, contracted through Voluntary Action Rotherham. This arrangement expires in September 2004.

It is open to the Partnership to renew their contract with VAR. However, they have approached a number of agencies, including the Council to identify any other interested parties.

Members are requested to consider the request from the Valley Community Partnership

Restructuring of the Social Inclusion Unit

The restructuring of the Unit is proceeding. Some staff have now transferred to new roles within the Chief Executive's Office, whilst Area Assembly and Community Planning staff now form part of the services managed by the Executive Director for Housing and Environmental Services. As previously reported these functions will be reorganized as part of the wider transformation of the Neighbourhoods Directorate.

The final transfer arrangements in respect to the ACE Project, Multi-Cultural Centre and Welfare Rights and Money Advice Service are nearing completion. The Multi-Cultural Centre, in partnership with the All Pakistan Womens Association have agreed the contractual arrangements for a service level agreement with the Community Learning Service in Education, Culture and Leisure.

Final negotiations regarding the transfer of the ACE Project are scheduled for July 13th and RBT are finalizing proposals for transfer of the Welfare Rights Services.

Members will continue to be kept informed of progress in relation to the transfer of services.

Andrew Balchin,
Social Inclusion Manager.

APPENDIX A

Rotherham Partnership

NEIGHBOURHOOD RENEWAL STRATEGY

July 2004

2004-2010

FOREWORD

Welcome to Rotherham Partnership's Neighbourhood Renewal Strategy.

In this important document, we outline how we intend to ensure that quality of life improves for people living in Rotherham's most deprived neighbourhoods, to enable everyone in the Borough to realise their potential and benefit from the significant transformations already underway across the Borough.

So much is changing in Rotherham. Building on recent successes, partners across the public, private, voluntary and community sectors are committed to working together to significantly improve economic, social and environmental well-being for Rotherham's communities through delivery of its ambitious Community Strategy.

Rotherham's communities will benefit from a vibrant economy, excellent job opportunities, learning and training provision that improve skills and enable people to benefit from new employment and career prospects, improved health, reduced crime and fear of crime, improved housing and local environments, and strong communities.

Through our Neighbourhood Renewal Strategy, we need to make sure that <u>all</u> communities benefit. Some areas and some communities in Rotherham are experiencing disproportionately high levels of unemployment and crime, below average educational attainment and poor health. With a focus on our most deprived neighbourhoods, we need to focus our efforts to turn this around by ensuring we tackle the root causes of deprivation and use the resources we have in the most effective way to target our service delivery and joint action.

By working together in partnership and by ensuring the effective involvement of communities – both communities of place and communities of interest – we are confident we will make a real difference. Our challenge is to make sure Rotherham is a place where <u>everyone</u> can realise their potential and enjoy improved quality of life.

Julie Kenny,   Cllr Roger Stone
Chair of Rotherham Partnership   Leader of Rotherham Borough Council,
                                        Vice Chair of Rotherham Partnership

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CONTENTS

SECTION 1   Introduction – purpose and focus

The Neighbourhood Renewal Strategy is an integral part of Rotherham's Community Strategy. Its purpose is to set out Rotherham Partnership's commitment towards tackling the inequalities that exist in the Borough between its most deprived communities and the rest of Rotherham, and thereby contribute to the Government's National Strategy for Neighbourhood Renewal.

In recent years the Borough has seen substantial new development, business success, and significant improvements in the quality of public services. The Community Strategy reflects this progress and sets out a number of key challenges and priorities for partners to drive forward further improvement and deliver real and lasting improvements for Rotherham residents across economic, health, learning and community priorities.

However, if all of the residents of Rotherham are to benefit from the Community Strategy, action is needed to address inequality in the borough. Despite overall improvements in quality of life in recent years, some areas of the Borough and some communities experience disproportionately high levels of worklessness and crime, and relatively poorer health and unemployment. Using national and local data, we have been able to analyse patterns of deprivation and identify the areas of the borough most in need. These areas of deprivation provide the focus of this Strategy and are outlined in Section 3.

The purpose of the Neighbourhood Renewal Strategy is to address such inequality. We believe that for neighbourhood renewal to be sustainable, we need to build preventative strategies and a number of actions are outlined in this strategy that seek to address the root causes of deprivation and ensure communities are able to benefit from improved quality of life.

The Strategy highlights the need to focus on a number of key underlying issues that have resulted in inequality in the Borough. These relate to improving the life chances of children and young people; enabling everyone to achieve functional skills for life and improving the position of the economically disadvantaged through sustainable employment.

In addition to addressing the root causes of deprivation, we are committed to working together to improve the quality of local services in line with community needs and aspirations. This Strategy sets out partners' intentions to move towards neighbourhood management of local services, with a particular focus on Rotherham's most deprived neighbourhoods. To support this, we are committed to strengthening interagency working at the local level. This is a significant development area for partners, and will evolve over forthcoming months and years. More detail on this can be found in Section 4.

For Neighbourhood Renewal to be fully effective, we need to focus action and resources into the most deprived neighbourhoods and groups, and it is essential therefore that all partners address neighbourhood renewal in their service plans, action plans and programmes. The issue of "mainstreaming" is critical to achieving sustainable neighbourhood renewal in the long term, and this is an important action for all partners.

In delivering the Strategy, we recognise the importance of maximising resources available for the renewal of communities. With programmes such as the Housing Market Renewal Pathfinder and Objective 1, along with funding through Neighbourhood Renewal Fund, there is significant potential to pump prime new initiatives and support our intentions to mainstream renewal in the longer term.

It is our aim to enable residents to increasingly influence decisions made about where they live, their services, and quality of life. There is a particular emphasis in this Strategy on community involvement and the process of community planning to provide opportunities for individuals and communities to engage and influence.

This Strategy also recognises that the task of renewing neighbourhoods includes support for communities that are not strictly defined by their geographical location. There is a focus therefore on the need to understand the needs of communities of interest, such as disabled people and black and minority communities, and ensure that any targeted activity responds positively to those needs. We are committed to actively engaging both communities of place and communities of interest to ensure they influence neighbourhood renewal priorities and service delivery.

The key purposes of the Neighbourhood Renewal Strategy are to deliver the Community Strategy at local level and ensure that all communities benefit, and to contribute to the National Strategy for Neighbourhood Renewal. In Section 5 we assess our current position against the National Floor Targets, aligned with the

priorities of the Community Strategy and highlight how the three core aims of our Neighbourhood Renewal Strategy that seek to address the underlying causes of deprivation will contribute to the delivery of floor targets and the Community Strategy. This is important in defining the core action that we need to focus on in delivering our Neighbourhood Renewal Strategy.

What we have set out in this Strategy is a significant challenge for Rotherham, but is key to improving quality of life for all Rotherham's communities. Our Implementation Plans in Section 7 provide a framework for delivery of neighbourhood renewal. These will need to be reviewed and refined on an annual basis to reflect progress made and the outcomes of community planning and wider consultation to ensure we remain focused on improving quality of life for the Rotherham people most in need. The timescale for this Strategy is aligned with the timescale for the National Strategy – by 2010, though the focus will need to be reviewed in line with the timescales of our Community Strategy which runs until 2007.

By working together to deliver on core priorities, develop new ways of working at the neighbourhood level, and improve the co-ordination and quality of local services, we are confident that inequalities in the Borough will be reduced and all Rotherham communities will see marked improvements in quality of life.

The purpose of the Strategy is to:

1. **Deliver against national priorities as outlined in the National Strategy for Neighbourhood Renewal, and contribute to the delivery of national floor targets.**

2. **Ensure the effective delivery of Rotherham's Community Strategy at neighbourhood level, to ensure all communities benefit.**

3. **Reduce inequalities and "close the gap" between Rotherham's most deprived neighbourhoods and the rest of the Borough.**

The broad aims of the Strategy are to:

A. Address the root causes of deprivation in target neighbourhoods and for target groups, by focusing action on three core themes

1. **Improving the life chances of children and young people**

2. **Enabling everyone to achieve functional skills for life**

3. **Improving the position of the economically disadvantaged through sustainable employment**

B. Ensure our resources and service delivery are aligned with community needs, across target neighbourhoods and for communities of interest, by:

1. **Driving forward service integration at neighbourhood level through the development and roll-out of a neighbourhood management approach.**

2. **Prioritising the active involvement of communities – both geographical and communities of interest – and place community needs and aspirations at the heart of neighbourhood renewal.**

3. **Ensuring effective mainstreaming of neighbourhood renewal in the plans and activities of partner organisations to achieve positive outcomes for target communities in the longer term and for future generations.**

4. **Maximising the use of external resources to facilitate the transformation of deprived areas**

SECTION 2:   Background and Strategic Context

The focus of the Neighbourhood Renewal Strategy has been informed by national and local policy, local analysis of deprivation, performance against relevant targets and by local consultation. This section provides an overview of the national and local policy context, and describes the process of developing the Strategy, which has involved detailed analysis of data to define areas of deprivation, and consultation with partners.

The National Context

The National Neighbourhood Renewal Strategy published in 2001 sets out the Government's vision for narrowing the gap between deprived areas and the rest of the country. The objective of the Strategy stated that:

> "Within 10 to 20 years, no-one should be seriously disadvantaged by where they live"

As part of this Strategy, the Government set a number of challenging floor targets that reflect the need to raise the standard of public services in the country's most deprived areas by dramatically lifting standards of employment, educational attainment, housing, health, and lowering crime rates. The floor targets are listed in Appendix 1 and are referred to in Section 5, where there is an assessment of our position.

The National Strategy placed communities and strong local economies at the heart of the renewal process. To provide a focus for delivery, the Government identified 88 local authority areas that scored most highly on its Index of Multiple Deprivation. Those areas became eligible for the newly created Neighbourhood Renewal Fund and were required to produce Neighbourhood Renewal Strategies to identify how local partners would work together to address inequalities and contribute to the National Floor Targets. Rotherham is one of the 88 target areas.

The National Strategy and associated floor targets provide the broad context for our Neighbourhood Renewal Strategy, and it is essential that action developed

and taken locally contributes effectively to the Government's overall strategy of reducing inequality. We must take into account our performance against the floor targets and ensure we prioritise action to address targets where we are weak or where we are not improving fast enough.

It is also important that we use the Neighbourhood Renewal Fund effectively to support our neighbourhood renewal priorities and ensure that it complements other mainstream activity and wider regeneration programmes. Our approach to using NRF is explained in Section 4.

The Local Context

Rotherham Partnership (the Local Strategic Partnership) launched Rotherham's first Community Strategy in April 2003, demonstrating partner commitment to working together to make Rotherham a place 'where everyone feels proud to live, learn and work, and where every citizen and business can realise their potential'. It sets out the steps that will be taken over the next five years and the strategic priorities that will drive partnership working within the Borough, and provides a framework and a focus for the Rotherham Partnership to work towards its goal of improving the economic, social and environmental well-being of Rotherham and achieving sustainable development.

It builds on real progress made in Rotherham over the last few years to transform the image of an area in decline and build a new one, based on our success and growth. The opportunity to build on these improvements has never been better.

In the Community Strategy, for the period up to 2007, partner agencies, in conjunction with local organisations and individuals across all sectors, have identified four Strategic Themes underpinned by four Driving Principles, which will be achieved through working together to focus our efforts. By making significant progress in the priority areas, we will improve the quality of life for everyone in the Borough.

Strategic Themes of the Community Strategy

- ❖ Increasing wealth and prosperity for all
- ❖ Stimulating a culture of life long learning and development to ensure maximum benefit for local people and business
- ❖ Improving health and social well-being for all
- ❖ Creating safe and inclusive communities for everyone, and ensuring that individuals and communities enjoy a better quality of life.

We recognise, however, that despite recent progress and real opportunities for the future, there remains a risk that some communities and neighbourhoods will not benefit from improvement on offer. Section 3 of this Strategy outlines how some areas are already experiencing significant level of deprivation. We want to ensure that the gap between those areas and the rest of the Borough doesn't widen. Addressing this is the focus of the neighbourhood Renewal Strategy.

The challenge for partners in Rotherham is to ensure that everybody in Rotherham has an equal opportunity to benefit from Rotherham's improvement, and that the gap between our most deprived neighbourhoods and the rest does not become even wider. We know that, in theory, some of the targets we have set ourselves in the Community Strategy could be achieved without tackling inequality. For example, we could improve Rotherham's Gross Domestic Product (GVA) and average earnings by concentrating on growth and improvement where it is most easy – and enabling only successful communities to benefit. However, we know that measures of deprivation (and success) are inter-linked – so wherever there are high levels of economic inactivity, there will be poor environments, poor health, lack of educational achievement, and higher levels of people suffering from crime. We need to take action to address all these issues simultaneously.

We also know that we will be even more successful in encouraging business and employment growth in the whole Borough if our approach to tackling deprivation works. Consequently it is important that the targets we set ourselves in this Strategy achieve two broad outcomes:
- they address inequality at a neighbourhood level;
- they help deliver targets we have set for the Borough as whole.

Delivery of the Community Strategy is managed through the Local Strategic Partnership's spokes or sub groups, and their action plans are reviewed and updated on an annual basis. They will take into account the priorities and focus of the Neighbourhood Renewal Strategy and ensure that target areas have maximum benefit from the delivery of the Community Strategy's key programmes.

LSP Spokes
- Local Economic Development Partnership
- Lifelong Learning Partnership
- Health and Social Well-being Partnership
- Safer Rotherham Partnership
- Community Development and Involvement Partnership
- Strategic Housing Partnership

Community Strategy Driving Principles

- ❖ Recognising/valuing diversity
- ❖ Access and Opportunity
- ❖ Environment and Sustainability
- ❖ Quality and Excellence

The Driving Principles are key to effective neighbourhood renewal, and these will need to be a core element of the actions developed to deliver this Strategy.

Through the Neighbourhood Renewal Strategy, it is important that we recognise and celebrate the rich mix of cultures, lifestyles and environments in Rotherham – which is one of our many strengths - and ensure that services and programmes respond to the diverse needs of communities, and reflect the needs and priorities of communities of interest.

We must remove barriers to participation, address social exclusion, and develop an infrastructure that will enable local people to participate in the development and delivery of neighbourhood renewal.

Through neighbourhood Renewal we need to build on successful neighbourhood-based work in Rotherham that seeks to enhance the local environment and bring about wider benefits of improved health and reduced crime. Neighbourhood renewal needs to be sustainable, and so we will prioritise preventative measures to tackle the root causes of deprivation rather than focus on purely short term action. This approach will bring long term benefit and will address the barriers that prevent people from benefiting fully from the significant opportunities that the Community Strategy will create.

We want to achieve quality and excellence across a wide range of services, and with a focus on neighbourhoods and communities of interest, drive forward new and innovative ways of co-ordinating and managing local service delivery, and promoting interagency working to achieve improved services for local communities. We also want to learn from good practice elsewhere and share our own experiences with other areas that are delivering on neighbourhood renewal.

It is important that we recognise the role of other local strategies and plans in delivering on neighbourhood renewal. The Housing Strategy for example will transform housing within the Borough, by focusing on housing which does not meet decency standards and is one of the National Floor Targets. Education

Strategies and Plans are already addressing National Floor targets in relation to educational attainment, strategies are developing to improve health and reduce inequalities in health, and strategies are in place to tackle crime and disorder in the Borough. Economic strategies, learning plans and regeneration plans are driving forward progress in relation to employment and skills. A range of other strategies and plans are already contributing to Neighbourhood Renewal.

The Neighbourhood Renewal Strategy is intended to add value to this wide range of plans and strategies by focusing on the underlying causes of deprivation that need to be addressed that cut across all Floor Target issues and will impact on deprivation in the longer term, whilst at the same time driving forward improved service delivery and community engagement at the neighbourhood level.

Developing the Neighbourhood Renewal Strategy – the Process

The Rotherham Partnership has facilitated the production of this Strategy through the involvement of a wide range of partners across the private, public, voluntary and community sectors. The approach included the establishment of a working group for key themes, guided by an overall Steering Group. The membership of the groups was drawn from partner organisations within the Rotherham Partnership.

Robust and in depth research into the make-up of Rotherham's neighbourhoods, and identification of those neighbourhoods most in need was an early priority, and this was carried out by the Neighbourhood Statistics Project. This work is outlined in detail in Section 3. Partners worked together to begin to identify the underlying causes of deprivation in Rotherham's most deprived neighbourhoods, and related this to the priorities of the National Strategy for Neighbourhood Renewal and Rotherham's Community Strategy. This analysis is outlined in Section 5.

This led to the identification of key aims for Rotherham's Neighbourhood Renewal Strategy, and priorities for interventions. Partners then worked to agree and set local targets that add value to national neighbourhood renewal floor targets.

A SWOT analysis (Strengths – Weaknesses – Opportunities – Threats) has highlighted the strengths and opportunities that we can build on, and the weaknesses and threats we need to address and be aware of as we take forward

the Strategy (see Appendix 2). Measures to address this are built into the Implementation Plans.

The Strategy has been subject to consultation throughout the development of the Strategy:

- ❖ Identification of potential target areas and issues carried out in November 2003, facilitated through lead officers within key partner organisations;
- ❖ Workshop session held in November 2003 to carry out an initial SWOT analysis with key partners and stakeholders (summary included at Appendix 3);
- ❖ Desk based research between September and December 2003 by lead officers using the available neighbourhood statistics, which included analysis of the statistical data and consultation with partners.
- ❖ Workshop sessions held in January 2004 to flesh out the agreed strategic priorities and attended by a wide range of representatives from private, public, voluntary and community organisations across Rotherham (summary included at Appendix 4).

The process of developing the Strategy has provided a good basis from which to further develop and deliver the Neighbourhood Renewal Strategy. It is important that partners across the public, private, voluntary and community sectors continue their involvement and commitment to the priorities and actions, and it will be an important role for the Local Strategic Partnership to oversee this process and ensure effective delivery. The Thematic Spokes of the Partnership will deliver on core elements of the Strategy. A new NRS Management Group will report to the LSP and will oversee the further development, implementation and performance management of the Strategy.

Summary of Action

- ❖ Ensure regular reporting of performance against national Neighbourhood Renewal Floor Targets.
- ❖ Ensure NRF is aligned with NRS priorities and that it complements other regeneration programmes.
- ❖ On an annual basis, review Spoke Action Plans to ensure maximum benefit to target neighbourhoods from the delivery of the Community Strategy's key programmes.
- ❖ Develop specific action plans to ensure effective delivery of the Community Strategy Driving Principles through neighbourhood renewal.
- ❖ Establish appropriate structures for the further development and management of the Neighbourhood Renewal Strategy that involves all partners.

SECTION 3   **Understanding deprivation in Rotherham**

For this Strategy to be effective in tackling inequality within Rotherham and delivering against national floor targets, it is essential that action is focused on the most deprived areas of the Borough and addresses the deprivation that exists within communities – both geographical and communities of interest. Much work has been done in Rotherham to understand patterns of deprivation and thereby enable resources and effort to be targeted appropriately. This section provides an outline of this analysis, describes the target neighbourhoods that provide the focus for delivery, and suggests where further work is needed to improve our understanding of community needs and aspirations. Essentially, our strategy is to target disadvantage wherever it occurs.

Index of Deprivation

According to the Government's Index of Deprivation 2000, Rotherham was identified as the 48th most deprived local authority. As a result, Rotherham was one of the 88 local authorities that became eligible for Neighbourhood Renewal Fund and for whom delivery of neighbourhood renewal became a requirement. Six electoral wards were found to be within the top 10% most deprived nationally.

In 2004, the Government released its new Index of Deprivation, which placed Rotherham 63rd most deprived in England. The Index uses a number of indicators that reflect different types of deprivation – including income, employment, health and disability, education skills and training, barriers to housing and services, the living environment and crime. Together these provide an overall score that positions Rotherham in relation to all other local authority areas.

The move from 48th to 63rd most deprived area is likely to reflect changes in methodology rather than the relative level of deprivation. This apart, the Index does provide an important way of comparing deprivation on a national scale. Provision of area based data has enabled the identification of areas of deprivation within the Borough using nationally generated indicators, though it is not possible to monitor these over time, as the index is not updated regularly and is subject to significant methodology changes over time.

More detailed analysis undertaken locally provides a more robust means of measuring deprivation at small area level using data than can be updated regularly. This work has been developed by the Rotherham Neighbourhood Statistics Project and has identified geographical areas that provide a key focus for delivery of the Neighbourhood Renewal Strategy.

Neighbourhood Statistics Project

With support from the NRF in recent years, the LSP's Neighbourhood Statistics Project has developed and provided small area level data to allow accurate reporting of conditions at neighbourhood level.

Through this project, we have developed information about Rotherham that enables us to identify the inequalities that exist. We could not rely on ward level statistics due to the pattern of deprivation in the Borough with almost every ward having its own hotspots of multiple deprivation. Whilst ward data has usefully provided us with an overview of conditions, it is essential to be able to identify conditions at a neighbourhood level, as pockets of deprivation are often hidden in generally wealthier wards. This is a particular issue for Rotherham, where we see areas of deprivation spread right across the Borough, rather than being concentrated into specific areas.

The Neighbourhood Statistics Project has enabled the development and delivery of high quality local information and a consistent approach to its collection and dissemination across a range of agencies. With a focus on data obtained from agencies' administrative datasets, the Project has succeeded in providing a detailed and robust analysis of conditions at neighbourhood level that can be used to identify local needs and inform solutions.

A Local Index of Neighbourhood Deprivation has been developed to identify the target areas for Neighbourhood Renewal. This uses a range of locally developed indicators that have been combined into an Index. The top 20% most deprived areas were used to define target areas for the Neighbourhood Renewal Strategy. This measure captures the areas most in need, and enables us to measure their progress. This has allowed us to look more closely at the outcomes we want to achieve through neighbourhood renewal, and, with further work, will allow us to develop and focus interventions in the most appropriate way, and measure progress over time.

Target Neighbourhoods

This work has enabled us to:

❖ Identify specific neighbourhoods most in need of additional support by analysing data that provides us with a picture of their health, wealth, educational attainment, housing and quality of life issues.

❖ Look at the make-up of the population in those communities in order to identify patterns that will help us develop appropriate interventions.

We have used the National Strategy for Neighbourhood Renewal's themes of jobs/worklessness, education, health, crime, social and housing issues that reflect the National Floor Targets and combined this with our ability to make use of neighbourhood level data. As a result, we have developed a statistically valid, and very local measure of deprivation in order to identify the communities in Rotherham that are most in need. This data will be used as a baseline, and thereafter will continue to measure the changes over a period of time in these communities.

We have identified two levels of focus for this Strategy, as follows:

- Level 1 areas are those suffering from multiple deprivation. These are the top 20% most deprived communities in Rotherham where there is a population of 1,300 or more. These are shown on Map A, and then in more detail at Appendix 5.

- Level 2 areas are much smaller pockets of deprivation with a lower population. These small areas fall within the top 20%. These are shown on Map B and then in more detail at Appendix 5.

We are able to measure some important indicators in the level 1 and 2 areas, and compare them to the average for Rotherham. These indicators begin to highlight the significant differences that exist between Rotherham's communities. This then enables us to investigate in more detail the specific causes, as well as to assess current and new interventions in order to make a greater difference. It is important to note that the indicators used are measures of deprivation rather than performance, and relate to the resident population.

In addition, the Neighbourhood Statistics Project has enabled the identification of areas that are not experiencing multiple deprivation, but are experiencing particular forms of deprivation that fall outside the level 1 and 2 areas. Low educational attainment was evident in several communities outside the NRS priority areas, inlcuding part of Rawmarsh, Maltby, Brampton and Thurcroft. Greasbrough, Maltby Thurcroft and Brampton suffer from several types of deprivation though do not fall into the top 20% for multiple deprivation.

These "level 3" areas are relatively small pockets, though it is important that action plans are developed to address these issues, and that these are incorporated into the work plans of the relevant LSP Thematic Spokes.

MAP A

MAP B

These will be included as in original version of the Strategy, but will be much bigger.

What we know about the target areas

Using the indicators developed through the Neighbourhood Statistics work, here we provide an assessment across the target areas, compared to the Rotherham average. Where possible, we have included the relevant national figures as this provides an important comparison. This is not possible with all indicators as many have been generated locally using administrative datasets and are not available at national level. It is important to note that these indicators are deprivation measures, and not performance measures, and have been comprised as such. Definitions of the indicators can be found in Appendix 4.

In the charts that follow "Rotherham" refers to the Borough average.

Benefit Rates

Percent of Households in Receipt of Council Benefit 2002
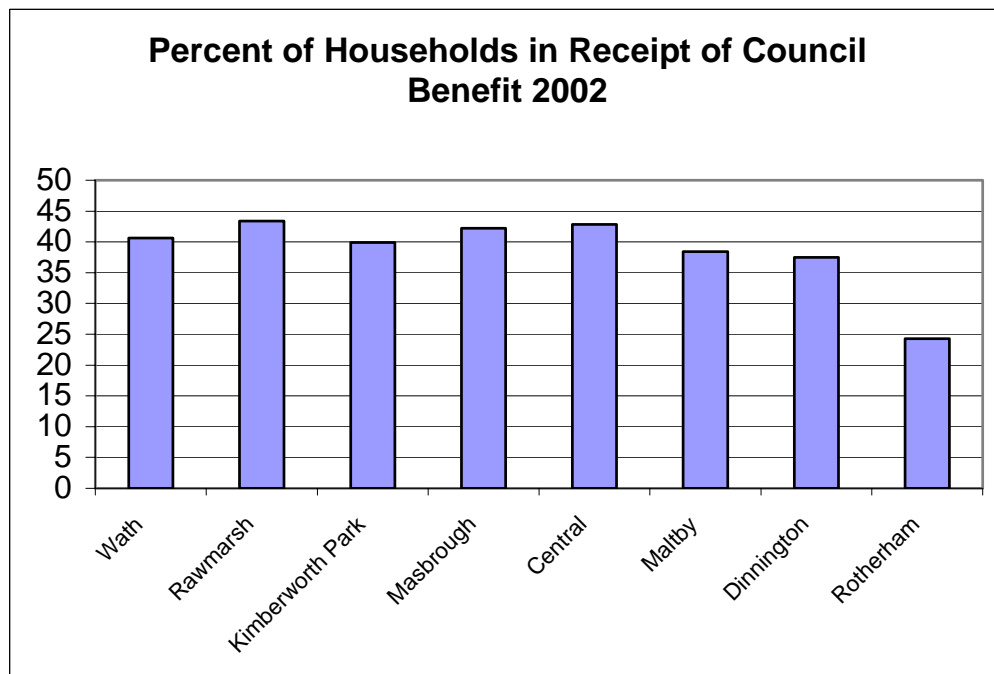
There are stark differences in the level of benefit rates between our priority areas and the average for Rotherham. All areas are more than 13% above the average, with four areas being more than 15% above the average.

Free School Meal Rate

Percent of Pupils Eligible for Free School Meals
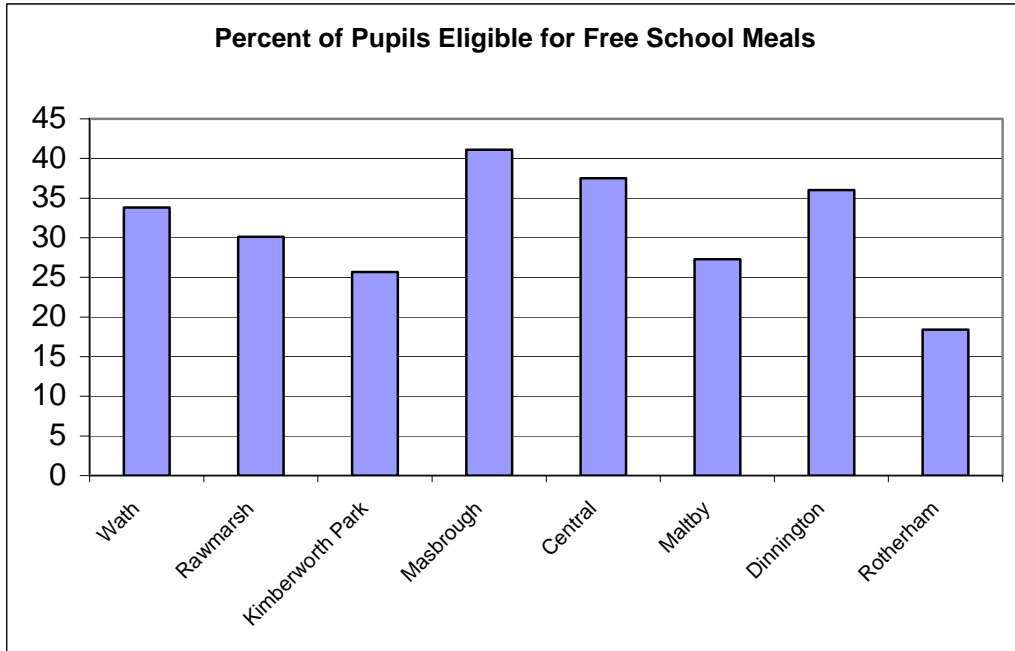
Some real differences stand out when looking at the take up of free school meals. Wath, Rawmarsh, and Dinnington areas all have more than 10% of the average take up, with Masbrough and Central showing more than double the average.

Key Stage 3 (KS3) Rate

Percent of Pupils Gaining Required Grade in KS3 in English and Maths 2002
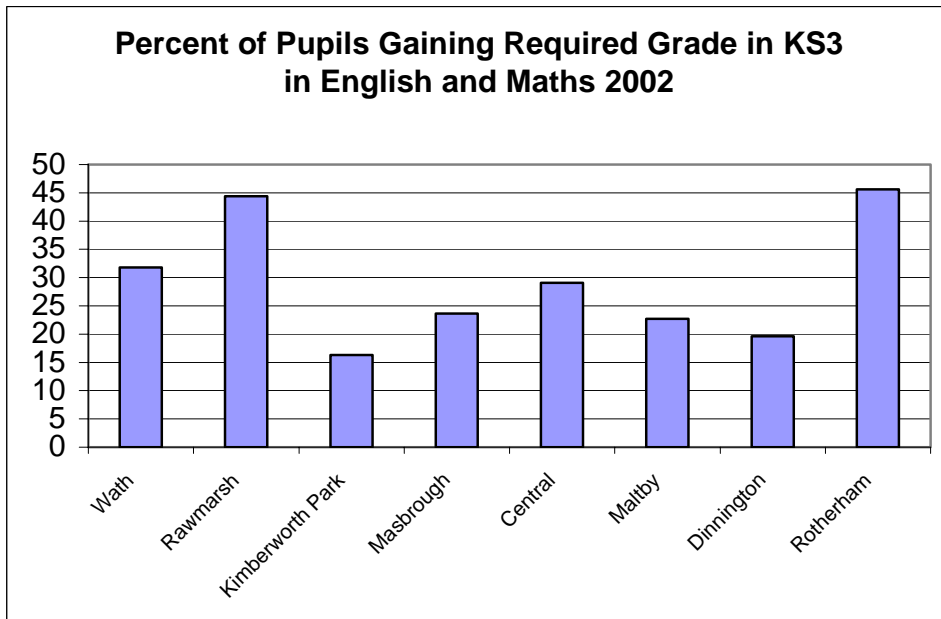
There are some variations in our priority areas in relation to Rotherham's average KS3 results. Whilst Rawmarsh is very close to the average, Masbrough, Maltby, Kimberworth Park and Dinnington are close to less than half that average.

GCSE Rate

GCSE Attainment (residence based) 2002
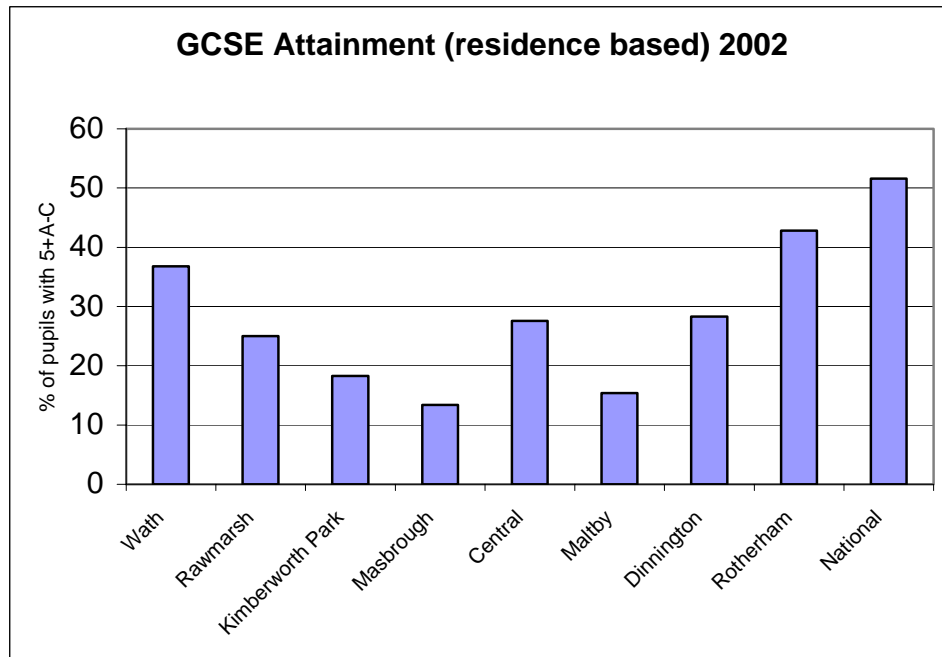
The picture at GCSE level, in general, reflects the KS3 results – Rotherham is below the national rate, and all target areas are significantly below the Rotherham rate. Masbrough, Maltby and Kimberworth Park showing results at less than half the average. However, there are some changes, with Wath being closer to the Rotherham average, and Rawmarsh showing results more than 17% below the average.

Higher Education Applications

**Higher Education Application per 100 Households
1999-2002**
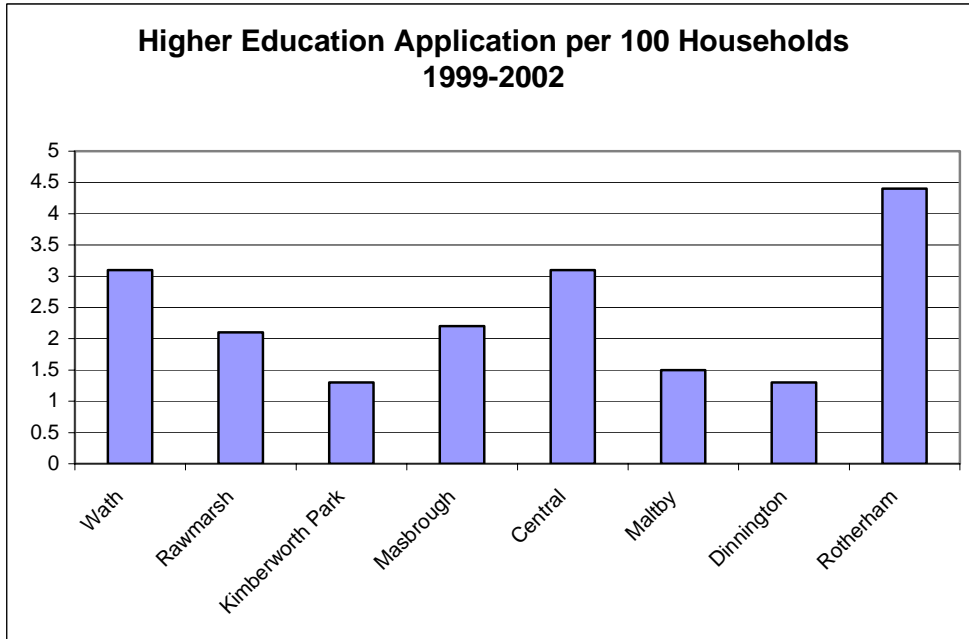
Here again, the results are fairly consistent with the picture seen in the two graphics above. There is an inconsistency with Dinnington showing GCSE rates close to Central and Rawmarsh – but HE Applications very much below average.

Low Birth Weight

Low Birth Weight Rates 1997-2001
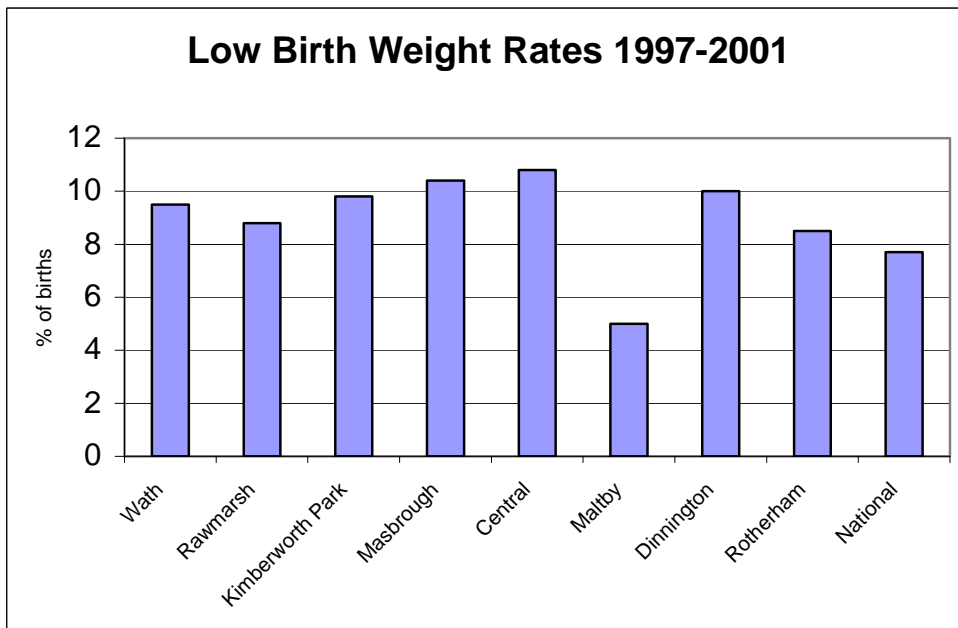
Rotherhams low birth weight rate is higher than the national average, with the exception of Maltby, all target areas have low birth rates higher than the Rotherham average. The differences range from only .3% in Rawmarsh, to more than 2% in the Central area.

Under 75 Mortality Rate

Mortality Rates 1998-2002
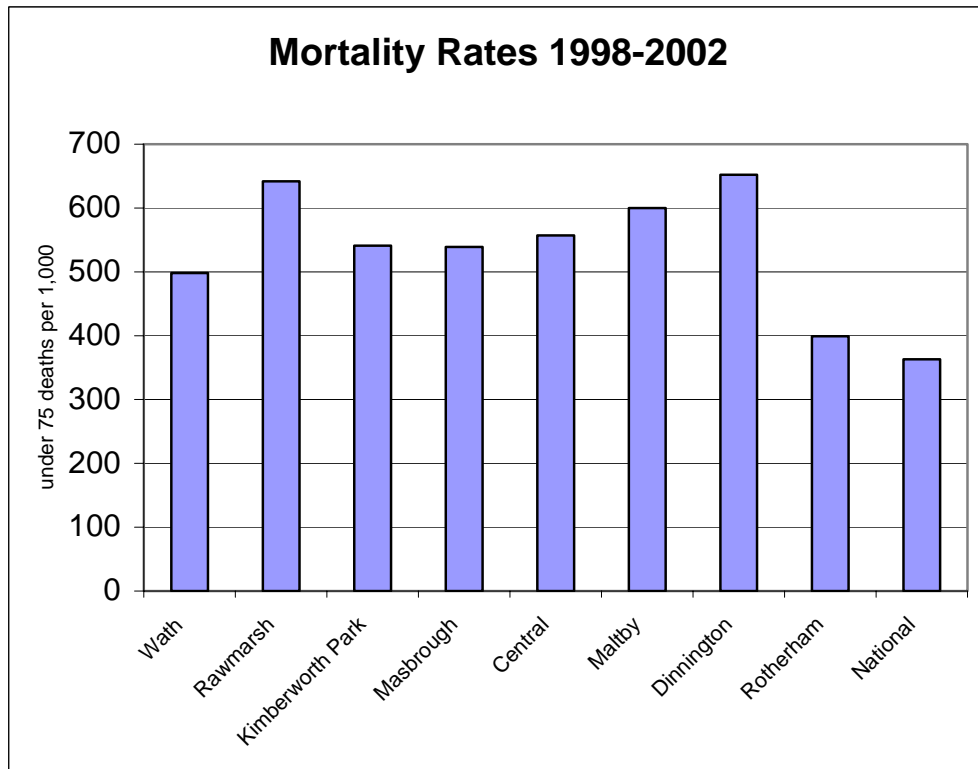
Compared with the Rotherham average, the target areas are consistently above the Borough average for number of deaths under 75 per 1000 population. Rawmarsh in particular has a rate of 242.0 deaths above the average per 1,000.

Poorer health experience and hence lower life expectancy are clearly associated with deprivation. The differences between neighbourhoods requires further investigation.

23

Vacant Property Rate

Percent of Residential Property Vacant 2002
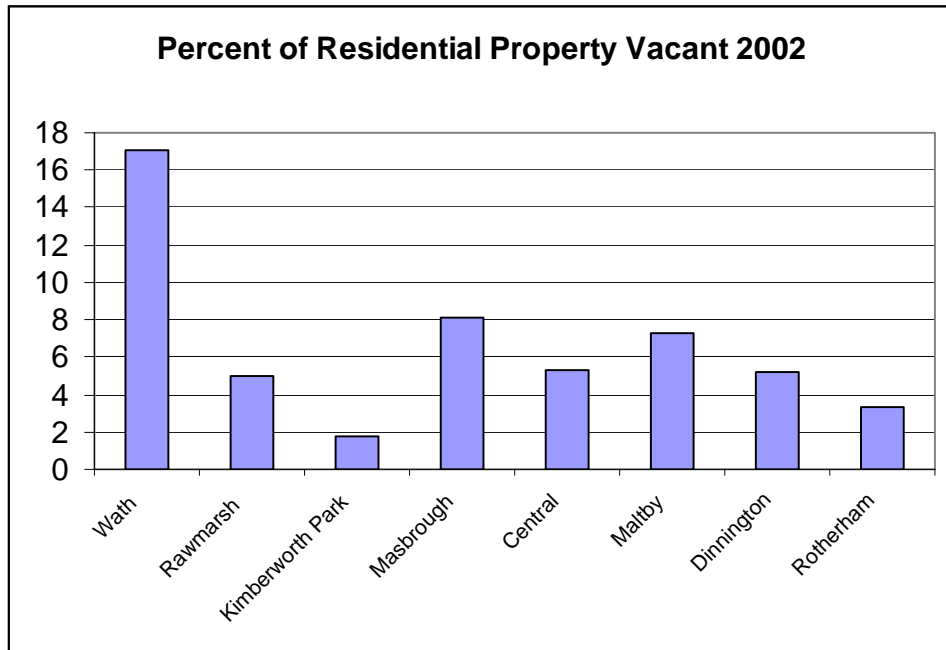
There are some significant variations in vacant property rates within our priority neighbourhoods. With the exception of Kimberworth Park, all other target areas are above the Rotherham average. In Rawmarsh, Dinnington and Central there is a less than 2% difference; with Maltby and Masbrough showing more than double the average rate. Wath however, has a significantly high vacancy rate at 17.10%.

Youth Nuisance Rates

Youth Nuisance Rate 2001/02
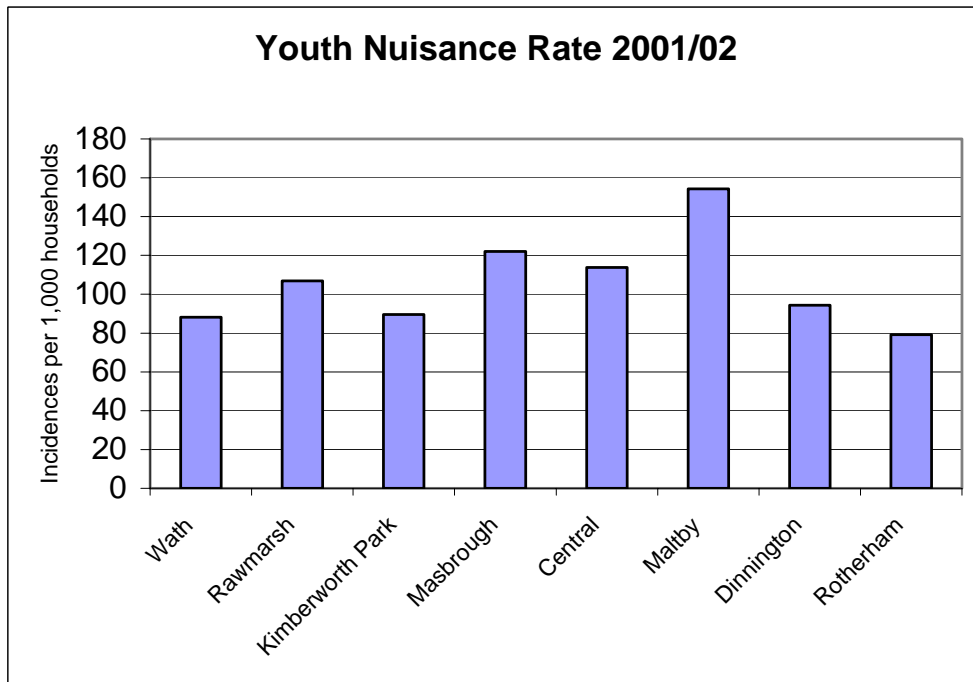
The average for Rotherham shows a youth nuisance rate of 79.22 for every 1000 households. All priority areas show a rate higher than the average. The areas of Rawmarsh, Masbrough and Central all show rates of above 100 per 1000 households; with Maltby showing a high rate at 154.4.

Domestic Burglary Rates

Burglary Rates 2001/02

Burglaries per 1,000 households

Area	Rate
Wath	44
Rawmarsh	48
Kimberworth Park	37
Masbrough	35
Central	46
Maltby	26
Dinnington	56
Rotherham	24
National	19
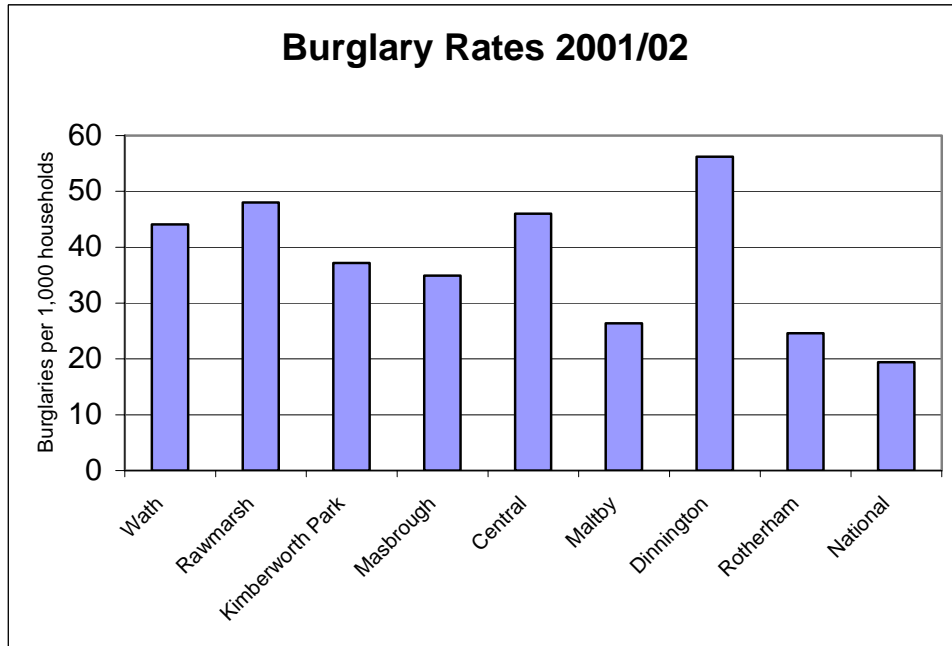
Rotherham's domestic burglary rate is above the national rate, and all target areas have burglary rates above Rotherham's rate overall.

Domestic burglary rates, measured as the number per 1,000 households, are twice the Rotherham average in Rawmarsh and Dinnington. Central and Wath show figures almost as high. Maltby is closest to the Rotherham average at 26.40 per 1000 households.

In addition to analysing deprivation indicators, we have also looked at information for the target areas that helps us to understand the population profile of the areas. This will help us to develop actions that are appropriate given the profile of the area.

In terms of Black and Minority Ethnic (BME) communities, there are two priority areas that have significantly higher than average number of BME people – Central and Masbrough both have three times the Borough average. It will be important therefore that activities aiming to engage communities or deliver particular projects respond to the needs of the diverse community.

There is also a distinct age pattern in our target areas compared to Rotherham as a whole. We see that children and young people make up a consistently higher percentage of the population than the Rotherham average. Children aged 0 – 9 are higher across all target areas, and children aged 10 – 16 are higher across the majority of the target areas. With the exception of Kimberworth Park and Wath, this picture continues through to people aged up to 29.

The development of these statistics has enabled us to identify inequality within Rotherham communities, as well as being able to highlight the make-up of these communities. We can now use these to target our actions appropriately and also measure improvements in these areas from short term and longer term interventions.

Community needs and aspirations

The statistical analysis outlined above provides important information to enable us to target action effectively in Rotherham's most deprived areas. However, this alone does not provide a full picture of the needs of those communities. We need to use the outcomes of previous community planning work and consultation to provide information on needs and aspirations from the communities' perspectives. Also, it is important that we have a clear understanding of the opportunities for those communities to benefit from area based regeneration programmes and other area based activity already underway, including the existence of community partnership and other area based structures.

Here we provide a summary of our current understanding of each of the residential target areas, using statistics, outcomes of consultation and community planning, and our understanding of regeneration programmes and existing area

structures. This will help us to shape our actions in a way that builds on our knowledge and understanding of those areas.

Central area

This is the largest of the Neighbourhood Renewal Target Areas, covering much of the town centre and adjacent neighbourhoods, including Canklow, Eastwood, Clifton, Herringthorpe, Dalton and Eastwood. The population of this area is 28590 (Census 2001). We know that this area has high numbers of Black and Minority Ethnic (BME) residents (10.8% of the total; Census 2001). Across all of the deprivation indicators, the Central area is more deprived than the Rotherham average, and is the most deprived in relation to low birth weight and eligibility for free school meals.

There is already a lot of Community Partnership activity in the area, and much of the area is covered by Objective 1 Community action plans. There is also a Neighbourhood Management Pathfinder in Eastwood and Springwell Gardens, and part of this area is covered by Sure Start programmes.

A number of common concerns have emerged from community planning activity:
- Improving the quality of housing across the area and opening up choice and affordable housing
- Creating new job opportunities and linking people to the regeneration of the Town Centre
- Tackling deep inequalities in health and developing community based health promotion activities
- Developing and improving the range of community facilities for learning and enterprise
- Raising educational attainment and extending the use of school facilities for community use
- Tackling crime, especially drugs misuse in the areas
- Improving open spaces, particularly play areas and parks

Dinnington

The population of this target area is 3504, and 0.7% of the population is BME (Census 2001). In terms of the deprivation indicators, Dinnington scored highly in relation to domestic burglary and the under 75 mortality rate. Domestic Burglary was more that twice the Borough average.

Dinnington is an Objective 1 Priority 4a area. Community Planning work in this area has been led by Dinnington Area Regeneration Trust, and a number of key priorities are emerging from this work:
- Creation of new job opportunities in the area – the development of former colliery sites is viewed as a central development
- Raising educational attainment in the area and expanding opportunities for adult learning and re-skilling. Connecting the local schools and college to business development in the area.
- Tackling local inequalities in health
- Raising housing standards and improving the quality of the environment

Kimberworth Park

The population of this target area is 6413 – the second largest target area, and 0.6% of the population is BME (census 2001). In relation to the deprivation indicators, Kimberworth Park scored consistently more deprived than the Borough average, and has a particularly low level of higher education applications (only 1.3% compared to 4.4% for Rotherham as a whole).

Kimberworth Park has been designated a Pioneer Area for Objective 1 Priority 4a. Support has been provided to stimulate the establishment of a community partnership to lead this programme and undertake community planning through local surveys, festival fund days and planning for real exercises.

Key priorities for the area include
- Improving local recreation facilities for children and young people
- Keeping the area clean and improving the appearance of the built environment
- Providing more job and training opportunities in the area and linking local residents to emerging opportunities in the Town Centre
- Improving choice and availability of housing in the area – particularly enabling young people to have access to good quality housing and remain living in the area
- Tackling drugs misuse and drug dealing in the area
- Improving the range of primary health care services and transport links to central services

Maltby

This target area has a population of 4345, with 0.9% BME (Census 2001). The deprivation analysis revealed that this area has a particularly high rate of youth nuisance incidents – the highest across all target areas.

Maltby is an Objective 1 Priority 4a area and is covered by a Sure Start programme, and community partnership working is strong through the Maltby Forum and White City/ Birks Holt Estate Partnership. There has been extensive community planning activity in the area, and this highlighted a number of priorities including:
- Transport – especially traffic congestion on High Street
- Leisure and recreation facilities – 84% of the population travel outside Maltby to pursue recreation interests
- Green Spaces – particularly concerns about fly tipping and the condition of local parks and play facilities
- Community Safety – especially in relation to levels of alcohol and drugs misues, motorcycle nuisance and poor street lighting
- Multiple debt problems and lack of advice services
- Poor basic skills in young people.

Masbrough

The Masbrough target area has a population of 4807, with 18.1% BME, the highest of all target areas (Census 2001). This area has particularly high benefit rates, free school

meal rates and low birth weight rates. Masbrough has more than double the borough average for Free School Meal eligibility.

The Kimberworth Park Community Forum has been established, and although there is no community action plan as yet, the area borders the Kimberworth Park target area and shares a number of common concerns. It is also part of a wider area designated as a priority for Objective 1 funding, and falls within the Rotherham Central Sure Start area.

Key priorities identified to date include:
- Improving job opportunities for local people – linking local residents to the New York Riverside developments in particular.
- Improving range of available childcare facilities – to support parents into learning and work
- Improve GP and Health visiting services in the area
- Tackling crime – anti-social behaviour is a major concern
- Improving quality of housing and range of affordable housing

Rawmarsh

This area has a population of 4910, with 1.2% BME (Census 2001). Through the deprivation analysis, we have found that this area has high rates of council tax benefit take-up and under 75 mortality. Domestic burglary in Rawmarsh is the second highest across the target areas at 48 per 1000 households.

Community planning and consultation has been carried out through the Rawmarsh and Parkgate Community Partnership, for the Objective 1 Integrated Development Plan and in relation to the Rawmarsh Sure Start Programme.

The main priorities identified by local communities are:
- To improve community facilities and leisure opportunities in the area – Rawmarsh Leisure Centre and Bellows Road Shopping Centre are key sites for improvement
- To improve the local environment – including parks and green spaces and the maintenance of streets and neighbourhoods. The development of Rosehill Park is a key development
- To reduce crime – particularly tackling drugs misuse
- Improve the quality and choice of housing

Wath

The Wath target area is the smallest of all the areas, with a population of only 1341 (BME population is 0.9% -Census 2001). Through the deprivation analysis it is evident that the key issue affecting this area is housing, with the vacant property rate of 17.1% compared to 3.3% for Rotherham as a whole.

Wath upon Dearne partnership was launched in 2002 and has led community planning activity in the area. Planning for real and street surveys have been used to establish priorities for the area:
- Regeneration of the White Bear estate – tackling housing and environmental improvements and development of green spaces

- Development of community and recreation facilities including Montgomery Hall, Wath Skate Park.
- Community Safety - more pro-active work with young people in the area, community policing
- Transport – review of bus routes, better links to job opportunities at Manvers
- Environment – litter and appearance of town centre, development of Wath Manvers Lakeside

Further work is needed to enhance this knowledge base, and built into our Implementation Plans are activities to prioritise the development of community planning in deprived areas, undertake quality of life surveys to provide measurable baselines, and improve statistical information at neighbourhood level.

Communities of Interest

We recognise that the task of renewing neighbourhoods includes providing support for communities who are not just defined by their geographical location. These include:

- ❖ Black and Minority Ethnic communities
- ❖ Young People
- ❖ Disabled people (physical and sensory disability; people with mental health problems; people with learning disabilities)
- ❖ Older People
- ❖ Lesbian, Gay, Bisexual and Transgender People
- ❖ Asylum Seekers and Refugees
- ❖ Faith Communities
- ❖ Men and women

For a number of reasons including institutional barriers, lack of knowledge by service providers and lack of available data, the needs of these communities are not always being met. It is important through the Neighbourhood Renewal Strategy that we better understand the needs of communities of interest to ensure these are built into actions and become a focus for delivery.

SUMMARY OF ACTION
- Ensure that activity in target areas reflects the specific needs of those areas and the population profile.
- Ensure that the needs and priorities of communities of interest are reflected in our approach and in our activities.
- Further develop neighbourhood statistics to ensure effective targeting of activity.
- Undertake community surveys in target areas to provide quality of life baseline information.
- Prioritise community planning in target areas to identify local needs and aspirations.

SECTION 4	**Delivering Neighbourhood Renewal**

In this section, we outline our commitment to delivering neighbourhood renewal by focusing on the core aims set out in Section 1.

We have identified a number of aims for the Neighbourhood Renewal Strategy that will focus effort and reflect our need to address root causes of deprivation and also to drive forward service integration and mainstreaming. These will complement action already being taken by the LSP thematic Spokes to deliver aspects of neighbourhood renewal through their existing plans.

Our approach to reducing inequalities focuses in particular on addressing the key underlying causes of deprivation through preventative measures that address the root causes of deprivation.

We also recognise the importance of short term interventions that will address neighbourhood issues that communities highlight as important to them. We will seek to address the current consequences of deprivation in order to have an immediate impact on quality of life in our most deprived neighbourhoods. This will include interventions planned as part of our priorities for action in the published Community Strategy, but will be driven forward by improving the involvement and engagement of communities through community planning, and the development of more co-ordinated approaches to service delivery through neighbourhood management.

The broad aims of the Strategy are to:

A. Address the root causes of deprivation in target neighbourhoods, by focusing action on three core themes

1. **Improving the life chances of children and young people**

2. **Enabling everyone to achieve functional skills for life**

3. **Improving the position of the economically disadvantaged through sustainable employment**

> **B. Ensure our resources and service delivery are aligned with community needs, across target neighbourhoods and for communities of interest, by:**
>
> 5. **Driving forward service integration at neighbourhood level through the development and roll-out of a neighbourhood management approach.**
>
> 6. **Prioritising the active involvement of communities – both geographical and communities of interest – and place community needs and aspirations at the heart of neighbourhood renewal.**
>
> 7. **Ensuring effective mainstreaming of neighbourhood renewal in the plans and activities of partner organisations to achieve positive outcomes for target communities in the longer term and for future generations.**
>
> 8. **Maximising the use of external resources to facilitate the transformation of deprived areas**

Addressing the root causes of deprivation

For neighbourhood renewal to be sustainable, it is essential that we adopt a preventative approach and focus on the root causes of deprivation that exist within Rotherham's communities. Through consultation within the Local Strategic Partnership, three themes have been identified that will provide a focus for partnership delivery:

1 Improving the life chances of children and young people.

Cycles of deprivation have become more evident in neighbourhoods over the last 20 to 25 years. Low aspirations in families, and consequently children, has resulted in neighbourhoods where educational attainment is consistently lower than elsewhere in the Borough, and is associated with higher levels of benefit claimants due to low incomes or unemployment. The picture is often repeated through generations of families.

One cause of low aspiration and poor life chances of children and young people are the circumstances and aspirations of the parent or parents of these young people. Families that are economically disadvantaged and have low skills for life may not have the ability to give their children the support they need. We know that the life chances of children and young people are affected by living in our most deprived target neighbourhoods because of the economic position of their families, their chances of good

educational attainment and risk of being victims or committing crime. We believe that we need to focus on promoting positive life chances for children and young people as a key priority.

As these problems are inter-related, and can all be identified as being both cause and effect, we need to take a very co-ordinated and holistic approach to improving the life chances of children and young people as members of families and communities.

2 Enabling everyone to achieve functional skills for life.

There is clear evidence that poor levels of literacy and numeracy result in low educational attainment, which in turn leads to a reduced ability to access good quality jobs. There is an unacceptably high level of people with poor numeracy and literacy in Rotherham which will continue to limit their ability to access new opportunities.

We believe the very low levels of numeracy and literacy in Rotherham to be a significant contributor to low incomes, unemployment, families with low aspirations (parents and children), and more generally, an inability to access the services to which they are entitled.

Whilst there are a wide range of learning providers in Rotherham, we would like to see improved co-ordination, a focus on poor neighbourhoods, and the sharing and effective use of good practice.

We also need to influence the funders of this provision to enable providers to deliver improvements through methods shown to be most effective.

3 Improving the position of the economically disadvantaged through sustainable employment

This can include families in which no one is in paid work and who are claiming benefits where it is possible that all benefits are not being accessed. In Rotherham, recent evidence shows that many economically disadvantaged people now have significant or multiple barriers to accessing work, such as poor health, social problems or very low levels of educational attainment. It can also include families where those in work are in very low income jobs, with few prospects for change, are often also reliant on benefits. Conversely, families may or may not be accessing all benefits they are entitled to.

Whilst we understand that a low level of income is not the only determinant of inequality in our target neighbourhoods, we believe it to be a key one. This theme therefore focuses on tackling this via the creation of sustainable, and high quality, employment opportunities. We need to ensure that barriers to work are addressed and that opportunities for work and to improve their economic situation are opened up.

Low income and lack of sustainable quality employment opportunities has an impact on health, housing, parenting and family problems. A key issue to be tackled under this theme is the level of economic inactivity in the Borough.

Implementation Plans 2 to 4 outline the projects that will deliver against these priorities and the outcomes we expect to see.

Partners recognise that action to address the underlying causes of deprivation has to be a long-term enterprise. However, they are also acutely aware that communities have problems now - and they will want to see things improve quickly - especially on issues which affect them directly every day. We need to address short-term problems (quick wins) as well as addressing the root causes through longer term, sustained action in our target neighbourhoods.

For example, we know that community safety, fear of crime, and anti-social behaviour consistently come out near the top of the list of people's immediate concerns when local surveys are carried out. This concurs with the neighbourhood level statistics we can now produce, which show that burglary and anti-social behaviour are higher than the Borough average. We also have Borough level targets in our Community Strategy and Crime and Disorder Strategy to reduce fear of crime, overall crime rates and domestic burglary. The Safer Rotherham Partnership is working at neighbourhood level to improve services and impact on Borough wide targets.

Housing and the immediate environmental quality adjacent to housing can be an issue of concern, particularly public open spaces and green spaces in the most deprived neighbourhoods. Housing decency in the social rented sector is a key target in our Community Strategy and in Rotherham Metropolitan Borough Council's Housing Strategy. The Strategic Housing Partnership is working with the private sector to extend these targets within the private rented sector as well. In addition, the most deprived areas of Rotherham are included in the South Yorkshire Housing Pathfinder initiative, and the Housing Market Renewal Strategy will be a key driver in transforming the housing stock in these areas and increasing choice and quality for local residents.

These complementary strategies and plans provide examples where addressing the immediate problem can impact on people's quality of life in a short space of time and also where we can take advantage of other programmes of activity. This is an important element of our Neighbourhood Renewal Strategy.

A further aim of the Strategy is to ensure our resources and service delivery are aligned with community needs, across target neighbourhoods and for communities of interest. This underpinning activity cuts across all deprived communities, and the actions to deliver against this aim are outlined in Implementation Plan 1.

Driving forward improved service co-ordination in deprived areas.

Neighbourhoods experiencing multiple deprivation experience a wide range of complex and often inter-related problems relating to employment, crime, health, skills, the local environment and housing. Individuals and families are often affected by a number of issues that impact on individual and community quality of life.

Improved and targeted service delivery in deprived neighbourhoods will have a significant impact on such complex issues and broader quality of life, and partners are committed to improving the co-ordination of services and engaging local people fully in service development at neighbourhood level.

We are committed to adopting a Neighbourhood Management approach to building sustainable communities, developing a real partnership between local residents and service providers to tackle the challenges set out in this strategy.

Our Neighbourhood Management approach will be based on three key principles:

- ❖ Devolving responsibility to the neighbourhood level so that residents can see who is responsible for getting things done
- ❖ Designing and coordinating services at neighbourhood level to meet the needs of local communities
- ❖ Aligning mainstream and external funding programmes to ensure that resources to improve neighbourhoods are used to best effect.

We will build upon the early lessons that are emerging from our Neighbourhood Management Pathfinder in Eastwood and Springwell Gardens and a "Going

local" pilot that has been testing out service coordination in a neighbourhood housing office. We will also learn from the success of other initiatives that adopt a multi-agency approach to tackling neighbourhood issues, such as "Streetpride" and Neighbourhood Wardens, and seek to grow these in response to community needs.

Neighbourhood Management Pathfinder

Recent achievements of the Neighbourhood Management Pathfinder have included:
1. Support for the establishment of a major new Community Enterprise to provide a kerbside recycling service, thereby contributing to sustainable waste practices and providing training an employment opportunities for local people.
2. Acting as a test bed for the joining together of services for children and young people across a range of service providers;
3. Promoting the role of schools in regeneration and developing a model for extended school activity;
4. Piloting a national initiative to develop locally determined health indicators, to help measure quality of life improvements

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Streetpride

A co-ordinated, multi-agency approach has been developed that seeks to improve the local environment and has at its heart improved better public services, increased investment and enhanced community involvement and engagement. This includes high-profile initiatives such as Streetpride, which aims to improve the cleanliness, appearance and pride in the Borough. It brings together and enhances all Rotherham Council services that contribute to improving the quality of the environment. This has resulted in marked improvements in local environmental conditions and is already making a significant contribution to neighbourhood renewal in Rotherham's most deprived communities.

Neighbourhood Wardens

Uniformed Neighbourhood Wardens now patrol large areas of Rotherham, especially the Borough's most deprived communities. They deal with a wide range of quality of life issues, including graffiti, fly tipping and anti-social behaviour. They also receive reports of anti-social behaviour and liaise with South Yorkshire Police to resolve local issues. They have made an important contribution to reducing fear of crime and improving quality of life.

Initiatives such as these are already making a positive and lasting difference at the neighbourhood level. They are helping local people to make their own area a better place to live, and are contributing significantly to health, crime, economic growth and an improved quality of life more generally.

Learning from such initiatives will help us to develop a partnership framework for extending and mainstreaming neighbourhood management over the coming year.

Community engagement

We recognise the importance of community involvement, and see it as being at the heart of neighbourhood renewal. Delivery of this strategy is dependent on the active involvement of communities to define needs and aspirations, and, through the development of Neighbourhood Management, take on a more active role in the planning, management and delivery of services to local communities.

There are already a number of mechanisms that provide opportunities for community engagement and influence. These include:

- ❖ Strategic – development of community empowerment networks to facilitate involvement in the Rotherham Partnership

- ❖ Area-wide – development of Area Assemblies with elected member involvement with communities at local level, and with the intention of widening partner involvement

- ❖ Neighbourhood – development of Community Partnerships (geographic) and local networks (essentially thematic).

Our aim is to build on these mechanisms and review and strengthen them where appropriate. Through the improvement of service co-ordination at neighbourhood level, it is intended to review the area structures in place for interagency working, and thereby strengthen the involvement of the community sector in the development and management of services. Reviews of such mechanisms will take into account the need to ensure that we engage effectively with all communities so that their needs are not missed at neighbourhood level, and that all communities – of place and interest – are able to influence plans, strategies and service delivery.

The Neighbourhood Renewal Strategy will be underpinned by community planning, a process which promotes community engagement and empowerment, and facilitates better understanding of local issues and priorities that then are used to influence service delivery and the development of policy. Community Planning will complement the development of the Community Empowerment Network by providing opportunities for voluntary and community sector organisations to engage with neighbourhood renewal and to participate at all levels of partnership work.

Whilst we recognise that Community planning has been underway in a number of Rotherham's communities in recent years, the further roll-out of community planning needs to support the development of an effective infrastructure across geographical boundaries which ensures community plans are linked to and influence Area Plans and Agencies' plans. To ensure this takes place, the revised Community Development Strategy will include a specific strategic objective setting out how this will be achieved.

We recognise that the voluntary and community sector is best placed to deliver a significant variety of local services due to the distinctiveness of the added value it

brings. Wherever it provides services it does so in a way that delivers more than just the agreed outputs – it involves local people, builds local networks, increases community confidence and stimulates growth of social capital both within and between communities. Therefore it is vital that we build the capacity of the voluntary and community sector organisations to play a stronger role in delivering services at local level that can bets meet the needs of the most disadvantaged communities.

This developing partnership with the voluntary and community sectors will be underpinned by the Rotherham Compact – our commitment to work together more closely and to respect each others rights and responsibilities.

Over the coming year, the Partnership will review our community planning processes to provide a better understanding of the needs of disadvantaged communities and allow a closer alignment of resources and activities to deliver the Neighbourhood Renewal Strategy.

Across many communities in Rotherham, we have supported the growth and development of community led partnerships. These partnerships are building the capacity of communities themselves to engage with service providers and plan future provision in their area. We will continue to support their development by encouraging more active community participation and stimulating growth that ensures better representation of their local area.

Supporting the delivery of the Neighbourhood Renewal Strategy, in each of the target communities we will work with community partnerships to:

- Understand the neighbourhood – who lives, works and learns in the area
- Identify the needs and priorities of local people – understanding what needs to change
- Find out what resources are already being devoted to the area – from mainstream and external funded programmes
- Identify what more needs to be done
- Plan and Implementation for positive change

Community planning in each area will ensure a participative and inclusive approach, recognising the diversity of communities and devising solutions that promote community cohesion.

Each target area will have the support of a dedicated Community Planner, working collaboratively with other community based workers, to engage local people in the planning process. The purpose of community planning is to determine long-term outcomes for local communities.

Neighbourhood Investment Plans will be produced for each area, demonstrating the commitments that service providers will make to achieve these outcomes. The Investment Plans will enable the Partnership to align mainstream service budgets with externally funded programmes, including area-based programmes such as the Housing Market Renewal Pathfinder.

This activity will be co-ordinated locally through the development of strong inter-agency working at area level. This development will take into account the role of Area Assemblies and Community Partnerships and consider how area structures will feed into the Local Strategic Partnership.

Our private sector partners are also integral members of local communities. They have an important role to play in helping to transform the image of the Borough and providing support in regenerating our most disadvantaged communities. They provide jobs and training opportunities, deliver services and attract investment into communities. They are also stakeholders and service users. The recent appointment of a partnership Business Broker will help to drive forward private sector involvement in delivering this strategy.

Maximising the use of resources

Rotherham has had access to a wide range of regeneration funding schemes over the last fifteen years, and has delivered some excellent programmes of activity that has positively impacted on people's lives. Some of this activity, by its nature, has a limited life, and can achieve planned outcomes within the timeframe of the funding programme. However, other activity, which has been seen to be tackling deprivation, and producing positive outcomes, has either come to an end as funding ceases, or searches for the next funding opportunity.

We recognise the importance of integrating externally funded activity with mainstream provision in order to ensure that good practice will influence how services are delivered in the future. This is a difficult balance to achieve, but the closer integration of staffing, resources and evaluation processes will help achieve more effective use of these additional resources.

There has been an emphasis at a local and a Government level to try to ensure that the various funding schemes are not duplicating effort in neighbourhoods. It is a positive move to see a number of separate funds being targeted into the same area - this reflects the multiple needs these communities often have. However, in the past this has sometimes caused duplication, confusion and overload for the communities themselves. We recognise the importance of improving the integration and co-ordination of funding programmes, aligned with mainstream delivery, to ensure maximum benefit for local communities.

A range of resources are available to support the delivery of Neighbourhood Renewal and it is critical that all funded activity is aligned with priorities and contributes to renewal within Rotherham's most deprived communities.

Neighbourhood Renewal Fund 2001-2006

This fund has been made available to the 88 most deprived local authority areas, and is designed to support activities that help to deliver national targets as set out in the National Neighbourhood Renewal Strategy.

The majority of the funding during the first three years has supported increases or enhancements to current service delivery or previously funded activity, with a preference for spending in Rotherham's most deprived communities and a general emphasis on improving quality of life.

The use of NRF from 2004/5 has been subject to review, with a clear requirement to deliver the implementation plan priorities set out in this local Neighbourhood Renewal Strategy, along with a requirement for delivery to take place into the target neighbourhoods. This new process was launched in May 2004 for new activity to be funded through to March 2006 when the programme is time-tabled to close. The emphasis is much more on interventions that will have a measurable impact in target neighbourhoods, but are also activities that will help to pilot new and better ways of delivering services into the future.

We have also set an evaluation process in place that will assess the impact of projects in target neighbourhoods, their ability and success in influencing service delivery, and evidence of planned long-term benefits. The results of this work will be set out in regular evaluation reports.

Neighbourhood Management Pathfinder

This is a Government Pathfinder programme that supports the delivery of a neighbourhood management model, and is one of a small number across the country. It is based in Eastwood/Springwell Gardens, an area close to the town centre which had previously benefited from a five year area based Single Regeneration Budget programme, and is one of our NRS target areas.

The funding has been vital in developing a programme that has aimed to achieve significant partner buy-in, including engagement of the local community in a variety of ways. There is, again, an emphasis on getting service delivery right - ensuring it is effective, co-ordinated and meets local need.

As a 'Pathfinder' programme, the development of neighbourhood management model in Rotherham will provide pointers and for what does and doesn't work in achieving neighbourhood renewal in an area that has some high levels of deprivation. The Pathfinder will also be able to test out the cost and value of alternative methods of service delivery in order to inform future neighbourhood management models that will not benefit from additional grant resources.

Housing Market Renewal Pathfinder - 'Transform South Yorkshire'

Rotherham is part of a large sub-regional Housing Market Renewal Pathfinder programme that is being delivered through the ODPM's 'Sustainable Communites' strategy.

The programme is aimed at tackling housing market failure, where boroughs cannot meet housing need, have inappropriate housing that people don't want, and/or support and promote the development of new and sustainable housing.

Whilst these issues exist across Rotherham, there is a concentration of these problems in a band of housing from the north of the borough down to the town centre, and broad areas to the east and west of the town centre. Five out of seven of our neighbourhood renewal target areas sit within the broader Housing Pathfinder target areas. There is a correlation between the areas of multiple deprivation and areas of housing that require either improvement or significant change to ensure that they become and remain sustainable communities with an improved quality of life.

It is important to understand the Housing Pathfinder is not just about improving housing stock in the borough.   The ODPM Sustainable Communities strategy places great emphasis on the importance of overall quality of life for residents and ensuring that future planning of housing takes into account all people in the borough, and that diversity, community cohesion and service access is key. The

neighbourhood renewal strategy is a driver in Housing Pathfinder programme development.

South Yorkshire Objective 1 (Priority 4a and 4b)

The South Yorkshire Objective 1 Programme is made up of three European Structural funds that aim to deliver economic growth to the sub-region.

Within a very large programme of activity there is a measure that promotes community lead involvement in local economic growth. The aim of this measure is to enable neighbourhood level partnerships made up of local people, to access regeneration funds, and to develop their own localised solutions to economic development. In recognition of the lack of experience and low levels of local activity, funding is available to develop partnership structures and deliver locally based projects that enable people to have every opportunity to benefit from economic growth.

Although the target areas for this work were selected in 2000 (and incorporated a larger percentage of the population), all our target neighbourhood renewal areas sit within the Objective 1, Priority 4 areas.

It is important that as local partnerships develop, they are fully informed about neighbourhood renewal issues, data and interventions so that they can contribute to solutions from their local perspective.

Area Based Initiatives

Rotherham has a wide range of areas based initiatives that are associated with specific funding streams, e.g. Sure Start, Extended Schools, Children's Fund, Excellence in Cities Action Zones, Small Retailers in Deprived Areas, Healthy Living Project.

In 2003 the Government concluded in its report on the wide range of Area Based Initiatives across the UK, and made recommendations for bringing together a number of smaller schemes in order to reduce duplication and encourage Government departments to better co-ordinate these types of initiatives.

To complement this work, and add a "local" angle, funding was secured from Government Office to develop a sub-regional network of people involved in planning and delivering Area Based Initiatives. To date this has involved mapping

Area Based Initiatives in each area, identifying common training needs of staff involved in delivery, implementing training programmes, sharing good practice across practitioners as well as considering sustainability issues where funds are coming to an end. This work has informed how we can better co-ordinate Area Based Initiatives locally and sub regionally and continues to inform and support how we manage geographically based projects and programmes.

These have been mapped very recently through a project funded by Government Office to enable us to better co-ordinate a range of different (and similar) schemes across the borough.

People who work within target areas are well appraised of schemes and projects that exist on their patch, however, we need to be better at sharing good practice across neighbourhoods, so that interventions that can evidence positive outcomes for multiply deprived communities can be rolled out elsewhere.

Towards Mainstreaming Action

The National Neighbourhood Renewal Strategy recognises that there has been too much reliance on short term funding schemes in a small number of areas, with not enough emphasis on ensuring that mainstream services are meeting the needs of poorer neighbourhoods. Long term change in our deprived neighbourhoods can only be achieved by re-focusing and targeting these mainstream resources to where they are most needed, and delivering services in the most effective and appropriate way. Partners recognise that the Rotherham's Neighbourhood Renewal Strategy provides a framework for ensuring that interventions for addressing inequalities are built into organisations' planning.

The term 'mainstreaming' is a term used to describe how good practice that is often developed through special, externally funded programmes, can be built into service delivery. In other words, how services can be changed if better outcomes can be achieved by alternative methods of delivery that have been tested out.

This is not always easy. For example, moving from a service that has to deal with critical problems and address them as they arise, to one that invests in measures to reduce the likelihood of these critical problems arising in the first place (prevention), can be complex and long term. However, we believe that using external resources innovatively is more sustainable. For example, to genuinely change the way mainstream provision works, rather than funding an effective project which is not integrated with other activity.

Mainstreaming can also mean that methods of working can be adopted as policy by building them into everyday work. We would like to see that addressing inequality within our poorest neighbourhoods, and with groups of people who face particular barriers, is taken into consideration when planning services and strategy as a matter of course.

SUMMARY OF ACTION

We need to:

- ❖ Focus action on the underlying causes of deprivation.
- ❖ Ensure we tackle the main concerns of people living in deprived neighbourhoods – particularly in relation to crime, anti social behaviour and the local environment.
- ❖ Learn from and share good practice
- ❖ Ensure we engage communities effectively – of place and interest
- ❖ Strengthen mechanisms for interagency working
- ❖ Maximise resources and seek to mainstream renewal

SECTION 5	Position Statement and Targets – where we are now and where we want to be.

In this section, we assess our current position against the National Floor Targets, aligned with the priorities of the Community Strategy. This assessment is aligned with the priorities and targets of Rotherham's Community Strategy to enable us to consider the effectiveness of the Neighbourhood Renewal Strategy in delivering the Community Strategy at local level.

We highlight how the three core aims of our Neighbourhood Renewal Strategy that seek to address the underlying causes of deprivation will contribute to the delivery of floor targets and the Community Strategy. This is important in defining the core action that we need to focus on in delivering our Neighbourhood Renewal Strategy.

Key Indicators

Using evidence gathered through the process of developing neighbourhood level indicators, partners have begun to develop indicators and targets at that level. This will help us measure progress on Community Strategy targets, national Neighbourhood Renewal floor targets and neighbourhood priorities. However this is currently work in progress, and much more needs to be done to enable us to better monitor the impact we are having in particular neighbourhoods. We outline in this section the areas where we would like to develop indicators, and say more about measuring progress in Section 7. The development of local targets is currently work in progress and Appendix 6 sets out the indicators and targets we have already set ourselves to measure the impact of our Strategy.

As we do not currently have all the available data we would like at a neighbourhood level to enable us to monitor progress on those areas that we believe are the most important, we have set out:

- ❖ Indicators that we can use today to measure progress on the areas for action. We recognise that they are not perfect, and some of these indicators are proxy measures. However, they are useful in that they will enable us in the short-term to track our progress. These indicators are included in Appendix 7.

- ❖ Indicator areas that we will develop over the next 12 months that will provide more helpful data to enable us to effectively measure our progress longer-term.

Wealth

POSITION STATEMENT
- ❖ Higher levels of benefit take-up in all target areas, in some areas almost double the Rotherham average.
- ❖ Higher levels of free school meal eligibility in all target areas, in some areas, over double the Rotherham average.
- ❖ The significant correlation of these measures with all our other measures of deprivation.

NATIONAL FLOOR TARGETS
- ❖ Increase employment rates of disadvantaged areas and groups.
- ❖ Reduce the difference between employment rates and the overall rate.

At a Borough level, the gap between Rotherham and the rest of the UK is closing. In 2003 the gap was 2.1%, reducing to 1.5% by 2004. The key issue for Rotherham is to address the disparities that exist within the Borough.

OUR AIMS IN TARGET AREAS
- ❖ Reduce the rates of households and working age people dependent upon benefits by enabling people to access employment.
- ❖ Reduce the percent of pupils eligible for free school meals in the medium to long term (early work to support access to good information and guidance may initially increase access to this service).
- ❖ Improve access to information and guidance to enable people to access benefits available in and out of work in order to reduce levels of poverty.

NEIGHBOURHOOD RENEWAL AIMS

Life Chances	Skills for life	Sustainable Employment
In the short term, increase take up for those eligible for benefits (incl free school meals), aim to decrease numbers eligible in the longer term	Improve skills for life in order to enable people to: Access and benefit from workforce development opportunities	Decrease dependence on benefits, but increase take up where appropriate, especially where families are on low incomes
Improve educational attainment in order to increase young people's ability to access good quality jobs	Progress to higher level qualifications that are required by employers Access higher paid, higher quality jobs	Provide positive environments to encourage businesses into more deprived areas and encourage them to recruit from deprived areas
Improve the Borough's overall educational attainment levels in order to	Improve levels of confidence and self esteem	Increase opportunities for people in deprived neighbourhoods to set up in

create a positive image to encourage more employers into Rotherham Support teenage parents back into education, employment and training		business – promote enterprise Develop practical solutions for helping connect people to jobs (e.g. transport, chilcare etc) Promote workforce development for people living in target areas Build links between local employers and deprived neighbourhoods Raise aspirations, particularly amongst 2nd and 3rd generation economically disadvantaged. Support disabled people into employment and training

Developing New Indicators

We would like to develop measures that will help us have a better understanding of the underlying causes and to measure progress:

- ❖ Unemployment Levels: Measure unemployment levels at a Borough wide level and within target neighbourhoods.
- ❖ Economic Inactivity: Measure economic inactivity at a Borough wide level and within target neighbourhoods.
- ❖ Local poverty indicators to measure if poverty is reducing in the Borough

Lifelong Learning

POSITION STATEMENT
- ❖ Key Stage 3 results are below the Rotherham average in all target neighbourhoods, with four target neighbourhoods being significantly below.
- ❖ GSCE A*-C results are below the Rotherham average in all target neighbourhoods, with three target neighbourhoods less than half the average.
- ❖ Higher education applications are below the Rotherham average in all target neighbourhoods, with five areas being half the Borough average.

NATIONAL FLOOR TARGETS
- ❖ Increase the percentage of pupils obtaining 5 or more GCSEs at A*-C, with at least 38% to achieve this standard in every education authority. At a Borough level we have already achieved this target.
- ❖ The proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at grades A*-C rises by 2 percentage points each year on average. In all schools at least 20% of pupils to achieve this standard by 2004 rising to 25% by 2006.
- ❖ By 2004, 85% of 11 year olds achieve level 4 or above at Key Stage 2. To significantly reduce by 2006 the number of schools in which fewer than 65% of pupils achieve level 4 at Key Stage 2 or above. In Rotherham in 2002, 68% of pupils achieved this level, so some further work is required, including addressing the disparity between schools.
- ❖ By 2004, 75% of 14 year olds to achieve level 5 or above in English, Maths and ICT (70% science nationally), and by 2007 – 85% (80% science). To significantly reduce the number of schools where fewer than 60% of 14 year olds achieve Level 5 or above. In Rotherham in 2002, 62% of pupils achieved at least level 5 in English, 60% in Maths, and 60% in Science. Some further work is required, including addressing disparity between schools.

OUR AIMS IN TARGET AREAS
- ❖ Raise attainment of 5 GCSEs at grades A*-C by 2% a year, and ensure that targets don't fall below national neighbourhood renewal targets.
- ❖ Reduce school truancies by 10% compared to 2002.
- ❖ Raise Key Stages 2 and 3 performance by reducing the gap between Key Stage 3 performance and the Borough average in priority neighbourhoods and ensuring the gap in Key Stage 2 performance does not increase.
- ❖ Increase participation in Higher Education by 50% amongst the 15-29 cohort, and reduce the gap between the Borough average and the target neighbourhoods.

NEIGHBOURHOOD RENEWAL AIMS

Life Chances	Skills for life	Sustainable Employment
Improve educational attainment in target areas Increase the number of HE applications Focus services for vulnerable children and young people to where there is most need Ensure all children and young people have skills for life	Reduce the numbers of adults with poor basic skills in target areas Improve ability of people to access higher levels of qualifications Better co-ordinate basic skills provision in target areas and encourage delivery of collaborative programmes Deliver high quality and easily accessible community learning	Increase people's ability to access high quality employment Promote workplace learning and vocational learning

Developing New Indicators

We would like to develop measures that will help us to have a better understanding of the underlying causes and to measure progress:

❖ Skills for Life: Measure functional skills for life at a Borough wide level and within target neighbourhoods.
❖ Work Based Learning: Measure work based learning at a Borough wide level and within target neighbourhoods, especially for 16-19 year olds.

Health and Social Well-being

POSITION STATEMENT
- ❖ Lower birth weights than the Rotherham average in all target areas other than Maltby, rising to a 2% difference in the Central area.
- ❖ Consistently higher under 75 mortality rates than the Rotherham average.
- ❖ We are not able to measure teenage pregnancy at a neighbourhood level because of the relatively small number involved. However, looking at ward level figures, all our neighbourhood target areas except Kimberworth are in the top 20% of wards nationally.

NATIONAL FLOOR TARGETS
- ❖ By 2020 reduce by 10%+ the gap between the fifth of areas with the lowest life expectancy and the population as a whole.
- ❖ By 2010 reduce the gap between the fifth of wards with the highest under 18 conception rate and the average ward rate by a minimum of 25%.

In Rotherham whilst female life expectancy is on target to achieve this reduction, male life expectancy is still falling short.

Rotherham has more work to do to achieve this target.

OUR AIMS IN TARGET AREAS
- ❖ Reduce the difference in low birth weight rates between target neighbourhoods and rest of Rotherham by 10%.
- ❖ Reduce by 20%, the difference between target neighbourhoods and the Rotherham average, of coronary heart disease.
- ❖ Ensure appropriate level of support in target areas continues for vulnerable people helped to live at home
- ❖ Reduce the under 18 conception rate by 50% by 2010, focusing on target areas.
- ❖ All young people having access to good quality advice and information, sex and relationship education and appropriate sexual health services
- ❖ Reduce infant mortality rates in target areas.
- ❖ Reduce the number of children on the Child Protection Register.

NEIGHBOURHOOD RENEWAL AIMS

Life Chances	Skills for life	Sustainable Employment
Explore further the differing health experiences of children under 1 in the most deprived parts of the Borough, and roll out best practice into those areas with significant needs.	Support health education Improve parenting education Enabling people to access health advice, information	Continue to build on the Coronary Heart Disease preventative programme and the specialist initiatives (e.g. CHD coordinators) in target areas.

	and primary care.	Improve mental well-being through improved personal financial security. Increase economic activity - reduced dependency on disability and sickness related benefits.
Improve the health of children and young people through nutritional programmes and targeted health promotion Build on good practice in schools and the community to address mental health problems, and develop dedicated specialist services to improve early treatment. Improve our sex and relationships provision to reduce teenage pregnancies Review primary care provision to improve access for young people		

Developing New Indicators

We would like to develop measures which will help us to have a better understanding of the underlying causes and measure progress:

❖ Mental Health: Measure mental well being at a Borough wide level and within target neighbourhoods, working with communities to help identify mental health indicators.

❖ Obesity: Measure levels of obesity within GP practice populations within target neighbourhoods.

Safe and Inclusive Communities

POSITION STATEMENT
- ❖ Domestic burglary rates are higher in our neighbourhood renewal target areas than the Rotherham average, with the exception of Maltby which is close to the average. Some areas are close to, or actually double the Rotherham average.
- ❖ Youth Nuisance rates are consistently higher in all target areas
- ❖ Vacant property rates vary even within our target areas, however, all areas except Kimberworth Park are above the Borough average, with some being more than double the average.
- ❖ There is a higher percentage of people accessing drug treatment in all target areas.

NATIONAL FLOOR TARGETS
- ❖ By 2010 bring all social housing into decent condition with most of this improvement taking place in deprived areas, and increase the proportion of private housing in decent condition occupied by vulnerable groups Though further work is required to accurately measure the number of non-decent homes and where they are, we know an awful lot of work is required to achieve the 2010 target as we are not currently on target.
- ❖ Reduce the domestic burglary rate by 25% from 1998/99 by 2005. Rotherham is currently on target to achieve this.
- ❖ Reduce crime and the fear of crime. There is a clear target in the Community Strategy to achieve this target, however, ability to measure this specifically in target areas is required.
- ❖ Reduce Vehicle Crime by 30% from 1998/99 to 2004. This measure is not currently on target, so further work is required.
- ❖ Reduce the gap between the highest Crime and Disorder Reduction Partnership and the best comparable areas. The aim is to reduce overall crime rates in target areas in order to contribute to the wider Community Strategy target.
- ❖ Increase the participation of problem drug users in drug treatment programmes by 55% by 2004 and by 100% by 2008 from the 1989/99 baseline and increase year on year the proportion of users successfully sustaining or completing treatment programmes.

OUR AIMS IN TARGET AREAS
- ❖ Significantly reduce the number of houses that do not meet decent homes standards, with a focus on properties in Rotherham's most deprived neighbourhoods.
- ❖ Reduce the level of anti-social behaviour per 1000 households within target neighbourhoods to 25% of the Borough average by 2010.
- ❖ Set a baseline for Fear of Crime in target areas.

❖ Reduce the level of vehicle crime, burglary and the overall crime rate per 1000 population within target neighbourhoods by 2010.
❖ Develop and set a 'Quality of Life' baseline for target communities and the Borough, in order to assess the gap.
❖ Reduce levels of anti-social behaviour through developing a multi-tenure approach.
❖ Roll-out the "Safer Homes" standard in target areas.
❖ Reduce the levels of vacant properties compared to the Borough average.
❖ Develop more locally based accessible drugs services within target areas.

NEIGHBOURHOOD RENEWAL AIMS

Life Chances	Skills for life	Sustainable Employment
Reduce the risk of children and young people becoming involved in crime	Improve basic skills for those at risk of offending.	Support local business success by reducing crime
Reduce the numbers of children and young people who are victims of crime	Improve basic skills to enable people to become involved in local issues	Create better quality of life and housing choice to encourage people to remain in the area when their economic position improves
Provide opportunities for young people to influence what happens in their neighbourhood		
Providing the right housing and local environment for children and young people to achieve.		Enabling ex drug users into employment
Develop realistic and appropriate diversion activity for children and young people		
Reduce the risk of children being brought up an a drug environment		

Developing New Indicators
We would like to develop measures which will help us to have a better understanding of the underlying causes and measure progress:
- Fear of Crime: Measure fear of crime at a Borough wide level and within target neighbourhoods.
- Quality of Life: Measure quality of life at a Borough wide level and within target neighbourhoods.

SECTION 6   IMPLEMENTATION PLANS

In this section, we set out the Implementation Plans that have been developed to identify specific activities to be undertaken. Further action plans will need to be developed in future years as the Strategy unfolds over the period to 2010. It was not considered possible to identify specific activity for the full term of the Strategy, although broad priorities for the longer-term have been identified in some instances.

Four Strategies for Action have been developed relating to the broad aims of the Neighbourhood Renewal Strategy:

Implementation Plan 1 relates to underpinning activity.

Implementation Plan 2 relates to the aim of improving life chances for children and young people (developed by the Children and Young People's Board, though the "Engine Room" development group)

Implementation Plan 3 relates to the aim of enabling everyone to achieve functional skills for life (developed by the Skills for Life sub group of the Lifelong Learning Partnership)

Implementation Plan 4 relates to the aim of improving the position of the economically disadvantaged through sustainable employment (developed by the Employability sub group of the Economic Development Partnership)

The four Implementation Plans are included in this Strategy to provide an outline of the activities and programmes of work that will be developed and implemented to support delivery of Neighbourhood Renewal.

Much of the delivery will be through the existing plans of Rotherham Partnership's Thematic Spokes. Community Strategy is being implemented through the activity of partnerships and partners identified in relevant Spoke Partnership strategies and annual action plans. The annual action plans are known as "Spoke Action Plans" and will need to take account of the issues identified in this Strategy, be these relating to the key underlying causes of deprivation (the three strategic priorities) or the processes for driving forward service integration and community engagement.

Equally important are the numerous regional, sub regional and local plans and programmes that will help to drive forward our Neighbourhood Renewal Strategy, including for example the Housing Strategy and the Housing Market Renewal Pathfinder. There are numerous other plans and planned activities that will add value to our Strategy and contribute to the overall aims set out here.

In addition, partner agencies will need to reflect on the issues identified in this Strategy through their own annual service or business planning processes to ensure that services have the skills and capacity to respond. Section 4 of the Strategy outlined the importance of mainstreaming to the successful delivery of the Neighbourhood Renewal Strategy, and so one of the key priorities outlined in Implementation Plan 1 is to influence the mainstream delivery of services and activities so as to ensure maximum benefit for the target areas within this Strategy.

Implementation Plan 1 identifies the underlying activity that needs to take place across the Rotherham Partnership to ensure that the Community Strategy is being delivered effectively at the neighbourhood level and is addressing inequalities. This includes:

- ❖ Improving our knowledge base about the target areas,
- ❖ Enhancing our performance management framework through the development of local indicators and targets (as outlined in Section 5),
- ❖ Working in partnership to develop a neighbourhood management approach to service delivery
- ❖ Engaging communities of place and interest
- ❖ Prioritising community planning in target areas.

A focus on these activities will underpin and further strengthen the development and delivery of the Neighbourhood Renewal Strategy.

We have provided as much detail as is possible at this stage but clearly activity will need to be renewed continuously to ensure that it is having the right impact. It will be particularly important in the short term to review actions to ensure they are being targeted appropriately to benefit people living in Rotherham's most deprived neighbourhoods.

Further action plans will need to be developed in future years as the Strategy unfolds over the period to 2010.

Implementation Plan 1: Underpinning activity to support delivery of Neighbourhood Renewal

Please note that lead responsibility for these actions will be reviewed when the Neighbourhood Renewal Strategy Management Group is established. Until then, RMBC is identified as lead in most instances.

Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)
Maintain & Improve neighbourhood level indicators	Secure continuation of Neighbourhood Statistics Project	RMBC	All partners	Dec 2004	Neighbourhood Statistics Project mainstreamed.
	Identify programme of work to develop new indicators	Neighbourhood Statistics Team	All partners	Dec 2004	Programme of work produced & agreed with partners
	Ensure annual reporting of Neighbourhood Renewal Floor Targets & indicators in target neighbourhoods	Neighbourhood Statistics Team	All Partners	Annually	Annual reports to LSP Board
	Undertake quality of life surveys in target areas to provide additional baseline data, to be repeated every two years.	RMBC	All Partners	Mar 2005, then every 2 years	Additional baselines produced, consistent across all target areas
	Develop and implement a Performance Management Framework at Neighbourhood Level	Rotherham Partnership Office	All Partners	October 2004	Framework in place with accountability for measurement agreed within the Partnership
	Baseline audit the needs of the 8 communities of interest	RMBC	All partners, Communities	March 2005	8 baseline audits completed to feed into future review of NRS
Promote interagency working in target areas	Consider location, role & focus of area based workers located within target areas.	RMBC	All Partners, VAR	Mar 2005	Integrated approach to area based working
	Facilitate training to area based workers on respective roles to ensure an integrated approach	RMBC	All Partners	Mar 2005	Understanding of roles & more effective joint working in target areas.
	Identify resource (mainstream & regeneration funding) going into target areas	RMBC	All Partners	Mar 2005	Clarity about resources going into target areas & potential for realignment to meet priorities.
	Review outcome of external evaluation of the Neighbourhood Management Pathfinder in Eastwood Springwell Gardens.	RMBC	All Partners	Sept 2004	Understanding of strengths, weaknesses & learning points to feed into development of neighbourhood policy.
	Review structures for interagency working at neighbourhood level	RMBC	All Partners	October 2004	Structures reviewed and development plan in place for ensuring fit for purpose in delivering neighbourhood management
	Develop a policy framework & action plan for interagency working in target areas & roll out of neighbourhood management.	RMBC	All Partners	March 2005	Policy agreed by the LSP
	Review Agency planning processes to consider how priorities for neighbourhood renewal can be mainstreamed	Partnership Office	All Partners	October 2004	Understanding of planning processes and how community planning and neighbourhood renewal priorities feed into and influence agencies' mainstreaming.
	Develop and implement a learning and development plan to ensure that partners fully understand the needs of the Borough's diverse communities	Partnership Office	All partners	March 2005	Greater understanding across the partnership of issues of diversity to ensure effective delivery of NRS for communities of interest.
	Develop a strong and vibrant voluntary and community sector able to play a full role in delivering improved local services	VAR	All partners	2010	Programme of development work produced by May 2005 and key service delivery contracts secured and being delivered by December 2005

	Identify key services to be delivered by the voluntary and community sector at local level	Public Sector agencies	VAR	Sept 2005	5% of public sector agency budgets contracted to the voluntary and community sector by December 2005
Promote community involvement & engagement in target areas	Prioritise the roll-out of Community Planning in target neighbourhoods	RMBC	CDIP; Partners	October 2004	Community plans produced covering target neighbourhoods
	Produce Neighbourhood Plans for all target aresa	RMBC	CDIP; Partners	March 2005	Neighbourhood Plans in place
	Consider variety of mechanisms to promote community involvement for geographical communities & communities of interest.	RMBC	CDIP; Partners	October 2004	Action Plan in place for the development of mechanisms to engage communities.
	Review current capacity across the partnership to support communities of interest to their involvement, particularly in relation to BME and disabled people	RMBC	CDIP; Partners	March 2005	Resources identified to support Communities of Interest
	Build understanding of neighbourhood renewal with Community Partnerships	RMBC	VAR, Community Partnerships	Oct 2004	Introductory sessions held with community partnerships
	Review the role of community partnerships in target areas	RMBC	VAR, Community Partnerships	Mar 2005	Review carried out in partnership with community partnerships
	Ensure the Community Development Strategy addressing the needs of Communities of Interest	VAR/ CDIP	All partners	March 2005	Strategy reflects needs of Communities of Interest and delivered effectively
Focus delivery of Community Strategy priorities in target areas.	Review the delivery of breakthrough projects to ensure maximum benefit for target neighbourhoods.	All Spokes	All Partners	Mar 2005	Measurable impact of breakthrough projects in target areas
	Review delivery within Spoke Action Plans to ensure maximum benefit in target neighbourhoods	All Spokes	All Partners	Mar 2005	Action targeted within target neighbourhoods – evidence within Spoke Action Plans & impact in target neighbourhoods measured
	Develop action plans to ensure effective delivery of the driving principles in target neighbourhoods	All Spokes		Sept 2005	Action Plans developed, impact of activity measured.
Neighbourhood Renewal Fund	Ensure effective commissioning of NRF to support NRS priorities	Partnership Office RMBC	All Partners	May 2004	NRF expenditure aligned with NRS priorities.
	Review outcome of NRF Evaluation in 2004/05 and 2005/06	RMBC	All Partners	April 2005/ April 2006	Evaluation reports produced. Good practice shared across agencies delivering into neighbourhoods
Evaluate impact of this Strategy	Consider securing academic partners to undertake evaluation of impact of NRS	RMBC	All Partners	Mar 2005	Full evaluation of NRS commissioned to feed into future policy & strategy development

Implementation Plan 2: Improving the life chances of children & young people

Key medium-longer term outcome themes:
1. Bring healthy
2. Staying safe
3. Enjoying & achieving
4. Making a positive contribution
5. Economic well-being

1: Being healthy					
Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)
Reduce inequalities in health outcomes as measured by infant mortality & life expectancy Neighbourhood Renewal Strategy – National Target: By 2020 reduce by 10% the gap between the fifth of areas with the lowest life expectancy & the population as a whole	Anti Poverty and exclusion programmes Support to pregnant women enhanced in target areas/ groups Improve nutrition in women and children	Children's Executive Group Maternity Services/ PCT PCT	Children & Young peoples Partnership – Engine Room	NRS target to be achieved by 2006 Infant mortality rate Baseline – 3.98 2006 target – 2.67 Low birth rate Baseline – 0.6 (different per 100,000 2006 target – 0.57 (difference per 100,000)	**Neighbourhood Renewal Strategy – Neighbourhood Targets:** **Reduce infant mortality rates per 1,000 live births** **Reduce the difference in low birth weight rate between target neighbourhoods & Rotherham as a whole by 5% by 2007, & 10% by 2010.**
	To reduce the proportion of women who continue to smoke in pregnancy, in the target areas	Smoking Cessation, Maternity Services & Sure Start programmes	Health Education Programmes, VAR Engine Room	NRS target to be achieved by 2006	**Reduce by 1 percentage point per year the proportion of women who continue to smoke in pregnancy, in the target areas**
	To build on and develop the established Children's Centre Model as an integral part of Children and Young People's Services across the Borough		Engine Room	By 2010.	**A Children's Centre developed in all NRS areas**
Reduce difference in low birth weight rate between target neighbourhoods & Rotherham as a whole by 5% by 2007, & 10% by 2010	Improve health promotion for women and children Develop and implement plans for increasing the public health roles of district nurses, health visitors, midwives & school nurses.	Director of Public Health / Director of Clinical Services	PCT, Local authority, RGHT, Health Practitioners, Area Assemblies, DASH, Voluntary Sector Maternity services	By 2009/10	**Targets achieved for low birth weight** **Increase the awareness of the role of public health / health promotion issues with key stakeholders.**
	To ensure that Rotherham health communities' stakeholders have specialist Public Health support in the planning of health promotion or regeneration initiatives, especially the PCT localities.	PCT Public Health Department	RMBC Community Development Workers VAR	From 2004	To ensure health promotion is integral to ongoing policy & strategy development & build strong links between this & community development / involvement programmes. To integrate inequalities targets into business plans of health agencies, RMBC and VAR.
	Range of initiatives to promote and support breast feeding	PCT Maternity Services	Community Forums	NRS target to be achieved by 2006 Baseline – 48.4% (this is a district wide figure – NRS area data to be obtained) 2006 target 56.4%	Deliver an increase in breastfeeding initiation rates in the target areas by more than 2% per year
	Increase immunisation rates	PCT			Increase Immunisations up take in line with agreed targets

Maximise physical & mental well-being of children & young people in the NRS areas from conception to adulthood in target localities.	To develop & implement a Common Assessment Framework in consultation with partners	Children's Executive Group	Children & Young peoples Partnership – Engine Room group	2006	System of performance in place
	To identify & audit existing & potential buildings / facilities to enable the location of Children & Young People's service at the heart of local communities.	Children's Executive Group	Children & Young peoples Partnership – Engine Room group	2004	Increase access to mental health early intervention in selected areas
	To ensure that appropriate professional development & training are available for all staff engaged in the development of Children & Young People's Services.	Children's Executive Group	Children & Young peoples Partnership – Engine Room group	2010	Comprehensive training programme in place June 2005.
	To increase the involvement of the Voluntary & Community Sector as an equal partner in the development & delivery of Children & Young People's Services, and develop integrated PIs	Children's Executive Group	Children & Young peoples Partnership – Engine Room group	2006	Evidence of voluntary & community sector delivery in the NRS areas ^ contributing to the Community Strategy targets.
	To develop & integrate the children & Young People's Mental Health Services, and develop integrated performance information	Children's Executive Group	Children & Young peoples Partnership – Engine Room group	2005	Increase in range of services available Improved mental health outcomes for children and young people Improved access to MIND in schools for target areas Strategy for integration agreed
	To develop & implement system of ISA to ensure the well being & achievement of all Rotherham's Children & Young People.	Children's Executive Group	Children & Young peoples Partnership – Engine Room group		System in place (CP statistics)
Maximise physical & mental well-being of children & young people in the NRS areas from conception to adulthood in target localities (continued)	To improve access to and take up of free school meals	RMBC	PCT	Sept-Dec 2004	Increase in those entitled to free school meals receiving the school meals. National Benefits project – Free School meals to be piloted in Rotherham. To explore opportunities for the continuation of the pilot work.
	Develop approaches to involve children, young people & families in planning meetings to address family issues.	Children's Executive Group	Social Services, PCT	NRS target to be achieved by 2006	Reduce the number of children on the child protection register during the year who had previously been registered. Baseline – 21% 2006 target – <12%
	To promote healthy eating through initiatives, such as - Healthy schools programme - Milk in schools - Fruit in schools - Free school meals - Five a day initiative	Healthy Schools team	PCT RMBC Schools	2006	To recruit an additional 20 schools to the scheme during 2004-2006 To work with at least two target schools to achieve full Healthy Schools accreditation To roll out healthy eating initiatives across the NRS
				2004/05	Pilot milk in schools in target areas, and evaluate
	Develop PIs for improved nutrition	Health Schools team	PCT RMBC Schools	March 2005	PIS in place and agreed

	To ensure that all children & young people have access to quality health information & support, so that they are empowered to make appropriate life choices And develop PIS to measure progress	Children's Executive Group	PCT RMBC Schools Youth Service	2010	PIS in place and agreed
Neighbourhood Renewal Strategy – national floor target	Teenage Pregnancy Initiatives	Children's Executive Group/ Teenage pregnancy Strategic Implementation Board	Teenage Pregnancy Strategy Co-ordinator Sure Start Plus Co-ordinator)	NRS target has to be achieved by 2006	Reduce the under 18 conception rate by 50% by 2010 (15% reduction by 2004)
By 2010 reduce gap between the fifth of wards with the highest under 18 conception rate & the average ward rate by minimum of 25%	Improve Sex & Relationships education in schools in NRS areas	Children's Executive Group	School Improvement service Healthy Schools PCT Schools	Target to be achieved by 2006	NRS target has to be achieved by 2006 Baseline – borough rate of 50.4 2006 target – aiming for an under 18 borough rate of 38.8.
	Promote the confidential Advice & Information drop-ins in all secondary schools	Children's Executive Group	PCT Schools	2004-05	Advice & information drop ins run & evaluated.
	Develop local youth clinic network (all NRS areas covered except Kimberworth)	PCT	Primary Care providers	2004-05	Youth clinics developed & sustainability issues addressed. Client numbers increased
	Prioritise development of "Young People Friendly" GP practices in NRS areas	PCT	GPs	2004-06	GMS contracts reviewed "Young People Friendly" scheme developed & practices/service accredited Increased uptake of GP services by young people.
	Continue to develop Sure Start Plus Services (providing holistic packages of support for teenage parents).	Children's Executive Group	PCT RMBC	2004-06	Sure Start Plus exit strategy / mainstreaming / sustainability addressed.

2: Staying safe

Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)
Reduce number of children & young people who are victims of crime and / or live in fear of it in target areas Reduce numbers of children & young people who live in fear of crime Reduce number of children & young people experiencing child abuse & / or live in fear of it	To pilot more effective working between schools, communities & other sectors Improve access to support for young people who experience bullying & victimisation Develop PIs	Children's Executive Group	Children and Young People's Partnership – Engine Room group	2004-06	Protocol in place and implemented Number of incidents reported in relation to bullying & victimisation - Bullying - LGBT - Racial Domestic Violence - Child Abuse - Commercial sexual exploitation - Neglect and accidents -Young abusers - Asylum seeking children - Missing children / young people (Increased reporting) Decreased number of children and young people experiencing crime and fear of crime
Help ensure children & young people have the opportunity to live in a safe environment in target areas	Build on & develop the Children's Centre model offering support for parents & families. Increase & improve support & prevention activities to vulnerable children & young people who are victims of crime. Increase crime prevention & victim support measures Develop PIs	Children's Executive Group	Children and Young People's Partnership – Engine Room group	2004-06	A Children's Centre developed in all NRS areas Ensure that 75% (longer term – 100%) victims given opportunity to participate in restorative processes. Numbers of young people engaged in Young Peoples Services programmes increased by 2006. All PIs in place and delivered
Provide the opportunity of a permanent or long-	Increase numbers of Foster Carers & Adoptive parents to offer	Children's Executive Group	Children 7 Young Peoples Partnership	2004-06	Equal access from NRF areas.

	optimum match & linking.		– Engine Room group		
term stable home for children & young people coming into care, at the earliest opportunity in target areas	Improve quality of care planning Improve commissioning arrangements for specialist placements to ensure appropriate quality & safeguarding.				

3: Enjoying and achieving

Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)
Maximise opportunity for achievement & educational attainment for children & young people in target areas. In particular ensuring that children and young people in target areas engage with school. Develop full integration of timely, accessible & accountable, high quality services that reflect the individual needs & preferences of hard to reach children & young people with SEN / disabilities, their families & carers within Rotherham	Establish phase one integrated working & multi agency teams Phase two: Roll out phase Build on & develop the established Children's Centre Model as an integral part of Children & Young People's Services across the Borough Develop all schools in the NRS areas as Extended Schools Develop a more robust Children & Young People's Services through schools working collaboratively & accepting corporate responsibility for all Rotherham's Children & Young People Identify & support children & young people at risk of social exclusion Behaviour improvement programme Reshape service delivery in the Clifton Community	Children's Executive Group	Children & Young Peoples Partnership – Engine Room group	Sept 2004 2006 Oct 2004 2005 2006	Evaluation of imitative by HE institution Roll out of initiative across Rotherham Educational attainment improved and all PIs met. Agree future direction of services for SEN/disabled children & young people based on consultation with stakeholders Agree and define the basis for locality-based service delivery. Improved access to and quality of services for SEN and children in need A Children's Centre developed in all NRS areas All relevant PIs met
Ensure children & young people have access to & satisfactory choice of, quality play, sport, entertainment & cultural resources in target areas	Selected areas for action: - Ferham - Maltby - Herringthorpe - Pope Plus - St Ann's Performing Arts etc - Rawmarsh sports college & extended school	Children's Executive Group	Children & Young Peoples Partnership – Engine Room group	2004-06	Children and young people participation in culture and physical activity improved Physical activity strategy delivered

4: Making a positive contribution

Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)
Enable children & young people to be engaged, responsible, active members of their areas. As a contribution to Community Cohesion, there should be a focus on ensuring that children & young people have access to support & intervention, which reduces the risk of involvement in crime & disorder. Activity, which encourages opportunities for volunteering for children & young people, could	To make available information & strong support network for all Rotherham parents to establish an effective communications strategy which informs & engages all partners including Children & Young People in the development of future services - Deliver the inclusion agenda - Increase support to vulnerable groups - Deliver YOS Strategy - Deliver social inclusion strategy - Increase users if children & young people involved in volunteering - Increase the number of volunteering opportunities for parents Implementation of service delivery Develop PIs	Children's Executive Group	Children & Young peoples Partnership – Engine Room group	 2005	Evidence in Strategic Plans that children & young people & their families have been involved and have influenced by 2005-06 Comprehensive Service Directory is to be available to all Rotherham Citizens by 2005 PIs in place and showing

Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)
					improvement
Enable participation, voice & influence of children & young people, in the planning & delivery of services in target areas.	Embed voice & influence activity within Rotherham children & young people organisations in order to ensure that children, young people & their families are informed about & have their say about strategies, policies 7 services that affect them Extend programmes to vulnerable groups, early years & primary stage children Develop involvement of young people from target areas in the Youth Cabinet Establish a school council in all schools and in target areas Develop PIs	Children's Executive Group	Children & Young peoples Partnership – Engine Room group	By 2006	- Group established - Increase attendance at the Voice & Influence Task group Action plan in place - Plan in place - Establish behaviour contract adopted - Standards adopted - Schools councils established – 100% - - Mapping current activity - Agree V & I Standards to be adopted across all agencies - Audit of age ranges involved - Audit of whether groups are Involved. Impact of voice and influence demonstrated in LSP business PIs in place

5: Economic well-being

Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)
Contribute to reducing child poverty Enhance the life chances & opportunities for vulnerable children 7 young people by ensuring equality of opportunity for all irrespective of race, gender, ability / disability, sexuality is encouraged in target areas	 Increase employment opportunities for parents by promoting & developing links with the work of the NRS implementation plan Priority 3. Support teenage parents back into education, employment and training Increase access to family learning	NRS Implementation Plan Priority 1, 2 & 3 Planning Teams	Partner Organisations		NRS National Floor Targets: Increase employment rates of disadvantaged areas & groups. Reduce the difference between employment rates & the overall rate. NRS Neighbourhood Renewal – local targets Reduce the number of households accessing benefit by enabling people to access employment. Improve access to information & guidance to enable people to access benefits available in & out of work in order to reduce levels of poverty. Number of parents gaining employment Number of teenage parents back into employment Number of teenage parents gaining training opportunities.
Maximise work opportunities for young people & their families, in target areas, in support of community regeneration Increase young people's access to enterprise training Support & develop young peoples entrepreneurial skills	Make available a 14-19 curriculum & re-engagement opportunities to meet the needs of all young people in Rotherham Make available enterprise training to young people in target areas	Children's Executive Group	Children & Young People Partnership – Engine Room group	By 2006	Increase in number of young people trained. Increase in number of young people supported in business start up. (targets to be agreed)
Contribute to the social & economic regeneration of communities by increasing participation	Increase the number of community learning venues in target areas Develop the capacity of schools, community & voluntary sector to	Rotherham Adult Learning Partnership	Learning Partnership	By 2006	Tow new CL Centres per NRS target area Increase the number of community learning providers by 10% in each

of adults in community learning opportunities.	become deliverers of community learning				NRS target area
	Increase and improve the provision of information, advice & guidance for adults in priority areas	Lifetime			
	PIs to be developed				PIs in place
	Increase the provision for family learning	Family Learning Network			10% increase in number of adults accessing family learning & community learning opportunities in target areas from 2004 baseline.
	Increase the number of working age adults with a qualification up to & including level 2	Rotherham Adult Learning Partnership			
Maximise opportunities for adults to develop their literacy & numeracy skills	To increase the number of adults involved in Skills for Life Programmes from entry up to level 2	Lifelong learning Partnership (Moser Group)		By 2006	10% increase in number of adults accessing skills for life programmes from 2004 baseline.

Implementation Plan 3: Enabling everyone to achieve functional skills for life
Key medium-longer term outcome themes:

1. Engaging & involving learners
2. Cohesive planning & delivery
3. Improving quality of provision
4. Improving quantity & range of provision

1: Engaging & involving learners					
Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)
Make available need / demand rate data in target base	Set criteria outcomes & analyse available need / demand information for each target area	Rotherham Audit Learning Partnership Moser sub-group	Lifelong Learning Partnership	2004 / 2005	Detailed information on need / demand in each neighbourhood is available in sufficient quantity to enable the construction of effective development plans.
	Identify information shortfall areas & survey target groups	Learning Net		2005 onwards	Demand / need ratio is reviewed annually as a part of development plan review.
	Analyse information & provide initial ratio data				
Decrease need / demand ratio resulting in increased learner engagement with provision from residents of target areas	Devise & agree a strategy with all partners that is designed to increase demand for provision from the target areas	Rotherham Adult Learning Partnership	Neighbourhood networks / Voluntary Action Rotherham	2004 / 05 2005 onwards	Proportion of target populations engaged with BS provision is equal with BS provision is equal to or better than the Borough average
	Design & agree implementation plans for strategy				
	Implement agreed plans				
Increase contribution to planning of provision in each target area	Audit existing learner / potential learner networks in target neighbourhoods	Learning Net / learning network	Rotherham Adult Learning Partnership	2004 / 05	Learner consultation informs & contributes to all development & action plans post 2005
	Develop strategies to consult with & include learners in provision planning			2005 onwards	
2: Cohesive planning & delivery					
Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)
Set up strategic & operational Skills for Life groups representing all sectors of provision in target areas	Review structure of strategic & operational groups	Moser / Rotherham Adult Learning Partnership	Lifelong Learning Partnership	April 2004	Recommendations make to LLP Board
Establish robust & effective methods & systems to monitor, evaluate & review development & action plans in target areas	Select / develop appropriate systems & methods	Lifelong Learning Partnership	RALP / Moser	2004 / 05	Information from Monitoring & Review process is relevant & timely & supports development of updated plans
	Construct annual schedule of monitoring & review events.				
Plan & deliver provision collaboratively in target areas	1. Establish contact with existing neighbourhood & learning networks	Family L Team RMBC	Community Development & involvement Partnership / VAR / Learning net	June 2004	Local Neighbourhood network 7 learning partnerships undertake joint planning & delivery of learning related activity in the target areas.
	2. Convene focus group drawn from Family Learning Network to contribute to development & action plan	Basic skills Co-ordinator / 14-19 Co-ordinator	Lifelong Learning Partnership	July 2004	
	3. Establish contact & raise awareness of NRS & potential	Basic Skills Co-ordinator	Lifelong Learning Partnership	July 2004	

Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)
	contribution with Connexions network.				
	4. Establish contact & raise awareness of NRS & potential partners' contribution with existing work place provider	Learning Network steering group	YTP /	July 2004	
	5. Produce & implement plan to develop / extend learning networks in targeted neighbourhoods		Rotherham Adult Learning Partnership / Lifelong Learning Partnership	2005 onwards	
Up to date position statements are available for targeted neighbourhoods	1. Raise awareness of learning community principles with neighbourhood leaders, learners & providers.	Rotherham Adult Learning Partnership / Moser / Learning net / Networks		1. July 2004	1. Awareness raising event held
	2. Collect & analyse available data to inform position statements	Rotherham Adult Learning Partnership / Moser		2. August 2004	2. Data collected & analysed
	3. Report & make recommendations for development	Rotherham Adult Learning Partnership / Moser		3. 2004 / 05	3. Initial position statements produced & recommendations made for future action
	4. Review position statements annually as part of development / action plan review	Rotherham Adult Learning Partnership / Moser		4. 2005 - 2010	4. Position statements reviewed annually
Develop, review & update action plans on an annual basis	1. Agree criteria for reviews 2. Annual cycle of reviews planned 3. Conduct annual review of development & action plans	Rotherham Adult Learning Partnership / Moser	Lifelong Learning Partnership	1. 2004/05 2. 2004/05 3. 2005-2010	Criteria for reviews Constructed & agreed Reviews scheduled Reviews undertaken & future developments recommended
Embed NRS objectives outcomes in organisational action plans	1. Recommend examination of current planned activity in relevant organisational action plans with a view to alignment with NRS targets for Basic skills	Lifelong Learning Partnership	Rotherham Audit Learning Partnership / Moser	1 2004 / 05	1. Recommendations made
	2. Secure agreement from partners to align annual action plans with NRS targets	Lifelong Learning Partnership / Local Strategic Partnership		2. 2004/05	2. Agreement secured
				3. 2005 onwards	3. Organisational plans reflect NRS objectives

3: Improving quality of provision

Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)
Ensure providers / organisations delivering to each of the target areas are working to recognised quality standards	1. Conduct quality development needs adult with community providers delivering to targeted neighbourhoods	Rotherham Adult Learning Partnership / Learning net		2004	Quality development needs of community provider organisations are identified.
	2. Report to make recommendations on quality development required to meet needs	Rotherham Adult Learning Partnership		2004 / 05	Plans to meet the needs are devised & implemented.
	3. Action development as required			2005-2010	
Ensure practitioners serving learners in each of the target areas are working to recognised quality standards	1. Conduct teaching /learning training needs audit of community based practitioners.	Rotherham Adult Learning Partnership/ Moser	Skills for Life Strategy Group	2004	Practitioner training needs are identified Recommendations made training plan devised
	2. Develop training plan to meet identified needs of practitioners		Learning Skills Council	2004/05	
	3. Implement training plan				Training plan implemented & impact evaluated.
	4. Construct quality training & development plans for 1/3/6/ years		Lifelong Learning Partnership	2005/2010	

4: Improving quantity and range of provision

Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)

Make available position statement on quantity & range of provision available in target areas.	1. Agree position statement criteria 2. Audit quantity & range of position available within target neighbourhoods against agreed criteria 3. Analyse data & report on findings.	Rotherham Adult Learning Partnership	Lifelong Learning Partnership	2004 / 05	Position statement produced & used to develop specific action plans for the development of provision
Ensure overall structure, range & availability of provision reflects identified need / demand ratio in target areas,	1. Draw up & implement plans or the development of provision as required to meet any identified shortfall in quantity and / or range of provision 2. Review plans annually	Lifelong Learning Partnership / Rotherham Adult Learning Partnership		2004 / 05 onwards 2006-2010	Partnership plans to develop provision that meets identified needs are agreed. Plans are reviewed & reported on annually.
Ensure that young people in target areas are benefiting from developments for 14 to 19 year olds.	Monitor added value outcomes in target areas	Rotherham MBC, ECALS	Delivery partners	2004-05	Number of young people in target areas accessing vocational skills through the curriculum.

Implementation Plan 4: Improving the position of the economically disadvantaged through sustainable employment

Key medium-longer term outcome themes:

1. Developing an Entrepreneurial Spirit
2. Access to Sustainable Employment
3. Skills Development
4. Work and Benefits
5. Planning and Delivery.

Priority Objective	Action required	Lead(s)	Support	Timescale	Measure (SMART)
1. Provision of appropriate and wide range of enterprise support at a neighbourhood level.	Creation of Rotherham Enterprise Network Focus support on enterprise development; particularly: • Social enterprises • Youth enterprises • BME enterprises • Women into business • Voluntary/community sector. Provision of a range of appropriate workspace in target neighbourhoods	RMBC - EDS Rotherham Chamber of Commerce Business Link South Yorkshire Rotherham Social Enterprise Unit	LEDP	December 2004	Number of new business start ups Floorspace provided
2. To maximise access to sustainable employment in target neighbourhoods and for disadvantaged groups such as lone parents, ethnic minorities, people aged 50 and over, those with lowest qualifications.	Removing barriers to employment by enhancing affordable and accessible childcare. Increase transport accessibility for target neighbourhoods and those excluded due to poor availability and cost of transport	Early Years Partnership Local Transport Plan Partners	Children and Young People's Partnership LEDP	March 2006	Number of registered childcare providers. Employment rates for disadvantaged groups No of jobs from economically inactive groups People supplied through local labour schemes
	Development of Intermediate Labour Market opportunities focused on target neighbourhoods	Employability Group	LEDP	March 2005	
	Develop initiatives to expand and challenge traditional access routes to employment	Employability Group	LEDP	March 2006	
	Develop specific projects with employers and inward investors to recruit local labour from target neighbourhoods	Employability Group	LEDP	March 2005	
	Maximise benefits flowing into communities from major investments in construction via: • Academy for Construction Trades • Formation of Construction partnership for Rotherham	Employability Group	LEDP	December 2004	
3. To match skills and training within the target neighbourhoods, with the needs of employers and growth sectors.	Improving links and information exchange between employers and schools from target areas with regard to: • Increasing work based placements	Education, Culture and Leisure Services Rotherham Chamber of Commerce	LEDP Lifelong Learning Partnership	March 2006	Number of employers engaged with target schools Number of schools engaged in Young Enterprise

	More closely matching curriculum to employer needs • Promote entrepreneurship.				
	Development of work based learning initiatives to promote career enhancement opportunities and sustainable employment.	Education, Culture and Leisure Services Rotherham Chamber of Commerce Learning and Skills Council	LEDP LLP	March 2006	Number of employees receiving job related training
	Ensuring that raising skills levels in target areas is a key priority in emerging skills strategy for the Borough.	LLP	LEDP	March 2005	Number of people on training programmes and conversion rates into jobs.
	Promoting training and skills development in areas of skills and job growth such as IT, Construction, Creative and Digital Industries, voluntary/community sector, health, education and childcare	RMBC Learning and Skills Council	LEDP LLP	March 2006	
4. To promote effective use of the benefits system within the target neighbourhoods to enable residents to progress into employment.	Building advice on work and benefits into delivery of key services	Employability Group.	LEDP	March 2006	
5. To ensure dissemination and sharing of information	Activity to map out good practice and develop better qualitative measures of progress/evaluation against the theme priorities.	Employability Group	LEDP	March 2005	Mapping exercise completed and measures produced Evaluation completed.
	Raising awareness of good practice and sharing this with key delivery partners and residents of target neighbourhoods and disadvantaged groups.	Employability Group	LEDP	March 2005	Planning and delivery of Borough wide conference
To enhance labour market information availability, sharing data on target neighbourhoods and groups.	Gather data relating to economic inactivity Conduct skills mapping in target neighbourhoods	Employability Group	LEDP	March 2006	Access to data – informing service delivery and further implementation plans.

SECTION 7   **MEASURING PROGRESS**

The Rotherham Partnership Board will oversee overall delivery of the Neighbourhood Renewal Strategy, and a Neighbourhood Renewal Strategy Management Group will manage the development and delivery of the Strategy, and will report to the Board. The relevant thematic partnerships will continue to develop the detailed Implementation Plans for the three strategic priorities that seek to address root causes of deprivation, and monitoring progress against these.

In Section 5 we outlined our approach to identifying indicators and targets, and highlighted that there still remains some development work to be undertaken.In this section we outline the mechanisms we have put in place for measuring progress on indicators and targets. Appendix 6 sets out the local indicators and targets that have been developed at neighbourhood level. These will form a key part of our performance management framework, but will need to be developed further.

Through the Neighbourhood Statistics Project we will look to enhance and strengthen the indicators and targets, and will also explore the possibility of providing measures that identify outcomes for particular communities of interest as well as neighbourhoods. Measuring such outcomes will be important if we are to ensure the Neighbourhood renewal strategy responds effectively to the needs of communities of interest.

Earlier sections set out the most pressing challenges facing our communities including the reasons why change is needed and our broad aims. The aims and actions have been identified through a partnership approach, and partners will develop detailed plans for how these priorities and targets can be achieved throughout the Borough to reduce inequality in the most deprived communities.

Through working with partners and stakeholders we will share our knowledge and skills to transform mainstream activities through the public services, put in place best practice initiatives that are known to work and pilot new initiatives where there is evidence to support us doing this. As described in Section 4, mainstreaming is crucial to the sustainability of neighbourhood strategies in the long term. We will focus on existing services and resources explicitly on deprived

areas and provide local residents and communities a central role in neighbourhood renewal.

It is essential to have effective systems in place to monitor performance and progress against the targets. Below we outline the various monitoring mechanisms we have in place or are developing.

Implementation Plans

Section 6 set out the Implementation Plans for delivering the Neighbourhood Renewal Strategy. These have been developed through existing thematic partnerships to ensure that action is truly integrated and coordinated. The Partnership Board will approve the annual implementation plans and oversee overall delivery of the Strategy and progress on the targets. The thematic partnerships will monitor delivery in detail and keep the Implementation Plans under review, reporting through the Neighbourhood Renewal Strategy Management Group to the Board, as required and on an annual basis submitting the refreshed Implementation Plans for approval.

The following thematic partnerships will take the lead on implementing and reviewing the aims of addressing the underlying causes of deprivation:
1. Improving the chances of children & young people – the Children and Young People's Board will take the lead (specifically through the "Engine Room" development group).
2. Enabling everyone to achieve functional skills for life – the Lifelong Learning Partnership will take the lead (specifically through the "Skills for Life" (Moser) sub-group).
3. Improving the position of economically disadvantaged through sustainable employment - the Local Economic Development Partnership will take the lead (specifically through the reconstituted "Employability" sub-group).

In addition to these Implementation Plans developed around the three core aims associated with addressing the root causes of deprivation, all the Spoke Partnerships have a role to play in ensuring that services delivered are relevant to communities at a neighbourhood level. The Community Strategy priorities for action need to be delivered across the Borough, but services should be responsive to the different needs of communities and neighbourhoods. Each Partnership Spoke has action plans to deliver the Community Strategy priorities for action. The Spoke Partnerships are committed to working together to influence and manage the impact of deprivation across themes and make decisions on integrated and coordinated interventions that will have a positive effect on communities and neighbourhoods.

Development and delivery of Implementation Plan 1, which includes the underpinning activity required to deliver sustainable neighbourhood renewal, will be co-ordinated by the Neighbourhood Renewal Strategy Management Group, which will involve representatives of all partner organisations. This group will have a key role to play in overseeing implementation across all core aims, and will report to the Partnership Board.

As with the Community Strategy, the Neighbourhood Renewal Strategy will need to be reviewed on an annual basis to ensure that the strategic priorities are the right ones to deliver the required change. In reviewing the Strategy, we will provide opportunities for feedback.

Performance Management Framework

Local Strategic Partnerships (LSPs) in receipt of Neighbourhood Renewal Fund will be required to demonstrate how they meet the core requirements of the Government for a Performance Management Framework. Performance management is not simply about performance measurement. Performance management for LSPs is about knowing how all the things that partnerships and partners are involved in contribute to the delivery of the Community Strategy and the Neighbourhood Renewal Strategy. It is about understanding and managing the links between the work on the ground that partners are involved in and their individual and shared strategies.

The Rotherham Partnership Board is keen to ensure that partners in Rotherham do not simply monitor progress against targets and performance indicators but develop a system which:
- ❖ makes as much use as possible of existing systems of performance monitoring;
- ❖ sets key milestones for key indicators and monitors performance against these;
- ❖ clarifies responsibilities for the Partnership Board and Spoke Partnerships;
- ❖ has a clear, useful reporting mechanism, based on reporting exceptions only;
- ❖ is simple to make sense of, but detailed enough to guide decision making;
- ❖ builds an assessment of plausibility and realism into the monitoring process.

A system of 'exception reporting' has been agreed by the Partnership Board and is supported by the Spoke Partnership Chairs (this will include reporting on exceptionally good and exceptionally poor progress). The Board has agreed that it will receive a performance report on exceptions across an agreed suite of strategic indicators twice yearly. This will include reporting end of year figures in July (giving agencies time to assimilate data from year end) and a further report-back in November (allowing time for educational results from August/September to have been validated).

The Board has agreed that the Thematic Spoke Partnerships should decide how often they require performance reporting on strategic and operational indicators. However, it has been suggested that Spokes should receive performance reports at least quarterly in order to effectively track progress, and be in a position to identify current problems and foresee future difficulties.

The Partnership Board has agreed that the suite of strategic indicators should include:
- ❖ the published strategic indicators in the Community Strategy which measure progress against the priorities for action (15 indicators);
- ❖ additional strategic indicators where partners consider there to be 'gaps' in measuring progress on the Community Strategy priorities for action;
- ❖ the Local Public Service Agreement indicators which measure progress in particular areas where partners have agreed 'stretched' targets (12 indicators);
- ❖ additional so-called 'aspirational' indicators where the partners have agreed to work most closely together to achieve stretching targets;
- ❖ the national and locally agreed Neighbourhood Renewal indicators.

Spoke Chairs and Managers have been asked to work with the Spoke Partnerships to agree the indicators above. For each of these indicators, the Board has asked that the Spokes agree targets and key milestones towards these targets, and consider tolerances. Some targets and tolerances will have already been identified, as with statutory Audit Commission indicators. For those indicators where tolerances do not already exist, the Board has asked that Spoke Partnerships agree appropriate 'local' tolerances. The Board does not necessarily need to see the detail of this, but the 'local' tolerances should be recorded so that the process is open and transparent.

The Rotherham Performance Management Framework has been documented in detail and is available separately from the Rotherham Partnership Office.

External Resources

To be successful, this Strategy will need to harness the resources of partner agencies to deliver on the strategic priorities. Mainstreaming neighbourhood renewal into partner agencies plans and strategies was referred to in Section 4. However, some activities are being piloted and specialist services developed through external funding sources. These were outlined in Section 4 and include for example the Neighbourhood Renewal Fund.

Rotherham Partnership Neighbourhood Renewal Fund Management Group was set up over a year ago to ensure the Neighbourhood Renewal Fund was being used effectively. The Group has cross-spoke representation and reports to the Partnership Board and Chief Executive Officer Group. The Group has already tightened up procedures and monitoring in relation to the use of Neighbourhood Renewal Fund, and is working to establish more systematic and effective monitoring arrangements for evaluating outcomes and impact over the remaining years of the Fund.

Additional information will be requested from applicants to enable the Group to make informed decisions about the use of the Fund in the future and to review the effectiveness of projects in terms of their positive impact in deprived communities. The Group will be putting in place regular reporting mechanisms and commissioning further evaluation work to achieve this.

SUMMARY OF ACTION

We need to:

- Establish a Neighbourhood Renewal Strategy Management Group to oversee the development, implementation and performance management of the Strategy
- Further develop the neighbourhood indicators and targets to enable effective measurement of outcome
- Develop outcome measures for Communities of Interest wherever possible.

Appendix 1 - National Floor Targets

Jobs/ Worklessess

Over the 3 years to Spring 2006, increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle – lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications, and people in the 30 local authority districts with the poorest initial labour market provision, and significantly reduce the difference between their employment rates and the overall rate

Education

Increase the percentage of pupils obtaining five or more GCSEs at A* - C with at least 38 per cent to achieve this standard in every local education authority (LEA) by 2004.

Between 2002 and 2006 the proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at grades A* to C rises by 2 percentage points each year on average and in all schools at least 20%of pupils achieve this standard by 2004 rising to 25% by 2006.

To sustain improvement in primary education by raising standards in English and maths so that by 2004, 85% of 11 year olds achieve level 4 or above, and by 2006, the number of schools in which fewer than 65% of pupils achieve level 4 or above is significantly reduced.

Transform secondary education by raising standards in English, maths, ICT and science in secondary education so that by 2004, 75% of 14 year ols achieve level 5 or above in English, maths and ICT (70% in science) nationally and by 2007 85% (80% in science), and by 2007, the number of schools where few than 60% of 14 year olds achieve level 5 or above is significantly reduced.

Health

Starting with local authorities, by 2010 to reduce by at least 10% the gap between the fifth of areas with the lowest life expectancy at birth and the population as a whole.

By 2010 reduce the inequality in rates between the fifth of wards with the highest under 18 conception rate the average ward rate by at least 25%

Reduce the number of people killed or seriously injured in Great Britain in road accidents by 40%, and the number of children killed or seriously injured by 50%, by 2010 compared with the average for 1994-98, tackling the significantly higher incidence in disadvantaged communities. (SR2000 target rolled forward with the

new enhanced element to address the particular road safety problems in disadvantaged areas).

Crime

Reduce crime and the fear of crime, improve performance overall, by reducing the gap between the highest Crime and Disorder Reduction Partnership (CDRPs) and the best comparable areas; reduce: Vehicle crime by 30% from 1998/99 to 2004; Domestic burglary by 25% from 1198/99 to 2005; Robbery in the ten Street Crime Imitative areas by 14% from 1999/00 to 2005; and maintain that level.

Social/ Housing

By 2010, bring all social housing into decent condition with most of this improvement taking place in deprived areas, and increase the proportion of private housing in decent condition occupied by vulnerable groups

Appendix 2 – Rotherham SWOT Analysis in relation to Neighbourhood Renewal

Strengths	**Weaknesses**
Community Strategy produced in partnership	Weak analysis of mainstream resources at neighbourhood level
Robust neighbourhood statistics produced	Progress in transforming services to deliver sustainable change through mainstreaming
Neighbourhood Management being piloted	
Community Partnerships being developed	Progress in achieving cultural change through the use of external funding
Commitment of partners to neighbourhood renewal	Continued areas of under-performance e.g. infant mortality and entrepreneurship
Track record in delivery through external funding (e.g. HAZ and SRB)	Large number of providers causing confusion and duplication
Good practice in partnership working (e.g. Youth Enterprise)	Available data to measure progress in areas where partners want to influence change (e.g. mental well-being)
Successful devolvement of services at local level (Eastwood and Springwell Gardens)	
Opportunities	**Threats**
Build on experience of devolving service delivery which exists	Continuation of silo working in some areas
Use the robust neighbourhood data we now have to influence services	Using misleading statistics and/or failing to make progress in monitoring at neighbourhood level
Agree roles of partners in delivery (to avoid duplication) and improve collaboration	Not using available information about what we know works effectively to influence future delivery
Develop an evidence based approach to activities that builds on our shared learning and expertise	Successes through externally funded programmes do not impact on the mainstream longer term
Build on good practice and successes from external funded programmes and partnership working	Achieving significant cultural change to match the partner commitments
	Failing to communicate positive changes and therefore perceptions that nothing is improving

Appendix 3 – Note on Consultation Workshops

Detailed notes on the Consultation Workshops are available from the Partnership Office.

The workshops proved very useful in shaping the priorities and actions within the Neighbourhood Renewal Strategy. The partnership groups that developed the Implementation Plans involved practitioners and deliverers in the field, and used their wide ranging knowledge about priorities within deprived neighbourhoods and for the most disadvantaged, and where there was a need to fill gaps in current provision. Valuable information emerged from the workshops to supplement and add value to the Implementation Planning processes. In particular, the workshops served to reinforce the developing priorities for action and also identify gaps and areas that would benefit from improved co-ordination across partner organisations.

Through the discussions a number of important issues were raised, which were incorporated into the Implementation Plan. Where gaps in current provision were identified, this informed the priorities when looking at NRF allocations.

Appendix 4 – Definitions of Statistical Measures

The percentage figures shown after each indicator below highlight the weighting applied to each of the separate indicators when the Local Index of Neighbourhood Deprivation was constructed. The top 20% most deprived areas were then used to inform the geographical targeting outlined in this Strategy.

Economic Indicators

Benefit rate (20%)
This is a measure of the percentage of households in receipt of Council related benefits. This information is developed from the Rotherham MBC Council Tax Benefit databases and the baseline data refers to 2002.

Free School Meal rate (20%)
This is a measure of the percentage of total pupils in a particular area who are eligible for free school meals. This information is developed from the Rotherham MBC Education Service PULSE database and the data in this Strategy relates to 2002.

Educational Indicators

Key Stage 3 rates (5%)
The Key Stage 3 rate measures the percentage of pupils achieving level 4 or above in both English and maths. This is a percentage of the number of pupils eligible to take the tests. School pupils take Key Stage 3 tests at the age of 14 (year 9). This information is developed form the Rotherham MBC Education Service PULSE database and the data in this strategy relates to 2002.

GCSE rates (5%)
These data are provided on a residential basis (pupils living and studying in Rotherham) and includes special needs pupils. The GCSE rate measures the percentage of pupils achieving five of more A* to C passes at this level. This is as a percentage of the number of pupils eligible to take these tests. School Pupils take GCSE exams at the age of 16 (Year 11). This information is developed from the Rotherham MBC Education Service PULSE database and the data in this strategy relates to 2002.

Higher Education Applications (5%)
This indicator measures the number of applications for Higher Education funding made to Rotherham MBC per 100 households. The rate is averages over a four year period (1999-2002) and is developed from data provided by the Rotherham MBC Education Service.

Health Indicators

Mortality Rates (Under 75) (10%)

This indicator measures the number of deaths (under the age of 75) per 10,000 of the population. The indicator in this strategy reflects the 1998-2002 period and it was developed from data provided by Rotherham PCT.

Low Birth Weight Rate (5%)

The low birth weight rate is the percentage of births at a weight less than 2500g (as a percentage of total births with a recorded birth weight). The indicator in this strategy reflects the 1997 to 2001 period and it was developed using data provided by Rotherham PCT.

Crime Indicators

Domestic Burglary Rate (15%)

The domestic burglary rate is the number of burglaries per 1000 households. This indicator was developed using data provided by South Yorkshire Police. The indicator in this strategy reflects the number of domestic burglaries for the period between April 2001 and March 2002

Quality of Life Indicators

Vacant Property Rates (10%)

The vacant property rate is a measure of the percentage of households which are vacant, this is a percentage of the total number of residential properties for a specific area. This indicator is developed using data provided by Rotherham MBC Housing Services and the indicator in this document relates to 2002

Youth Nuisance Rates (5%)

The youth nuisance rate relates to the number of incidences of youth nuisance per 1000 households. This indicator was developed using data provided by South Yorkshire Police. The indicator in this strategy reflects the number of incidences of youth nuisance for the period between April 2002 and March 2003.

Appendix 5 – Maps of Target Areas

Maps of residential areas and pockets to be included as in original version, though these will be much bigger.

Appendix 6 - Targets

Through the work of the Neighbourhood Statistics Group and the partnership groups involved in the development of Implementation Plans, targets have begun to be developed at neighbourhood level to measure performance of the Neighbourhood Renewal Strategy. This is work in progress, and Section 5 highlighted the indicators and targets that we would like to develop over the next year to improve the way we measure neighbourhood renewal at the local level.

If we are to ensure the Neighbourhood Renewal Strategy benefits communities of interest, it is important also that we develop indicators to enable this to be measured. Appropriate data may not be available in many cases. However, we will endeavour, through the Neighbourhood Statistics Project, to develop local indicators and targets for communities of interest where it is possible.

ORIGINAL DESIGNED TABLE TO BE USED

Amendments to be incorporated:

Increase the percentage of pupils obtaining 5 or more GCSE's at A* to C *Column: Baseline* *Text should read: Average for NRS areas was 24.8% compared to 42.8% in Rotherham (residential measure 2002).*

By 2004, 85% of 11 year olds….. Key Stage 2 *Column: Neighbourhood Target* *Text should read:* *Raise KS2 attainment, ensuring the gap between KS2 attainment in the deprived areas and the borough as a whole is less than 3%.* *Column: Baseline* *Text should refer to (2002 average residential measure)*

Wealth – Increase Employment rates of disadvantaged groups…. *Column: Rotherham Boroughwide position* *Should read: At a Borough level, the gap between Rotherham and the rest of the UK is closing. In 2003 the gap was 2.1%, reducing to 1.5% by 2004.*