

## **CABINET MEMBER FOR COMMUNITY PLANNING AND SOCIAL INCLUSION**

**Venue: Town Hall, Moorgate  
Street, Rotherham.**

**Date: Friday, 6 May 2005**

**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 18th March, 2005 (herewith). (Pages 1 - 4)
4. Legal Advice Sector Strategy (Presentation by the Community Legal Partnership) (report attached) (Pages 5 - 38)
5. Community Involvement Strategy (report attached) (Pages 39 - 117)
6. Community Development Strategy and Action Plan for Rotherham (report attached) (Pages 118 - 162)
7. Community Boundaries (report attached) (Pages 163 - 179)
8. Black and Minority Ethnic Housing Strategy 2005 - 2007 (report attached) (Pages 180 - 226)
9. Rotherham's Housing Strategy 2004 - 2007 (report attached) (Pages 227 - 289)
10. Date of Next Meeting - To be confirmed.

**COMMUNITY PLANNING AND SOCIAL INCLUSION  
18th March, 2005**

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

**35. MINUTES OF THE MEETING HELD ON 18TH FEBRUARY, 2005**

Resolved:- That the minutes of the meeting of the Cabinet Member for Community Planning and Social Inclusion held on 18th February, 2005 be approved as a correct record.

**36. EQUIP PROJECT - POSITIVE ACTION TRAINING**

Simon Cooper, Human Resources Manager, introduced the submitted report relating to the above indicating that the project was aimed at providing twelve month training placements in the Council's programme areas for individuals from Black and Minority Ethnic (B.M.E.) communities.

The training and experience gained during the placements would increase the chances of the trainees entering mainstream employment.

Simon gave a PowerPoint presentation which covered :-

- Context
- What is Equip
- Key features of Equip
- Placements identified
- Recruitment of trainees
- Outcomes

A question and answer session ensued and the following issues were covered :-

- numbers required to reach 2.8% of the Council's workforce being from B.M.E. Communities
- self esteem training
- origin of trainers/mentors
- criteria for the selection of individuals for placements
- constitution of the selection panel
- balance of internal/external jobs
- need to liaise and ensure the proper marketing and packaging of material
- need for more emphasis of BME Workers Network
- project length
- opposition to project
- gender balance
- suggestion that mentors/trainers be referred to as coaches

Resolved:- That the report and presentation be noted and the progress being made with the Equip project be welcomed.

**37. ROTHERHAM RACIAL EQUALITY COUNCIL (RREC)**

Zafar Saleem, Equalities and Diversity Manager, updated the meeting on the current position regarding the Rotherham Racial Equality Council.

He referred to concerns regarding the management and operation of the RREC and that an investigative report on such was pending.

Zafar then referred to the current funding of the RREC and confirmed that the Commission for Racial Equality was not going to continue its funding of the RREC. A report was to be considered at Cabinet next week regarding this Authority's funding of the RREC which was due to cease in March, 2005.

Cabinet would consider whether it wished to give grant aid to the RREC for a further year or give the organisation three months of the ending of Council funding to allow the RREC to find alternative funding.

The need not to forget the previous good work of the RREC over the last 35 years was highlighted and it was stressed that any grant aid monies received by the RREC should be ring-fenced for the Black and Minority Ethnic community.

Resolved:- That the position be noted.

(Councillors Ali and Sangster declared a personal interest in the above matter)

**38. 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 item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 5 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to financial assistance provided by the Council).

**39. GRANT AID FUNDING ISSUES - UPDATE**

Consideration was given to a report presented by Waheed Akhtar, Partnership Officer (Regeneration), which provided an update on progress since the last meeting regarding grant aid levels and further funding requests.

The report covered:-

(a) Community Cohesion Project:- A request for further funding for this

project through a service level agreement with Voluntary Action Rotherham to carry out additional work required.

- (b) Renewable Energy Feasibility (Wath Montgomery Hall):- A request for funding from the Wath Montgomery Partnership towards the cost of a feasibility study of including renewable energy during their renovation work to the hall.
- (c) Strategic Funding Officer – External and Regional Affairs:- A request for funding for a post of Strategic Funding Officer for two years to facilitate improved co-ordination of external funding information. Particularly important in helping to prepare for funding changes post 2006 in respect of changes to SRB regimes, the Neighbourhood Renewal Fund and Objective 1.
- (d) Rotherham M.B.C. Support to the Voluntary/Community Sector (2003/04):- Outline of the corporate response to the Charities Aid Foundation on local authority funding to the voluntary and community sectors during the year 2003/04.
- (e) Progress with Service Level Agreements:- Indication that for groups who are funding during 2005/06 work was still ongoing in agreeing detailed and re-designed service level agreements.
- (f) Rothersave:- Indication that a payment had been made to the Council as part of the payback requirement.

Resolved:- (1) That approval be given to funding of £2,000 in 2004/05 to Voluntary Action Rotherham to carry out work on the Community Cohesion Project.

(2) That approval be given to funding of £1,330 in 2004/05 to Wath Montgomery Partnership as a contribution towards the costs of a feasibility study.

(3) That approval be given to funding of £37,000 in 2005/06 and £38,110 in 2006/07 for the post of Strategic Funding Officer.

(4) That the funding levels to the voluntary/community sector during the financial year 2003/04 be noted.

(5) That the contents of the report, the work being undertaken on service level agreements with funded organisations and the payback position from Rothersave be noted.

(Councillor Ali declared a personal interest in the above issues relating to Rotherham Racial Equality Council and Rothersave.

Councillor Sangster declared a personal interest in the above issues relating to Rotherham Racial Equality Council and Wath Montgomery Partnership.)

**40. DATE OF NEXT MEETING**

Resolved:- That the next meeting be held on Friday, 15<sup>th</sup> April, 2005 commencing at 10.00 a.m.

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	Cabinet Member (Community Planning and Social Inclusion) and Advisors
<b>2.</b>	<b>Date:</b>	6 <sup>th</sup> May 2005
<b>3.</b>	<b>Title:</b>	Rotherham Legal Advice Sector Review (All Wards)
<b>4.</b>	<b>Programme Area:</b>	Chief Executive's Department

### 5. Summary

Rotherham Community Legal Service Partnership (CLSP) has been commissioned by RMBC to complete a review of the legal advice sector in the borough and a draft report has now been submitted to the council.

It was agreed that Members would receive a presentation from the report author at the May meeting. The CLSP Co-ordinator (Ian Slack) will be attending the meeting to give this presentation.

### 6. Recommendations

**Members are recommended to:**

- (a) Note the contents of the review report.**
- (b) Receive the presentation from the CLSP Co-ordinator.**
- (c) Comment on the recommendations contained within the draft report.**

## 7. Proposals and Details

There is a clear need for the effective co-ordination of advice services in Rotherham, ensuring quality provision and delivery of priority advice. Advice provision is currently the biggest category of grant aid support - to enable greater flexibility in future years, this area of support needs to be considered carefully. The advice provider base in Rotherham is stable and there is a need to maintain some of this stability, although only a proportion of advice providers in Rotherham are funded through the Chief Executive's Department. There is also the emergence of a Law Centre in Rotherham to take into consideration.

At the meeting of the Cabinet Member and Advisors in December, £5,000 was set aside for the completion of a review of the legal advice sector in the borough by Community Legal Service Partnership (CLSP). The specification of work to be carried out is attached at Appendix A.

A draft report has now been submitted to RMBC and is attached at Appendix B. The report has been prepared by Ian Slack, CLSP Co-ordinator. The final report will be submitted on 16<sup>th</sup> May, after taking into account comments made by Members at the presentation on 6<sup>th</sup> May.

## 8. Finance

This report is for consultation. Recommendations on levels of finances will be made at a future meeting.

## 9. Risks and Uncertainties

The review needs to help the council to develop options on future funding for the advice sector. Consideration should be given to an additional exercise with those organisations currently funded by RMBC that may be affected by any change in funding.

## 10. Policy and Performance Agenda Implications

An integral part of the budget has been to encourage good practice in sustainable development, equalities & diversity. Infrastructure support will help to promote democratic participation, skills development, enhancement of confidence and community self esteem – these will all contribute to wider regeneration objectives. This review will assist in identifying the best ways to support the sector within the available resources.

## 11. Background Papers and Consultation

- Minutes and report to meetings of Cabinet Member (Community Planning and Social Inclusion) held on 3<sup>rd</sup> December 2004 and 18<sup>th</sup> February 2005.

## 12. Contact Names :

- Colin Bulger, Head of Policy and Partnerships, ext. 2737, [colin.bulger@rotherham.gov.uk](mailto:colin.bulger@rotherham.gov.uk)
- Waheed Akhtar, Partnership Officer (Regeneration), ext. 2795, [waheed.akhtar@rotherham.gov.uk](mailto:waheed.akhtar@rotherham.gov.uk)

## **ROTHERHAM LEGAL ADVICE SECTOR STRATEGY**

### **PROJECT BRIEF**

#### **Background**

There is an ongoing review of a number of budgets that have been used to support projects and groups primarily in the voluntary and community sector and traditionally split into a 'mainstream' and 'CERB' element. There has been a reduction in the CERB element over a number of years - the maintenance of projects funded through this budget is not sustainable; and it is necessary for alternative options to be explored.

National policy issues that have had an impact on this review include ChangeUp – the final framework published by the Home Office in June 2004 which brings together the Capacity Building and Infrastructure Strategy with three other strategies focussing on skills, governance and performance improvement in the voluntary / community sectors. Locally, the review has taken into account the individual project funding strategies and liaison with the funded projects as well as structured discussions with officers from Voluntary Action Rotherham, the Legal Services Commission and Safer Rotherham Partnership.

It is recommended that funding to external bodies be prioritised for identified infrastructure organisations with whom the council can have a long term strategic relationship, and will enable the council to efficiently provide support to the voluntary and community sectors.

In consideration of these issues, the draft objectives of any future funding would be:

- Support identified infrastructure projects which act as multipliers to the council's investment
- Support initiatives aligned to the corporate priorities through robust service level agreements
- Promote and enable improved corporate and partnership working
- Pilot and progress priority projects and initiatives – identifying and assessing new ways of working

There are a number of initiatives which could benefit from short, one-off financial investment to help take the relevant issues forward including a review and strategy for the legal advice sector, since a significant proportion of the budgets is currently spent on the this sector.



## **The Legal Advice Sector in Rotherham**

The Access to Justice Act 1999 replaced the Legal Aid Board with the Legal Services Commission and the Community Legal Service was created nationally in April 2000.

There is evidence that many people have difficulty accessing appropriate and timely legal advice. They also need to feel confident in the quality of assistance they receive and to know from the outset if any costs are going to be incurred and what they might be.

The stated aims of the Community Legal Service are to -

- ✓ help people get quality legal services that tackle real needs and thereby
- ✓ contribute to making a justice system fair, accessible and affordable to all and
- ✓ combat social exclusion

The Rotherham Community Legal Services Partnership was set up as a network of legal information, advice, representation and advocacy services to meet these aims. It includes representatives from all the major local legal advice providers across the public, private, independent, voluntary and community sectors, plus a Development Consultant from the Legal Services Commission (LSC).

A thriving local legal advice community is essential to meet the vision of the Council, its' Corporate Plan and Community Strategy. Effective legal services assist in these goals by supporting vulnerable people, raising incomes, improving the local economy, assisting organisational development, improving life chances for all and quality of life and by ensuring access to quality and effective services.

The Community Legal Services Partnership (CLSP) Service Plan has been agreed by all partnership members, including local authority representatives. It addresses employment, debt, welfare benefits, immigration and asylum, housing, young people, developing skills, extending provision and increasing funding into the legal advice and information services. It targets the development of a funding plan to support the strategy, identifying threats and opportunities for funding.

The provider base in Rotherham is stable and there is a need to maintain some stability, although only a proportion of advice providers in Rotherham are funded through this budget. Whilst some recommendations can be made from the recent work on individual funding strategies, it is clear that the sector as a whole needs further consideration through the preparation of a sectoral strategy. This would take into account the totality of current funding to all advice providers in the borough, future needs and priorities and recommendations on the best way forward.

## **Purpose**

To prepare a strategy for the legal advice sector in Rotherham (across the whole sector including voluntary/community, public/statutory and private providers). This would enable the development of a plan that would take account of environmental drivers, gaps in service provision and cost effectiveness thus enabling current and future service providers and funders to consider delivery requirements.

## Parameters

Research and report on:

### (1) Background to the Rotherham legal advice sector

A brief outline to the legal advice services in Rotherham.

### (2) Role of the Community Legal Services Partnership

An introduction to the CLSP, to the part that it plays in coordinating local legal services and to improving the quality of those services. The factors which have limited its growth and a comparison with CLS partnership developments and methods of working in other South Yorkshire areas and a Best Practice Partnership identified by the Legal Services Commission.

### (3) Review of Initial strategy and needs analysis

A review of the previous assessment of legal advice services for Rotherham that was carried out in 2001.

### (4) Local areas of need

An opportunity to identify particular geographical issues, specific community needs (e.g. communities of interest such as older people, young people, asylum seekers/refugees, disabled people, BME, people suffering from domestic violence etc.), and gaps in service provision, linked to latest needs analysis.

### (5) Current provision

A breakdown of current services, service providers, service levels and comparison with best practice. This will include front-line and referral agencies, face-to-face, telephone, web-based and other IT facilitated provision. It will also include a profile of services accredited with the CLS Quality Mark and progress routes for those working towards accreditation.

### (6) Contribution to the local community

Evaluation of the support that legal services provide and the part they play in enhancing the quality of life, health and education of the local developing community, to protecting minority and vulnerable groups and to the achievement of the agreed Community Strategy.

### (7) Contribution to the local economy

A natural development from item 6 is an examination of the level of financial improvement that is brought into the Borough, or retained because of its' legal advice services. This would cover issues such as enhancement of income and financial stability achieved by services providing help, advice and representation in welfare rights, debt, employment and civil law.

## (8) Use and unmet demand

Analysis of the available data on current service usage, customer waiting time, appointment waiting lists, user satisfaction surveys and complaints. Consideration of any limitations imposed on the advertising of services or other techniques used as means of restricting service access to meet inadequate resources.

If RMBC can make facilities available in accordance with the required reporting timescale, use of the local citizens panel to provide additional information on customer perceptions.

## (9) Infrastructural support

A review of the background organisations or individuals that provide operational support or direction to front line legal service provision by assisting coordination, providing signposting and referral, specialist training, information on resource acquisition or through provision of accommodation or other assistance. This will include, amongst others, RAIN, CLSP, SYFAB, VAR and Legal Services Commission and a comparison of infrastructure in other areas.

## (10) Regional policy influences

Identification of potential issues which may occur as a result of regional developments by organisations such as the Legal Services Commission, or because of shortfall in provision of legal services regionally which impact on availability of Rotherham based people to access services locally. An example of the latter being the regional shortage in specialist assistance to immigration and asylum seekers which means that clients are being referred from as far away as Lincoln.

## (11) National policy influences

Legal, Government or national agency developments which may impact on services locally or on service demand from the public. Identification of relevant current and proposed Best Value Performance Indicators.

## (12) Future developments and expectations

Identification of any local or other drivers which may impact on service provision or demand. Changes in need, policy or opportunities for improvement, development of one stop shops etc.

## (13) Identification and evaluation of the most effective and appropriate sources of funding

Analysis of the funding issues for providers of local legal advice services. Consideration of specific funding issues and identification of any appropriate realistic funding opportunities, restrictions on access, implications of insecurity of funding.

## (14) Cost of failure of legal advice services

The implications in community and financial loss to the borough of inadequately maintaining legal services in Rotherham.

(15) Final Strategy including Conclusion and recommendations

Drawing together the important issues from the previous sections.

**Project Overview Approach**

The project would be carried out by the CLSP Co-ordinator working closely with CLSP members and nominated RMBC Liaison Officers.

The nominated RMBC Liaison Officers are: Janet Scott (for issues in relation to the sectoral review) and Waheed Akhtar (for contractual issues)

The work will be overseen by a Working Group agreed between RMBC and the CLSP.

This Working Group will be Chaired by: Allyson Whisker, Community Legal Services Partnership.

Membership will consist of:

Allyson Whisker	Community Legal Services Partnership
Chris Cole	Parker Rhodes Solicitors
Ian Slack	Community Legal Services Partnership Co-ordinator
Jane Waring	Rotherham Law Centre
Janet Scott	RMBC Welfare Rights Service
Joanne Swift	RMBC Consumer Advice
Linda Moore	FACE
Philip Wooler	Citizens Advice Bureau (CAB)
Waheed Akhtar	RMBC Chief Executive's Office
Yvonne Woolley	Rotherham Advice and Information Network (RAIN)

**Terms of Reference for the Working Group**

1. The group shall be made up of the Community Legal Service Partnership Coordinator plus Community Legal Service Partnership members from the Rotherham Legal Advice and Information sector, the Legal Services Commission and the contracting authority – Rotherham Metropolitan Borough Council.
2. The representatives from the Legal Advice and Information sector should, where possible, represent and reflect the various elements of private, public, voluntary and

community organisations which make up the sector rather than their own organisation.

3. In order to progress the project, nominated substitutes from member organisations will be permitted, subject to agreement by the group.
4. Other representatives who possess special skills or knowledge may be co-opted to assist the group as required and agreed by the group.
5. The purpose of the group shall be to provide technical experience, knowledge, information and generally to assist the Community Legal Services Partnership Coordinator in meeting the requirements and spirit of the contract as agreed by the contracting authority.
6. The confidentiality of discussion shall be respected where requested.
7. Meetings shall be held in accordance with need and it is accepted that not all representatives will be able to attend each meeting.

### **Data / Information Capture**

The project will draw together existing data held by CLSP members and the local authority. It will be necessary to research and evaluate information held or produced by the Legal Services Commission, other government departments and agencies. This information will be supplemented by limited research of CLSP operation in other areas and perceived best practice.

### **Consultation**

In addition to individual consultation with local service providers, a SWOT (strengths, weaknesses, opportunities, threats) and a PEST (Political, Economic, Socio-cultural and Technological) analysis of local provision will be carried out with CLSP members and any other appropriate stakeholders.

### **Strategy**

The operation of local legal services priorities to be compared with local policy as outlined in RMBC's Corporate Plan and Rotherham's Community Strategy as well as other relevant policy frameworks.

Undertake any further research required on the operating environment, other potential drivers and consideration of implications for local service demands and provision needs. Identification of future local priorities.

### **Resources**

Research of funding needs, in order to adequately meet current and future demands. Research with funding advisers as to possible suitable providers of resources, potential for success, limitations such as match funding and short term availability.

### **Analysis and Presentation of Research Findings**

Report to be compiled with use of appropriate quantitative methods and presentation techniques as required.

### **Presentation**

The final report and strategy is to be submitted to the nominated RMBC Liaison Officer in hard copy and electronically.

Presentations of the findings will also be required to the council's RMBC Corporate Management Team, Elected Members and the Community Legal Services Partnership.

### **Timescales**

Commence project and desk research	January 2005
Initial meeting of Steering Group	3 <sup>rd</sup> February 2005
Presentation to the Community Legal Services Partnership	TBC
Draft report to be submitted to RMBC Liaison Officer	25 <sup>th</sup> April 2005
Presentation to Cabinet Member (Social Inclusion and Community Planning) and Advisors	6 <sup>th</sup> May 2005
Final Report to be submitted to RMBC Liaison Officer	16 <sup>th</sup> May 2005
Presentation to Corporate Management Team	TBC

{Presentation dates to be confirmed.}

### **Project Cost**

Details are appended.

### **Project Contacts:**

Project to be completed by: Rotherham Community Legal Services Partnership  
Project commissioned by: Rotherham MBC

- CLSP: Yvonne Woolley, Manager, The RAIN Building, Eastwood Lane, Rotherham, S65 1EQ Tel: 01709 517666
- RMBC: Janet Scott, Manager (Welfare Rights and Money Advice)  
Tel: 01709 822449
- RMBC: Waheed Akhtar, Partnership Officer (Regeneration), RMBC Chief Executive's Office, The Eric Manns Building, 45 Moorgate St, Rotherham, S60 2RB  
Tel: 01709 822795

# ***Rotherham Legal and Advice Services Review 2005***

**Management Synopsis**

**- Draft –**

**25 April 2005**



**Rotherham Community  
Legal Service Partnership**

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## **ROTHERHAM LEGAL ADVICE SECTOR REVIEW**

### **Management Synopsis**

#### **1. Introduction to the Rotherham Legal and Advice Sector**

Many people have difficulty accessing appropriate and timely legal advice and information. They also need to feel confident in the quality of assistance they receive and to know from the outset if any costs are going to be incurred and what they might be.

Our legal and advice services help Rotherham people resolve their problems. Not abstract legal problems familiar only to lawyers and courts, but the important problems of everyday life. The social welfare law issues such as debt, welfare benefits, employment, or your rights if a second hand washing machine does not work. Issues core to social and financial inclusion and community regeneration.

#### **The sector in context - a real life case example**

Mr. A. had one leg amputated as the result of an industrial accident. The height of the amputation meant he could not wear a prosthetic leg. He was awarded Disability Living Allowance at the mobility and care components. His wife claimed Carers Allowance and they leased a car under the Motability scheme.

After three years he reapplied and underwent the required medical examination. The doctor reported that in his opinion Mr. A. could walk reasonably well if he used crutches and he should not need any care. The Disability Living Allowance and Carers Allowance were withdrawn, reducing the family income by £90 per week. The car had to be returned, making him virtually housebound, depressed and contemplating suicide.

Mr. A. appealed unsuccessfully prior to contacting a local advice agency. At an open door session he was interviewed and advised by a trained volunteer. Following this initial evaluation an appointment with an Appeals Advice Worker resulted in submission, on his behalf, of an application for leave to appeal to a Social Security Commissioner.

Several months later a Commissioner decided that the appeal should be reheard. The Adviser collected medical evidence from the professionals who had treated Mr. A. since his accident, and submitted it to the Tribunal. Mr. A attended the hearing and was represented by the Appeals Advice Worker. The Tribunal decided that Mr. A's benefit should be reinstated at the level he previously enjoyed and made the award for an indefinite period. His wife's Carers Allowance was also reinstated and they leased another car.

The adviser also claimed Industrial Injuries Disablement Benefit for Mr A. who subsequently received a further £96 per week in addition to the other benefits.

## **2. Role of the Community Legal Service Partnership**

### **(2.1) Background**

The Community Legal Service was set up in response to the Access to Justice Act 1999. Its stated aims are to –

- ✓ help people get quality legal services that tackle real needs and thereby
- ✓ contribute to making a justice system fair, accessible and affordable to all
- ✓ combat social exclusion.

To meet these aims the Rotherham Community Legal Service Partnership (CLSP) was set up in April 2000 as a network of legal information, advice, representation and advocacy services dedicated to providing and funding better access to justice for residents. It works in close cooperation with the Legal Services Commission (LSC) and consists of a number of agencies from the statutory, private and voluntary sectors. Agencies working at differing levels of expertise and specialisation, referring and signposting to meet client need.

Development of the sector as a whole is achieved by this infrastructural body, with members working collectively to achieve agreed Concordat aims. A prime example of this cooperation is this review. CLSP members have played a key role in planning, collating information and developing a Review Questionnaire to facilitate a survey of current provision and needs.

### **(2.2) The Quality Mark**

The Quality Mark is the accreditation that underpins the CLS. It indicates to members of the public that they can be confident of receiving an assured standard of service regardless of service type. Details of current quality marked service providers are included in the CLSP Directory, January 2005.

### **(2.3) Development and Growth**

Rotherham Legal Advice Sector has been quietly developing into a sophisticated partnership model. It initially operated with the voluntary support of the members and the administrative support of Rotherham Advice and Information Network (RAIN) and the Local Authority. To encourage growth, a full time Partnership Coordinator was appointed and based at RAIN. However, staffing and resources issues reduced the role to the current 14 hours per week.

The Coordinator works on behalf of partnership members and relies upon their support. The Coordinator's role is fundamental to the development of the CLSP. It raises the partnership's profile and enables the members to access external funding based on identified needs. It is encouraging that Infrastructure Initiatives and Corporate Funding has been awarded to extend the Coordinator post for a further 12 months at 27 hours per week.

#### **(2.4) Service Plan**

A Service Plan, agreed during 2004, addresses work in a number of categories of law and to extending provision into communities with a high need for advice. It is recognised that such developments would require an increase in funding and the development of a funding strategy. This review supports the process.

#### **(2.5) Best Practice**

Both Doncaster and Barnsley Community Legal Service Partnerships have benefited from a full time NRF funded Coordinator. Barnsley is viewed as a Best Practice Partnership by the LSC. It has exceptional support from the local authority and elected members. It was one of only eight councils awarded Beacon Status for its work with the CLS Partnership. In Doncaster the CLS is formally accepted as a component of the social inclusion strategy.

### **3. Review of Initial Strategy and Needs Analysis**

An extensive Needs Analysis, prepared by the Partnership in 2001, identified priority areas of law, client groups, wards and methods of service delivery. In January 2002 the Partnership published "A Strategy based on Partnership."

Successes achieved as a result of that Action Plan have included the opening of the Rotherham Law Centre; the development of a portfolio of nationally accredited training for the advice sector; a Legal Services contract awarded to the first not for profit organisation in Rotherham, for people eligible for legal aid; and 12 organisations now accredited against the CLS Quality Mark. Last year the partnership was also awarded a large Partnership Initiative Budget contract from the LSC to develop and run a three year debt awareness campaign.

### **4. Local Areas of Need**

#### **(4.1) Service Closures**

Since the last review of needs, the legal advice services at both Maltby and Wath have closed down, the Northern Refugee Centre closed in Rotherham, the Health and Benefits Bus been withdrawn and the RMBC Employment Rights service closed. The effect on remaining agencies has been further exacerbated by long term unfilled posts in RMBC Welfare Rights and Money Advice services.

Most recently, one of only two Legal Service Commission funded private sector specialist immigration and asylum advice providers has withdrawn service in Rotherham and radically reduced staffing in Sheffield. This is also impacting on the remaining voluntary sector general advice agencies.

#### **(4.2) The Rotherham Partnership - Neighbourhood Renewal Strategy**

The strategy acknowledges the need to tackle deprivation within communities – both geographical communities and communities of interest. According to the Government's Index of Deprivation 2000, Rotherham was the 48<sup>th</sup> most deprived local authority with six wards in the top 10% most deprived nationally. In 2004 the new Index placed Rotherham at 63<sup>rd</sup> most deprived. This is seen as more likely due to a change in methodology rather than improvement in deprivation.

The index is based on indicators which include income, health and disability, education skills and training, barriers to housing and services. These factors may all be improved with better, more accessible legal and advice services.

#### **(4.3) Identified Target Areas**

The Strategy identifies Wath, Rawmarsh, Kimberworth Park, Masbrough, Central, Maltby and Dinnington. One of the main "Aims" in the Strategy Target Areas is to "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." "Maltby was shown as having particular multiple debt problems and lack of Advice Services."

#### **(4.4) Housing Needs Analysis 2003**

Found 35% of households in Rotherham have an income less than £10,000 per year and over 40% are in receipt of benefits. 75% are unable to afford a weekly rent of £50, and over 50% of owner-occupiers cannot afford to pay a mortgage of more than £400 per month. 46% of households cannot afford to move or buy another house.

More than 33% of all households in Rotherham have one person with a disability and 15.3% have two disabled household members. 58.4% of all disabled household members are over 60 years of age. More than 50% have care or support needs. 34% of households that have someone with a disability require further adaptations to the home.

A BME housing study, within the Holmes neighbourhood, indicated that more than 80% of the BME community identify their present home as too small. Properties have a higher incidence of damp and heating problems. These lead to health problems such as arthritis / rheumatism and asthma / bronchitis.

It is estimated that 3% of all households living in the Borough are in housing need. There is a lack of supply of social housing for single people and those with special needs. The growing elderly population is likely to have a significant impact on the housing market and there are high proportions of people with limiting long-term illnesses.

#### **(4.5) Community Services**

In 2004, the CLS Partnership Coordinator was approached by the Greasbrough and Canklow area Development Workers requesting provision of legal advice and information surgeries within their communities. A meeting was held between representatives from the Legal Services Commission, the Council, and the voluntary sector. No resources were available to support the projects. It was agreed as essential that representatives from the legal advice sector be included in project bids.

The above situation can be compared with the Herringthorpe Healthy Living Forum where Legal Advice and Information service providers were included in preparation of the bid. Funding for two years debt advice provision was a successful part of the bid.

#### **5. Current Provision**

The questionnaire focused on the work of fifteen not-for-profit and RMBC agencies providing legal advice and assistance at General Help Level or above to Rotherham people. Two of these were sited in Sheffield. Thirteen were able to provide information on 33,362 clients handled in the last year.

Whilst most agencies specialise in one or more areas of law, of the fifteen organisations which form the focus of this review, eight can provide service at general help level, five at general help with casework, and two at specialist help level. Only two agencies were able to provide general help with casework across all areas of social welfare law.

Identified gaps in service provision included lack of specialist case work and representation. A number of agencies provide service only to specified groups based on age, disability or ethnic background.

#### **6. Contribution to the Local Community**

##### **(6.1) Background**

Legal and advice services combat deprivation and tackle the processes and structures that can cause people to become socially excluded. They provide a service that is not just geared to individual needs, but one that is concerned with the economic and social health of the whole community. (Claire Tyler, Director-Social Exclusion Unit, Office of the Deputy Prime Minister.)

##### **(6.2) Rotherham Community Strategy (2002 – 2007)**

Sets out four priorities related to – wealth; learning; health; safe and inclusive communities; with driving principles that underpin delivery. These driving principles fit neatly with Rotherham's legal advice and information community because they focus on "*equality of opportunity*" to access services; "*equality of access*" to participate in service delivery and thus reduce social exclusion;

*“sustainability”* of services; and *“quality and excellence”* as affirmed by the acquisition of the independent CLS Quality Mark standard.

### **(6.3) A New Vision for Rotherham**

The draft 2020 Vision for Rotherham outlines a future based on the achievement of priority and cross cutting themes. Contribution from a thriving legal and advice services community will be essential to deliver these challenging targets.

The cross cutting priority of Fairness relies on people understanding their rights and having assistance to enforce them. This supports the Rotherham Learning theme of *“being informed”* and Rotherham Achieving *“equality of opportunity and choice”* with *“inequalities between parts of the borough and social groups minimised.”*

In order to satisfy the Rotherham Alive theme *“for people to enjoy good health and live healthy lives,”* the impact of legal services on social exclusion and health must be valued. The Rotherham Safe theme that *“people are to be protected and children safe from harm and neglect,”* relies on effective legal and advice services.

Rotherham Proud targets commitment to the values of *“a caring place where the most vulnerable will be supported, and a commitment to the values of social justice,”* will be unachievable if legal and advice services are not similarly nurtured and properly funded.

### **(6.4) Rotherham Cohesive Communities Partnership – Strategic Framework for Action 2004 - 2010**

A key theme of the commitment to cohesive communities is on Equity, highlighting gaps in service delivery and working with all sectors to overcome this. Legal and advice services play a role in meeting these aims and assisting in resolution of conflict.

### **(6.5) Tackling Social Exclusion**

**Paths to Justice** by Professor Hazel Glenn, found that 40% of all respondents had experienced problems which might have a legal solution during the previous five years. Most commonly these were money problems-9%; work related accidents/injuries-8%; owning residential property-8%; rented accommodation-7%; employment problems-6%; family/relationship-6%. Respondents often experienced more than one type of problem. Most commonly employment and money problems, and accommodation and money problems. Debt and money problems are often linked with problems such as housing or benefit disputes.

### **(6.6) Living with Debt**

Often the clients who experience the worst injustices and face the greatest problems are already the most alienated and vulnerable. 'In Too Deep', a study by Citizens Advice, found that nearly 40% of clients who sought help on debt problems felt that they could not cope, many reporting relationship breakdown, depression and feelings of isolation.

### **(6.7) Money Advice**

The HM Treasury report "Promoting Financial Inclusion" December 2004 referred to the Spending Review 2004 and the Government commitment to tackle financial exclusion. It identified the three problem areas -

- access to banking
- access to affordable credit
- access to free face- to- face money advice

### **(6.8) Welfare Benefits Problems**

The Money Advice Trust said - "if a person experiences problems or delays claiming benefits it can be the trigger for a range of other problems through the hardship that can be caused. Therefore, if any disputes arise, they need to be resolved as quickly as possible, and acting on the best available advice."

### **(6.9) The Link Between Poverty and Poor Health**

The Government White Paper "Saving Lives – Our Healthier Nation" acknowledged the link between health and income and said that Local Authorities have a new duty to promote the economic, social and environmental well-being of their area.

### **(6.10) Volunteer Training and Volunteer Turnover.**

In the 10 months prior to this report, one agency alone recruited nine volunteers. Two became fully trained and placed on the advice session rota. Three found paid employment after training. Two were unable to complete training and two were still in training. Training volunteers puts strain on services but contributes significantly to Rotherham's Community Strategy.

Training advisers clearly supports their potential for entry to paid employment and contributes to community development. However it is estimated that taking leakage into account the true cost of training is approximately £16,000 per operational adviser.

## **7. Contribution to the Local Economy**

### **(7.1) Introduction**

(LGA) report “quids for kids” said – *“Benefits take-up puts extra spending power into the local authority area as increased benefit income is usually spent on local goods and services. Additional benefit money is most usually spent on housing, food transport and leisure. People increase their spending on basic utilities including heating, lighting and water and find they have the spending power to afford to save for larger items.”*

*“The increased revenue from welfare rights work can be effective in creating extra jobs in a local economy and take-up contributes to Neighbourhood Renewal programmes. Of every £1 spent with local traders, 80 pence remains in the local community”*

The report quoted recent research in Cumbria which showed that around £34m per year was lost to the local economy as a result of non-take up by pensioners.

### **(7.2) Community Benefit**

In order to assess the impact of advice work it is necessary to consider the income generated by the work. Income can be categorised as funding to provide the service itself and that accessed as a result of the advice i.e. the benefit gain.

#### **Case Study- Each RMBC £1 brings £3.74. Community benefit-over £400,000**

One community based voluntary agency receives £36,516 per year in core funding from RMBC. This enables it to raise £136,650 from other funders. For every £1 invested by RMBC another £3.74 comes into the community.

Last year the service achieved £159,565 in benefits and £121,555 from appeals, on behalf of clients. Total more than £280,000.  
Grand Community Benefit = £417,770 and employment for 7 staff & 7 volunteers.

Another voluntary agency reports that in the last year they have benefited clients by over £400,000 in increased benefits and debt written off, and are helping clients manage another £400,000 of debts.

### **(7.3) Consumer Advice**

The Office of Fair Trading has estimated that consumers lose out each year by as much as £8billion due to problems with goods and services. A pilot project in West Yorkshire averaged the benefit of advice to clients at £100 per call.



## **8. Use and Unmet Need**

### **(8.1) Agency Case study**

Despite access improvements of 46% over two years, one agency's records show that approximately one-third of people attending "open door" advice sessions still do not get to see an adviser on their first visit because of excess demand. This amounts to some 1,500 people per annum. Similarly, two days per working week, when there is no open door session, approximately 1000 people per year trail unsuccessfully to visit and access the service. Telephone call monitoring shows that in the last twelve months, 2650 callers were also unable to access the service because the line was busy or the service was closed.

The increasing demand, against the significant increase in the number of people who do access it, is a startling indicator of unmet demand for advice services that cannot be met at present levels of resources. Increasing demand issues can be seen at the other voluntary legal and advice services.

### **(8.2) Review Questionnaire - Current service usage**

The total number of recorded clients last year was 33,356. Each may have involved several issues. National research averages two to three per contact. Experience shows that often the exhibiting issue is not the root cause of the problem and extensive interviewing may be required to uncover the true problem. Resolution may be achieved quickly but often takes many months for the agency.

### **(8.3) Unmet need/ inadequate services and waiting times**

All agencies identified unmet need within the sector, this includes

- Waiting lists of 5-6 weeks
- Lack of emergency (eviction warrant) representation
- Eleven agencies reported lack of representation for welfare rights and immigration/asylum
- Shortage of general help with casework and specialist help services
- Local people seeking help outside the area

### **(8.4) Impact of Consumer Direct helpline on consumer advice**

In the period 1st Jan 2004 to 31st July 2004, RMBC Consumer Advice service dealt with 2138 complaints about goods and services. In the first six months of operation, (1st August 2004 - 31st January 2005,) Consumer Direct processed and provided advice to an estimated 3097 complaints from Rotherham people. It is confidently projected that at least 6000 complaints will be handled in the first year.

Complex cases requiring intervention are referred back to the specialist RMBC service for further work beyond the capability of the help line. The Consumer Adviser posts have recently been reorganized in the latest Programme Area restructuring to enable them to undertake more proactive work around enforcement, education issues and cross boundary partnership working.

#### **(8.4) Community Legal Service Direct helpline**

Collection of statistics is being refined but information is available for contact from Rotherham 01709 telephone numbers between October 04 and February 05. It shows that for the first two months of operation there was a problem with unanswered and engaged calls. However from January there have been no unanswered or engaged calls recorded. A total of 435 calls from Rotherham were answered in the period.

### **9. Infrastructural Support**

#### **(9.1) Background**

The Home Office report ChangeUp, sets out a ten year vision for building the capacity of frontline organisations and putting in place the infrastructure support they need.

#### **(9.2) Co-ordination of the Sector**

The CLSP Coordinator facilitates the coordination of the legal and advice sector.

#### **(9.3) Operational Support and Direction – Consultancy**

The questionnaire showed that six of the fifteen agencies were providing consultancy to others in the sector. Thirteen agencies said that they needed such assistance. This often overlooked infrastructural support is important in maintaining quality, developing expertise and capacity, and providing evidence of new and emerging information and training needs, thus directing development.

#### **(9.4) Multi-Agency Partnership – Referrals and Signposting**

The CLSP developed referral system has been adopted by eleven agencies, whilst three use their own procedure and one did not state it's method of referral. One agency has secured funding to support the referral network.

#### **(9.5) National organisations**

Advice providers are regulated and supported by professional organisations. Membership is often compulsory and an unseen core operating cost which is necessary to access external funding. Compliance with strict operational and quality criteria may be required in order to retain membership.

#### **(9.6) Rotherham Advice & Information Network – RAIN**

RMBC's visionary advice complex is now independently financed and managed. It supports the sector through its' quality marked information and signposting service; provision of affordable town centre premises for 11 key advice, information and support services; and meeting rooms for 25 local groups. It has developed IT support services for the sector, including outreach kiosk delivery to tackle equal opportunities in delivering information.

It is seen as the natural hub of the Community Legal Service Partnership, providing accommodation for the Coordinator, support and meeting facilities. RAIN works to influence strategy and policy in areas which affect its users and services. It is involved in VOICE and the Manager also represents the voluntary sector as Community Development Involvement Partnership Representative.

To increase sustainability and meet demand for meeting and training facilities RAIN services are now available from 9.00am – 9.00pm. However due to limited staffing and income it is not likely that the organisations housed within RAIN will operate during the extended hours. All RAIN posts are dependent on short-term grants and more innovative and sustainable ways to fund key posts in the organisation are essential.

#### **(9.7) Training**

On behalf of the CLSP Action Plan, RAIN has developed, and delivers several OCN nationally accredited training courses and non-accredited courses. These have benefited 200 staff and volunteers from all sectors. Success is such that they are being rolled out to other CLS Partnerships in the region. Citizens Advice Bureaux have their own accredited training but this is not open to other services.

#### **(9.8) The South Yorkshire Funding Advice Bureau (SYFAB)**

Helps local community and voluntary groups to get the funding they need through providing free information, advice and training on funding and fundraising. Ten of the fifteen organisations surveyed had accessed the service in the last two years. SYFAB contributed significantly to the funding section of this report.

#### **(9.9) Rotherham Ethnic Minority Alliance (REMA)**

Provide community development and capacity-building support to Minority Ethnic communities, delivers projects and ensures communication between communities, local service providers and decision makers.

#### **(9.10) Voluntary Action Rotherham (VAR)**

Supports the general voluntary/ community sectors through project management.

## **10. Local / Regional Policy Influences**

### **(10.1) Legal Service Commission Funding**

It is LSC policy to only fund specialist level contracts. These are based on CLS Partnership information of gaps in resources. Where a CLSP is not active or effective there will be an information gap and funds will not be focused on that particular area.

### **(10.2) Rotherham Housing Strategy 2004-2007**

Creation of an Arms Length Management Organisation (ALMO) may impact on the local legal advice and information services through the likely speed of enforcement versus delays in processing housing benefits.

### **(10.3) Community Development**

Rotherham's Community Development Team reduced from eighteen to six in April 05. They are the first point of contact for the residents of these recognised deprived areas and are amongst the likeliest to identify the need for legal advice provision in communities and for signposting to the already over-stretched service providers in other parts of the borough.

## **11. National Policy Influences**

### **(11.1) Best Value Performance Indicators (BVPI)**

The CLS is an initiative in line with Best Value, with its emphasis on quality, value for money and evidence-based practice. A BVPI has been implemented which seeks to ensure that Local Authorities concentrate their funding of advice services on those organisations who hold the CLS Quality Mark.

### **(11.2) Indicator in force to 31<sup>st</sup> March 2005**

**BV 177** *The percentage of authority expenditure (whether in house or external) on legal and advice services which is spent on services which have been awarded the Quality Mark and meet legal needs identified in the Community Legal Service Partnership strategic plan.* Rotherham CLSP published its' Strategic Plan in 2003.

### **(11.3) New Indicators effective from 1<sup>st</sup> April 2005**

#### **BV177a - Advice & Guidance Services – total**

The total amount spent by the Local Authority on Advice and Guidance services provided by external organisations.

**Purpose** - To allow the Department of Constitutional Affairs (DCA) to assess the size of the major financial contribution that Local Authorities make to the overall total of the number of people receiving assistance in social welfare law.

**BV177b - Advice & Guidance Services – CLS Quality Mark**

Percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at “General Help “level or above.

**Purpose** - To allow the DCA to assess the size of the major financial contribution that Local Authorities make to the overall total of the number of people receiving assistance in social welfare aspects of law.

**BV177c - Advice & Guidance Service.**

Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the Authority to the public.

**Purpose** - To allow the DCA to assess the size of the major financial contribution that Local Authorities make to the overall total of the number of people receiving assistance in social welfare aspects of law.

**(11.4) Fairer Charging Policies for Home Care and Other Non-residential Social Services**

From April 2003 it has been a statutory duty for Councils to ensure that appropriate benefits advice is provided to all users of non-residential social services and carers services, at the time of a charge assessment. It includes advice about entitlement, help with completion of claims and follow up action.

In Rotherham, all this new work, to around 5000 people, is done by the Council's existing Welfare Rights staff. The service has concentrated its work around this group, but at a loss to others. This has impacted on other agencies through an increased number of referrals for appeals work and for elderly people not in receipt of home care services.

In Barnsley additional resources were put into the local authority team to deal with the increased responsibility.

**(11.5) The Government and Volunteering**

The Home Office Citizenship Survey outlines that volunteering contributes £2.6 billion each year to the economy in the U K, with 26 million people in England and Wales said to participate in volunteering of some sort. This is equal to the number of hours contributed by around one million full time workers.

The Government's wider programme to boost the voluntary and community sector includes £80 million to develop infrastructure (HO 362/2003) and £5.4 million volunteer recruitment (HO 147/2004)

The Home Office report "Change Up" states that "where local infrastructure is well resourced, there is evidence to show subsequent high levels of volunteers recruited for local organisations as well as the effective promotion of good practice in volunteer management."

*The report "Partnership between government and voluntary organizations," prepared for the Joseph Rowntree Foundation, stated that "every £1 in outside funding can release an equivalent amount in other funding; there is a return of between £2 and £8 for each £1 invested by voluntary organizations in their volunteers"*

### **(11.8) Legal Services Commission New Rules on Immigration and Asylum**

New rules introduced April 2004 have led to a reduction in the number of private practice solicitors willing to undertake CLS funded immigration advice. There has been a sharp decrease in the number of individuals seeking asylum in the UK (which has in itself resulted in smaller numbers dispersed to Yorkshire and Humberside, including Rotherham) Nevertheless there remain significant gaps – partially because some areas have lost more provision than others; and partially because most asylum seekers and local support groups believe that they still need help with the application and appeal process even if they do not meet the LSC's 'merits' test criteria for funding.

There remained at December 2004, 9210 asylum seekers supported by the National Asylum Support Service (NASS) of which 757 were accommodated in Rotherham. One of the two LSC funded specialist advice providers in Rotherham has withdrawn service and radically reduced staffing in Sheffield. Other service in the area includes Sheffield Law Centre, Immigration Advisory Service outreach in Sheffield or Barnsley. Outside of this specialist provision, not for profit organisations registered with the Office for the Immigration Services Commissioner (OISC) to provide Information or General Help equivalent level immigration advice are FACE Advice Centre, Rotherham CAB, Rotherham Diversity Forum, Yorkshire Kashmiri Educational and Cultural Development Trust.

## **12. Future Developments and Expectations**

### **(12.1) Legal Services Commission Report**

In response to independent research detailing analysis of the challenges facing the CLS, the circulation of a report from the Legal Services Commission is imminent. The local authority needs to keep abreast of developments and their possible implications for the funding of services in Rotherham.

### **(12.2) Changes to Funding Streams**

Changes to RMBC, NRF, SRB and lottery funding are likely to endanger service provision and stability.

### **(12.3) RAIN Development**

Improved marketing, radically increased flexibility of opening, and upgrading the IT Suite has resulted in a virtually full diary of room bookings. Visitor numbers are projected to quadruple and exceed 20,000 for the year. RAIN is now looking for potential funders and examining the feasibility of extending the building to further increase service provision and expand training support to the sector.

### **(12.4) Phoenix Enterprises New premises**

New premises are expected to provide, accommodation for local not-for-profit training providers and community groups. They are unable to confirm the level or availability at this time.

### **(12.5) Yorkshire Forward**

VAR are working with other South Yorkshire Partners to improve support to all voluntary and community agencies via a bid to Yorkshire Forward as part of their 5 year investment plan. Proposals include support for volunteering, key networks, local groups, acquiring public service contracts, lobbying and accommodation for VAR.

### **(12.6) Rotherham Law Centre**

The Law Centre will officially launch on the 19<sup>th</sup> May 2005. It has been developed to provide existing services with not-for-profit, specialist level, referral support. It will include casework representation in employment, housing and associated debt: policy work; consultancy and support to the referral network. This development is an example of the CLSP identifying specific specialist service need and this being used to attract external funding.

## **13. Identification and Evaluation of the Most Effective and Appropriate Sources of Funding**

### **(13.1) Background**

Types of funding available to local voluntary and community sector organisations need to be analysed in terms of

- **Core revenue** – ongoing funding that can pay for organisational core revenue costs
- **Project funding** – time limited funding that can pay for the direct costs of delivering a service or activity.

- **One-off grants** – that can pay for capital items like buildings and equipment or single discrete activities, like an annual conference.
- **Developmental grants** – time limited funding and loans to support organisational growth and developments like meeting quality standards.

Funders invest in organisations because they help them to meet the funder's aims. These usually relate to one or a combination of the following:

- What the core services and activities are.
- Who the clients and beneficiaries are.
- Volunteering - involving and promoting volunteering, who the volunteers are, developing the skills and employability of volunteers.
- The geographical location.

A funding strategy for any organisation needs to include an assessment of opportunities in all the above categories.

**(13.2) Survival or Sustainability? A Focus Group Study of the Local Voluntary Sector in South Yorkshire** by Tracey M. Coule, Voluntary Action Rotherham, found –that “many funders are unwilling to contribute to the core costs of an organisation. All organisations have central costs, and must make significant investments in their internal infrastructure if they are to be effective. These costs are not optional and organisations which do not make adequate provision for them will almost certainly encounter problems in the future.”

“Organisations which do not have budgets for these core activities will devote scarce time and energy to the mandatory functions. Voluntary organisations operate within a complex regulatory framework and compliance with regulators' and insurers' requirements costs money.”

### **(13.3) Involvement in the Wider Strategy**

The Local Strategic Partnership's role in directing priorities for funding streams coming into the borough is likely to grow. Local services must now be part of the borough's wider strategy to access this type of funding – they will have fewer opportunities to bid into a range of schemes independently in the future.

It is therefore vital for Community Legal and Advice Services to be identified as a strategic player in service delivery in communities by the Local Strategic Partnership, and that the local public sector organisations collectively assess their interest in the work that these services deliver.

### **(13.4) Best Value Performance Indicators.**

The Office of the Deputy Prime Minister (ODPM) in the Guidance on Best Value performance indicators 2003/4 identified Local Authorities as key funders of legal and advice services, delivered both in-house and through funding to independent agencies. It saw the CLS BVPI as helping to measure the growing level of



funding directed to Quality Marked organisations by Local Authorities and in doing so helping to raise the quality of the service they provide to those most in need of it.

### **(13.5) The Legal Services Commission Contribution**

The LSC expects to put approximately £1.2million into Rotherham in 2004/5, and a similar amount is projected for 2005/6. This is predominantly for family law provision and for people eligible for legal aid only. They do not support non-eligible people through the CLS Fund, consequently the vast majority of this funding is directed to the for-profit sector rather than direct support to voluntary or community agencies.

### **(13.5) Summary**

Community Legal and Advice Services need a healthy level of renewable, multi-year core revenue funding to maintain services, and the public sector is the only source of this type of income. Historically the local authority has been the main core funder of these services.

The wider public sector at a borough level does have an interest in these services and a joint strategy for resourcing them could be developed and endorsed by the Local Strategic Partnership in order to secure a level of services for people in Rotherham into the future. Central Government funding for these services is through Community Legal Services - and this is currently successfully utilised by the sector in Rotherham.

It should be noted that raising money to cover costs like salaries for a period takes a lot of time and commitment. Most successful bids for this type of funding take more than six months to deliver, often closer to twelve months. A funding strategy for these costs needs to be looking at twelve months ahead and beyond.

Community Legal and Advice Services in Rotherham have been effective in attracting time limited project funding from a complex mix of funding streams like the Lottery and charitable trusts and foundations. In fact, over £1 million from the Big Lottery Fund is currently being accessed by these services. However it is expected that future contribution from this source will diminish significantly in the future. Given a realistic level of core revenue funding to give some stability of core staffing, these services can continue to attract significant amounts of external funding.

## **14. Cost of Failure of Legal Advice Services**

Legal and advice services are part of the fabric of social and financial inclusion and a cornerstone to Rotherham's revival strategy. If there is to be a realistic possibility of achieving the stated objectives then the support to priority geographic communities and communities of need must be improved.

#### **(14.1) Case study revisited**

If Mr. A had not received help his income would be nearly £200 a week less, he would have remained housebound in a suicidal condition – at best.

#### **(14.2) Implications of failure for the community**

- failure of support systems for most vulnerable individuals and communities
- failure for people to resolve their problems
- failure of social inclusion
- failure in community health
- failure in peoples ability to take on employment

#### **(14.3) Implications of failure for the economy**

- failure to maximise incomes leading to financial exclusion
- failure to increase spending power in Rotherham
- failure to draw in other funding streams.

#### **(14.4) Implications of failure for RMBC**

- failure to meet agreed local strategies
- failure to meet government targets and PI's
- failure to protect vulnerable people and communities
- failure by RMBC services to meet demand

### **15. Final Strategy Including Conclusions and Recommendation**

#### **(15.1) Civil Law and Social Justice**

The latest research by the Legal Services Research Centre (Causes of Action: Civil Law and Social Justice) identifies an average of 2 problems per individual with some reporting nine or ten. These can lead to social exclusion, poor physical and mental health, poverty and deprivation. Such problems seldom appear in isolation, but as multiples.

People with long-standing ill health or disability are more likely to suffer a justiciable problem (capable of decision by a court.) So are lone parents (66% in the research), those living in rented accommodation or in flats, the unemployed or those unable to work through sickness. Ironically, those on a low income of between £4,000 and £10,000 per year are less likely to report a problem than those on a higher income. This compounds the issues of vulnerability.

There are a number of reasons why people decide not to report a legal problem. They report the feeling that nothing could be done; that their problem was of insufficient importance; they want to preserve a relationship; they are scared to take action; they fear action would take too long and that it would be costly.

The Community Legal Service Partnership has a role to play in improving access to justice for the most vulnerable in the community. Civil law problems are, and should be, of general concern to policy makers and service providers. There is a need to increase education and awareness of peoples' rights and to ensure services reflect the needs of local citizens.

Other services, which have contact with vulnerable individuals, need to be able to diagnose the presence of social problems that may be resolved through civil action of some kind, and to refer them on to appropriate providers. This will allow people's issues to be dealt with as a whole rather than in isolation and will ultimately lead to prevention of further problems occurring. This is not an easy or immediate task. It requires investment of time and other resources as well as partnership, cooperation and above all, commitment.

### **(15.2) Conclusions and Recommendations**

This synopsis has drawn together current issues concerning the sector. Overall the most pressing issue is that of stability and development. The following points aim to identify the key elements of this and suggest a framework for the future.

### **(15.3) Financial Sustainability of the Sector**

Many services are typically funded on a one to three year basis, meaning that inevitably some projects and services will disappear. Funders also have increasingly high standards for organisations to reach including the acquisition of quality standards and mandatory training for staff, each of which carry further resource implications. A medium to long term funding strategy needs to be developed to achieve a greater level of infrastructural stability in the sector.

#### **Recommendation 1**

The funding strategy should be developed and agreed between the Community Legal Service Partnership, local advice providers, the local authority, the Strategic Partnership and other funders.

Ongoing development of the sector is dependent on core costs being met. These costs fund the posts that enable additional external funding to be attracted into the Borough. In addition to this, the investment returns are considerable for the local economic community. The sector has been effective in attracting time limited project funding from a complex mix of funding streams. However, this often hides the instability of the sector, which is primarily reliant on short-term, non-mainstreamed funding.

#### **Recommendation 2**

RMBC to work with the Community Legal Service Partnership to investigate the appropriateness of a legal advice sector funding model which supports core management, administration and operational costs of the advice agencies

#### **(15.4) Capacity Building**

The majority of advice providers operating in Rotherham have already achieved the CLS Quality Mark. This includes most local authority advice services. Support in achieving the Quality Mark is provided by the CLSP Coordinator who is able to give initial information and also from the Legal Services Commission from their regional Office in Leeds

##### Recommendation 3

RMBC to consider working towards the Assisted Information Level Quality Mark for all appropriate Council buildings where there is interaction with the public

##### Recommendation 4

A Protocol be set up between RMBC and the Community Legal Service Partnership/ Legal Services Commission, to review applications for the funding of legal and advice services where the applicant does not hold the Quality Mark

Training and consultancy support is currently provided to the sector from a range of providers, most significantly RAIN. This support is essential in enabling organisations to both contribute to tackling social exclusion, through support to Rotherham's most needy residents, and also in developing the skills and knowledge necessary to improve the quality of advice provided and attract the external resources to continue this work. (*section9*)

##### Recommendation 5

RMBC to support core costs associated with the funding of Rotherham Advice and Information Network (RAIN) which is the umbrella organisation for the Legal and Advice sector and primary source of training and support to the sector at a local level

##### Recommendation 6

RAIN to consider the appropriateness of developing a further series of courses based on the needs of the sector in order to enhance the capacity and effectiveness of the sector

#### **(15.5) Working with RMBC**

From the start of the CLSP, the local authority has provided senior officer level representation. This ceased recently due to reorganisation within the council. As a result, the CLSP has less of an insight into the strategic direction of the area. Best practice from other parts of the region suggest that the CLSPs achieving most do so with strong support and strategic leadership from senior Council officers and members.

##### Recommendation 7

RMBC nominate an appropriate senior officer with strategic responsibilities around social exclusion as a representative on the Community Legal service Partnership

Recommendation 8

RMBC include the Community Legal Service within the portfolio of a local authority Cabinet Member who becomes involved in the development of the Community Legal Service Partnership

Recommendation 9

A further report be placed before the local authority when the Legal Services Commission's new Community Legal Service Strategy on the future of the sector is available in the early summer

Recommendation 10

That the Community Legal and Advice services be identified by the Local Strategic Partnership as having a strategic role in service delivery in the communities.

**(15.6) Methods of Delivery of Advice Services**

The establishment of the Community Legal Service has led to many models of best practice in the delivery of advice services.

Recommendation 11

Rotherham Advice Providers look at other possible methods of delivering the service that make most effective use of resources and best meet the needs of local people

**(15.7) Meeting the Advice Needs of Rotherham Residents**

A formal review of the specific advice needs of Rotherham residents has not been carried out since 2001. National research has provided the CLSP with useful information on the trends associated with the need for advice.

Recommendation 12

Rotherham Community Legal Service Partnership to agree a model and process of identifying the advice needs of local people

**(15.8) The Community Legal Service - A Multi Agency Partnership**

The Community Legal Service Partnership (CLSP) Coordinator plays a key role in facilitating the development of the sector. The CLSP's work provides credible sources of information in which to base future funding applications and thus maximise the return on investment for this position. It provides clarity in terms of future development of the sector by identifying the advice needed by Rotherham residents.

Recommendation 13

Funding for a full time Community Legal Service Partnership Coordinator post should be maintained by RMBC and other partners within the Local Strategic Partnership.

### **(15.9) Meeting Best Value Performance Indicators**

It is recommended that future funding encompasses the Best Value aims, shown in section 11.1

#### **Recommendation 14**

RMBC addresses the key CLS related Best Value Performance Indicator aims through involvement in the Community Legal Service Partnership

### **(15.10) Summary of Recommendations**

1. A funding strategy aimed at addressing the sustainability of the advice sector should be developed and agreed between the Community Legal Service Partnership, local advice providers, the local authority, the Strategic Partnership and other funders.
2. RMBC to work with the Community Legal Service Partnership to investigate the appropriateness of a legal advice sector funding model which supports core management, administration and operational costs of the advice agencies.
3. RMBC to consider working towards the Assisted Information Level Quality Mark for all appropriate council buildings where there is interaction with the public.
4. A Protocol be set up between RMBC and the Community Legal Service Partnership/ Legal Services Commission to review applications for the funding of legal and advice services where the applicant does not hold the Quality Mark.
5. RMBC to support core costs associated with the funding of Rotherham Advice and Information Network (RAIN) which is the umbrella organisation for the Legal and Advice sector and primary source of training and support to the sector at a local level
6. Rotherham Advice and Information Network to consider the appropriateness of developing a further series of courses based on the needs of the sector in order to enhance the capacity and effectiveness of the sector
7. RMBC nominate an appropriate senior officer with strategic responsibilities around social exclusion as a representative on the Community Legal Service Partnership
8. RMBC include the Community Legal Service within the portfolio of a local authority Cabinet Member who becomes involved in the development of the Community Legal Service Partnership.
9. A further report be placed before the local authority when the Legal Services Commission' new Community Legal Service Strategy on the future of the sector is available in the early summer

10. That the Community Legal and Advice services be identified by the Local Strategic Partnership as having a strategic role in service delivery in the communities.

11. Rotherham Advice Providers look at other possible methods of delivering the service that make most effective use of resources and best meet the needs of local people.

12. Rotherham Community Legal Service Partnership to agree a model and process of identifying the advice needs of local people

13. Funding for a full time Community Legal Service Partnership Coordinator post should be maintained by RMBC and other partners within the Local Strategic Partnership.

14. RMBC addresses the key Community Legal Service related Best Value Performance Indicator aims through involvement in the CLS Partnership.

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	Cabinet Member (Community Planning & Social Inclusion) and Advisors
<b>2.</b>	<b>Date:</b>	6 <sup>th</sup> May 2005
<b>3.</b>	<b>Title:</b>	Rotherham Community Involvement Position Statement
<b>4.</b>	<b>Programme Area:</b>	Chief Executives Department

## **5. Summary**

This report sets out a position statement in relation to Community Involvement within the Council, and seeks agreement for the development of a strategic framework to deliver improvements in community involvement and consultation activity across the Council.

The attachment sets out national policy in relation to Community Involvement, current community involvement activity, and evidence of good practice from other local authorities. Improved Community Involvement is key to delivery of the Rotherham Proud theme within the new Vision for Rotherham,

## **6. Recommendations**

**Cabinet Member is asked to:**

- 1. Consider the content of the attached position statement.**
- 2. Agree the recommendations outlined in the Community Involvement Position Statement and presented in section 7 of this report.**
- 3. Agree to refer the report to Cabinet.**



## 7. Proposals and Details

The position statement attached at Appendix 1 supports RMBC's (Rotherham Metropolitan Borough Council's) key strategic areas of activity to improve Community Involvement, in implementing the Council's Corporate Plan and the Rotherham Community Strategy.

The paper outlines how Central Government is pressing for local authorities to involve communities in shaping services to meet their needs through various policies including the White Paper on Modern Local Government, Civic Renewal and Sustainable Communities.

It is important to distinguish between involvement and consultation, and the attached Position Statement offers the following broad definitions:

**Involvement** concerns identifying ways in that people feel they are part of a decision making process and that they make a real difference to what is decided. It is important that there are opportunities for communities to be involved in key aspects of the Council's activity, from beginning to end. If people have never been involved before, they need the appropriate information and support to get involved in a meaningful way.

**Consultation** is asking people for advice, asking what they think about a particular service area or a strategy, or asking what their needs are and what can be done without them. It is generally a one off process with short-term outcomes.

The Council has made significant progress in relation to the development and co-ordination of consultation over a number of years. However it is apparent that community involvement is largely piecemeal and uncoordinated, and significant work is needed to enhance opportunities for involvement, build capacity of communities to be involved in Council activity and to develop systems within the Council to ensure involvement influences decisions and informs service development.

In developing the position statement, extensive work has been done to map existing community involvement activity within the Council and identify best practice from other local authorities. This work has suggested the need to improve co-ordination of community involvement activity, the impact of community involvement on service planning and delivery, and measuring the impact of community involvement more effectively.

It is suggested that a strategic framework be developed for community involvement and consultation, and further work is currently on-going to assess the Council's current approaches to consultation to assist in this process.

The position statement makes reference to the following recommendations:

1. The key recommendation is to develop a joint Community Involvement and Consultation Framework with two separate, but linked action plans for Community Involvement and Consultation. This will set out the future direction of Community Involvement in the Council. This will seek to address Community involvement and Consultation on a corporate level by identifying key objectives to deliver the improvements, identifying good practice, managing performance and making strategic improvements on Community Involvement and Consultation across the council. It will focus on the importance of robust structures and methods in relation to the 5 identified themes; Community Activity, Service Improvement, Involvement in Decision Making, Organisational Development and Performance Management. It will be supported by the Communications and Marketing Strategy.
2. Work with VAR, NOP, VOICE and REMA to engage communities in the development of the Framework and ensure community ownership of it.
3. Through the development of Area Assemblies and by working with Neighbourhoods, consider new different models of involvement at area level E.g. as applied in Croydon, Bradford and Tower Hamlets could be adopted in Rotherham (please see Appendix 1). This will need to be in partnership with LSP partners.
4. Seek to improve integration of community planning into the Council's Strategic Planning Framework to ensure timely responses to needs and priorities identified by communities e.g. consider adopting best practice from Tower Hamlets (please see Appendix 1).
5. Work closely with the Equalities and Diversity team, External Affairs Team and VAR to develop the capacity of communities of interest to get involved in community activity using similar model applied in Bradford (please see Appendix 1).
6. Work closely with the Performance and Quality Team to develop a robust Performance Framework which responds effectively to the challenges set out in the ODPM's proposed Performance Framework in relation to the enhanced role of the communities in the performance management i.e. increased community ownership and the services more responsive to the needs of local people, ensuring greater accountability to users and partners and also enabling communities to challenge under performance.
7. Work closely with the Communications team to develop effective communication mechanisms to provide information to communities on how they can be involved and what they can be involved in.

8. That the Corporate Community Involvement group continue to be developed and established to oversee the delivery of improved arrangements for Community Involvement with key representatives from all programme areas.
9. Develop a Community Involvement/ Consultation training package and deliver to RMBC staff and members to enable them to understand the importance of involving communities and the most effective methods of involving communities.
10. Work closely with partner organisations to implement Community Involvement effectively particularly in respect to the Compact which will encourage good practice across the borough and better services for the communities.

## **8. Finance**

The Community Involvement/Consultation Framework will have 2 costed action plans which will determine the amount of budget required to deliver the actions for Community Involvement and Consultation.

## **9. Risks and Uncertainties**

If there is no Community Involvement/Consultation Framework developed and implemented, then Community Involvement and Consultation will continue to be disjointed and the existing decision making structures within the Council will continue to fail in influencing service planning and delivery. The Council will also fail in this respect with CPA.

## **10. Policy and Performance Agenda Implications**

There is a strong commitment to encouraging community involvement in the council and amongst its partners. The Corporate Plan and the Community Strategy provides a framework to involve local communities in the further development and delivery of the vision and strategy.

The Proud theme addresses community involvement specifically.  
The current 'Proud' theme is:

“Rotherham people and pride in the borough are at the heart of our vision. Active citizenship and democracy will underpin how Rotherham works. Equalities and diversity will be highly valued. We will be renowned for our welcome, our friendliness and commitment to the values of social justice. Rotherham will be a caring place; the most vulnerable will be supported. Rotherham will be made up of strong, sustainable and cohesive communities, both of place and interest, and there will be opportunities to be involved in civic life and local decision making.”

It is evident that the Proud theme is addressing the Government's agenda around Civic Renewal and Sustainable Communities which are strong policies on the need for local authorities to involve communities in decision making. There are currently 5 measures in the Proud theme which are:

1. Promote Pride in the Borough.
2. Promote Active Citizenship and Democracy.
3. Support Vulnerable People.
4. Develop Strong Sustainable Communities.
5. Ensure involvement in local decision making.

CPA will measure Rotherham Metropolitan Borough Council's proven ability to engage with and lead their communities, deliver community priorities in partnership with others and ensure continuous improvement across a range of council services. The CPA want to see that local authorities are user and citizen focussed and that reflect the needs and diversity of the communities that they serve. The council should take into consideration the needs of all sections of the community in setting priorities and consulting with communities and partners when making changes to priorities.

The main recommendations from the last CPA carried out demonstrate the need for the Council to improve Community Involvement. Key weaknesses were identified:

- Determine a role for area assemblies and ensure they provide appropriate community leadership.
  - Improve the quality of decision making forums.
  - There was little evidence of consultation changing priorities.
- Other inspection reports have indicated weaknesses in community involvement.

RMBC has just recently developed a Performance Management Framework; the purpose of this framework is to improve the Council's performance and to ensure they meet challenges such as Community Involvement. The Framework outlines the need for the Council services to be focussed on the needs of local people. The document aims to raise the awareness and understanding of performance management and help deliver high quality services to the communities based on their needs.

**11. Background Papers and Consultation**

Community Involvement Position Statement, Appendix 1 (Mapping Exercise of other local authority areas) and Appendix 2 (Mapping Exercise of Programme Areas).

Please note that the Consultation Position Statement will follow at a later date.

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## **RMBC Position Statement on Community Involvement**

### **1. Introduction**

Consulting and involving communities, and finding out from them what they want from their public services for their area, can help local authorities deliver their services more effectively and efficiently and play a full community leadership role in the borough. Community Involvement is not just about improving service delivery; it is also about enhancing the democratic legitimacy of local government and the development of community leadership.

This paper thus supports the RMBC's (Rotherham Metropolitan Borough Council) key strategic areas of activity to improve Community Involvement, in implementing the Council's Corporate Plan and the Rotherham Community Strategy. Central Government is pushing for local authorities to involve communities in shaping services to meet their needs through the various policies they have introduced such as the White Paper Local Modern Government, Civic Renewal and Sustainable Communities.

There are different levels of community participation from consultation through to full involvement. Each level is appropriate for a different purpose; involvement is not the same as consultation, although they can be seen to contribute to community participation.

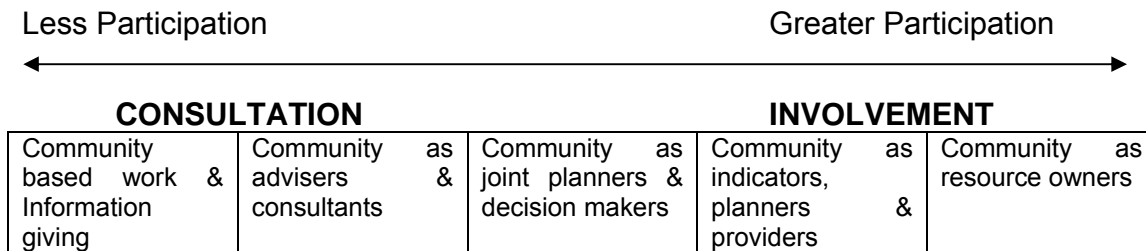
**Involvement** concerns identifying ways in that people feel they are part of a decision making process and that they make a real difference to what is decided. It is important that communities need to have opportunities to be involved from the beginning to end of the process of a community involvement initiative. If people have never been involved before, they will need the appropriate information and support to get involved in a meaningful way.

**Consultation** is asking people for advice, asking what they think about a particular service area or a strategy, or asking what their needs are and what can be done without them. It is generally a one off process with short-term outcomes.

The model below<sup>1</sup> shows this participation spectrum from consultation to involvement and will assist the Council to think through the process of participation, and how we will develop greater community involvement.

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<sup>1</sup> Adapted from Arnstein's Ladder of Participation and Wilcox's Degrees of Control



Each stage of participation from consultation through to involvement has different objectives. The greater the involvement, the greater ownership communities will have over the resources, but also the higher the need to provide support and build the capacity through community development of the communities for involvement.

It is important to produce a joint Community Involvement and Consultation Framework in the near future with two action plans for Community Involvement and Consultation.

MORI research has indicated that people do want to be informed about what services are available for them and that they are more concerned with liveability and the environment e.g. street cleaning and crime in the area that they live in. The research has demonstrated that people do not want to be involved in all the issues, but get involved in the issues that they have the most interest in. The communities must have good experiences with the frontline council staff for them to have a positive perception of the local authorities.

## 2. What is Community Involvement?

The Government's Neighbourhood Renewal Unit's definition of Community Involvement is.

“any pursuit where community members and relevant agencies take part in activities that benefit the community. It generally takes two forms:

- Involvement of people in local decision- making.
- Involvement of people in community activities, which includes volunteering, clubs, faith groups, and campaigning.”<sup>2</sup>

The Urban White Paper (2002) sees Community Involvement as six principles or purposes of involvement:

1. **Involvement is people's right:** 'People have a right to determine their future and be involved in deciding how their town or city develops. It is not enough to consult people, they must be fully engaged in the process from the start and everybody must be included.'

<sup>2</sup> How to sustain community involvement, [www.renewal.com](http://www.renewal.com)

2. **Involvement overcomes alienation and exclusion:** Local authorities need to engage local communities. Too often local people feel powerless to influence what happens in their community. They are daunted by, or alienated from officialdom.
3. **Involvement makes the community stronger in itself:** Equipping people to participate in developing their communities. People want councils that listen to, lead and build up their communities.
4. **Involvement maximises the effectiveness of services and resources:** Need local strategies developed with local people to meet the needs of local people, voluntary organisations and other service providers with the common objective of improving quality of life.
5. **Involvement helps 'join-up' different contributions to development:** Establishing a framework for effective partnerships to allow properly joined up strategies to be developed and implemented with local people and all the organisations involved in tackling local problems.
6. **Involvement helps sustainability:** A clear message from the regeneration initiatives of the last 30 years is that real sustainable change will not be achieved unless local people are in the driving seat. 'Key to ensuring long term sustainable change is to involve the local community, the people who live and work in an area'<sup>3</sup>

### 3. National and Local Policy context

#### National Policy Context

##### Modern Local Government

Improving the level of involvement of local people in public services is a major element of the Government's modernisation agenda. Historically local authorities made the decisions about what services should be provided, on the basis of what suited the council as a service provider, the interests of the public were not considered as important in shaping the services<sup>4</sup>. Now real efforts by the Government to encourage local authorities to involve communities in their decision-making processes have been made through proposed democratic renewal in The White Paper, Modern Local Government. This paper proposed fundamental changes and set out a strategy for the reform and modernisation of local government in England, this involved local authorities being in touch with people, providing high quality services and providing vision and leadership for local communities. The key elements of the proposed changes were:

- The new role of community leadership.
- New political structures.
- The need for democratic renewal and greater community involvement.
- Improved services through 'best value'.

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<sup>3</sup> Community Involvement: the Roots of Renaissance? Urban Research Summary 2002 Office of the Deputy Prime Minister [www.odpm.gov.uk](http://www.odpm.gov.uk)

<sup>4</sup> (1998) The White Paper, Modern Local Government, DETR.



- High ethical standards.

This meant that local authorities had to develop a vision for their communities that were shared by local people and organisations<sup>5</sup>.

### Civic Renewal

As part of the civic renewal agenda, the Government is encouraging greater community involvement in the delivery and governance of local initiatives and public services. Promoting active community involvement is central to the Home Office's agenda<sup>6</sup>. The goal of civic renewal is a society whose communities are inspired and enabled to make a positive contribution to the communities in which they live. Through these contributions, they shape and sustain strong communities and effective, representative governance. The idea behind civic renewal is that there is a belief that strong communities are just as important in today's society as they were in the past, and that, without active participation by citizens, good governance will be difficult to achieve<sup>7</sup>.

### Sustainable Communities Plan

The Government introduced the Sustainable Communities Plan in 2003. The aim of the Sustainable Communities Plan is to create sustainable communities, places where people want to live, that promote opportunity and a better quality of life for all. The plan includes major investment in housing, transport, regeneration, and changes in planning, design and construction and a new regional approach to tackling the different housing problems across the country. The sustainable communities encourages links between people and place, "a new localism that builds and binds strong communities, with good local schools, transport, healthcare, employment and leisure- generating prosperity and a renewed sense of civic pride". There are 5 strategic priorities which contribute to the creation of sustainable communities, these are:

1. Delivering a better balance between **housing supply and demand**.
2. Ensuring people have **decent places to live**.
3. **Tackling disadvantage** by reviving the most deprived neighbourhoods.
4. Delivering better public services, by devolving decision-making to the most effective level- regional, local or neighbourhood.
5. Promoting the development of the English regions by improving their economic performance so that all are able to reach their full potential.<sup>8</sup>

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<sup>5</sup> April 1999, Modernising Local Government, Joseph Rowntree Foundation.

<sup>6</sup> Larsen, S.L (2004) Facilitating community involvement: practical guidance for practitioners and policy makers, Home Office.

<sup>7</sup> (December 2004), Towards self-governing communities, the role of local government in civic renewal, Local Government Association.

<sup>8</sup> (May 2004) ODPM Annual Report 2004, ODPM

### The Egan Review

Sir John Egan was asked by the Deputy Prime Minister to undertake a Skills review to focus on the professional, built environment skills necessary to deliver sustainable communities. The definition of sustainable communities is:

“Sustainable communities meet the diverse needs of existing and future residents, their children and other users, contribute to a high quality of life and provide opportunity and choice. They achieve this in ways that make effective use of natural resources, enhance the environment, promote social cohesion and inclusion and strengthen economic prosperity.”

The outcome of the Egan Review was that for the concept of the Government's Sustainable Communities Plan to work, it was necessary to adopt a new approach that will require new skills and new ways of working for everyone involved. The Egan Review proposed a common goal, a clear understanding of the sort of communities we are trying to achieve; strong and empowered leadership at local level that will drive a vision forward in conjunction with all key partners; efficient, transparent processes for delivery (including creation of the vision, development of a Sustainable Communities Strategy detailing infrastructure requirements and development opportunities, arrangements for engaging the local community, and cost effective pre-application and planning processes); and above all skilled committed individuals working collectively to implement people's priorities into a reality.<sup>9</sup>

### The Government's Framework for Community Capacity Building

The Government completed its review of support for community capacity building at the end of 2003 and consulted on its findings. The review documented the fact that the Government will only achieve many of its objectives if it fully involves citizens and communities. This means investing time to build the skills, abilities, knowledge and confidence of people and community groups, to enable them to take effective action and lead on the development of their communities. This includes expanding learning and development within public services, so that professional practitioners and policy makers are better equipped to engage with citizens and communities<sup>10</sup>.

### “Citizen Engagement and Public Services: Why Neighbourhoods Matter” and “Vibrant Local Leadership”

A key element to the Government's whole approach to tackling deprived neighbourhoods is the approach to governance and the role of local authorities

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<sup>9</sup> Egan, J (2004) The Egan Review, skills for sustainable communities, ODPM.

<sup>10</sup> Home Office (2004) Firm Foundations, The Government's Framework for Community Capacity Building, Civic Renewal Unit.

working with communities, local partners, the regional tier and central government. Local authorities are seen to have a key leadership role within communities and with LSPs. The two recent Government papers: “Citizen Engagement and Public Services: Why Neighbourhoods Matter” and “Vibrant Local Leadership” directly relate to this theme.

To improve public services, the Government has committed to:

- Improve the targeting, coordination and flexibility of health, education and transport services to achieve better outcomes for people in deprived areas;
- Improve the targeting, coordination and flexibility of the neighbourhood renewal delivery system through using local area agreements and improving incentives for local strategic partnerships to deliver outcomes more effectively;
- Strengthen support from the regional tier with a strengthened role for regional government offices;
- Use neighbourhood bodies to improve local services and sustain the renewal of deprived areas; and
- Use improved public services to raise the aspirations of residents and public sector workers alike.

The government proposes that key public services such as education, health and transport will be likely to achieve greater outcomes in deprived areas if they adopt a similarly targeted approach. In addition, the system of delivering additional neighbourhood renewal funding needs to be more effectively focused “on the right issues, in the right places and needs to ensure that investment benefits the right people”. Delivery of services and programmes should learn from the wider programme of public service reform in reducing bureaucracy, releasing resources to the front line of delivery and ensuring that services are designed around the needs of the intended beneficiaries of government policy and investment.

Community engagement is seen as critical to delivering quality public services in all neighbourhoods. Whilst the Government’s paper does not promote a one size fits all approach, it clearly promotes citizen engagement as an important part of local governance arrangements. Engagement ranges from participation at local elections to involvement in local community groups and parish councils.

The Government is promoting five principles for citizen engagement:

- All councils, in partnership with other service providers, should provide opportunities and support for neighbourhood engagement through appropriate arrangements so that they can respond to the needs and priorities of neighbourhood communities;
- Neighbourhood arrangements must be capable of making a real difference to the everyday lives of citizens;

- The nature of neighbourhood arrangements must be appropriate to local circumstances, be flexible to changing circumstances over time and be responsive to the needs and diversity of the community and its organisations;
- Neighbourhood arrangements must be consistent with local representative democracy which gives legitimacy to governmental institutions, and places elected councillors as the leading advocates for their communities, and with the requirements of local democratic accountability; and
- Neighbourhood arrangements must be balanced with the demands of efficiency and proportionality.

These are supported by underpinning principles for the role of communities in service delivery:

- Know and understand the communities using the service - Organisations need up to date and complete information on the communities they serve, including their needs and preferences;
- Help to build the confidence of the community - Deprivation may limit the development of community resources and capacity. Less experienced people and groups need to be supported in making their voice heard;
- Take active steps to involve the community as widely as possible - Reliance on a few well-established channels of communication may restrict engagement to those already active in the community. Innovative ways of reaching out to the widest range of groups should be used to involve the diversity of the community;
- Ensure no sector or group dominates - Groups and individuals helping to give voice to a community need to be as representative as possible of that community. Manage tensions between representatives to promote a common purpose;
- Make sure procedures for ensuring representation are transparent - The procedures organisations use to engage communities need to be transparent and open in order to sustain people's confidence;
- Provide practical assistance - Organisations' procedures and practices may inhibit community participation. Practical steps need to be taken to tilt the balance of power towards the community, such as arranging meeting times outside of normal working hours and making sure that documents are free from jargon; and
- Demonstrate positive support for community engagement - Help community groups to see the impact of their input by celebrating success. This will help to sustain their engagement.

Issues around capacity and resources for neighbourhood management and other arrangements suggest that neighbourhood management is about using resources more effectively rather than having to provide an additional resource. However, within this the Government does promote the use of delegated budgets

and neighbourhood ownership. Capacity to engage includes providing support to communities including the role of ward councillors to act as leaders and advocates of their communities, promoting the communities needs to the Council rather than representing the Council to the community<sup>11</sup>.

The leadership role is further developed by the report “Vibrant Local Leadership”. This report sets out the Governments vision of flourishing, fair society based upon opportunity for everyone depends upon creating sustainable communities of this type. Local councils are central to realising this vision through the local leadership they provide in:

- Enabling and empowering local people and acting as their advocate;
- Championing the area; leading the formulation of community strategies, setting out the vision for the local community in partnership with other agencies;
- Challenging and scrutinising public services; providing a challenge to the performance of all of the delivery agencies in a locality – including the council itself;
- Decision making; setting priorities for the area and the council and being accountable for the choices made; and
- Shaping services around the needs of the citizen; marshalling resources to best meet the needs of individuals and communities by influencing the mix of services that are brought together from a range of delivery partners.

Local authorities are also seen to have a unique role with three essential characteristics:

- Democratic accountability – Local government is the only organisation that represents all the people living in its area. This is not a mandate to ride roughshod over others but it provides legitimacy to be the voice for the area;
- A sense of place - Local government owes its existence to the geographical area whose interests it represents and for whose well being it is responsible; and hence; and
- An ability to bring together the full range of bodies - that contribute to the life of that area to best meet the needs and aspirations of the communities that live and work within it.

Key to achieving the Government’s aspirations is for local government to have the leadership capacity at both member and officer levels. The Government has already invested in local government leadership along with the LGA and I&DeA. However, there is concern about the future supply and development of local government leaders. It is noted that local authorities are not wholly representative

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<sup>11</sup> (February 2005) Citizen Engagement and Public Services: Why Neighbourhoods Matter, ODPM.

of their communities in age profile, gender or ethnicity, and that in recent years the average age profile has become older. The Government also believe that the current systems of local government are confusing and that these issues are a barrier to communities relating to their elected representatives.

The Government have set out their views for the future, which they intend to discuss with local government. Their vision for the future develops three components:

- A framework for the future - A framework for the future should signal significant changes in the nature of local leadership, which in effect would be to:
  - Place community leadership at the centre of every council's role;
  - Put the role of neighbourhood leader at the heart of every local councillor's role;
  - Provide opportunities for more visible, stronger and more accountable leadership of towns, districts, cities and counties;
  - Facilitate the wider development of the sort of effective political and managerial leadership found currently in the highest performing councils so that localities everywhere can benefit from councils being at the heart of leading sustainable communities; and
  - Stimulate a healthy supply of people, which also better reflects the overall makeup of the communities being served, to come forward to be councillors or managers by making these roles clearer and more attractive and tackling some of the current barriers to participation.
- Clearer and more attractive roles:
  - Development of the community leadership role of councils who have a key role in leading their communities, focused on networking, influencing and working through partnerships, building on the governance arrangements for LSP's and approaches for Local Area Agreements;
  - Greater discretion on models of governance and leadership, which integrate wider locality and community dimensions in a way that is tailored to local circumstances; and
  - Reinforcing a distinctive role for community councillors as neighbourhood champions who have a primary role to act on behalf of their communities and represent them to the council. They would be, in effect, a 'mayoral' figure for their individual locality.
- Developing the supply of people:
  - Attracting people and those from a wider range of ages, gender, ethnic backgrounds, and employment status into positions of political leadership;

- Attracting managers from outside the local government sector; working more collaboratively with others as part of both a varied public sector career path as well as attracting more managers from the private sector;
- Mainstreaming succession planning into the core business of the local government sector, of councils and political parties;
- Promoting the overall benefits of public sector careers within local government in a more positive and active fashion; and
- Take diversity more seriously, working to identify and actively remove barriers and obstacles for groups that continue to be under-represented in political and managerial leadership positions<sup>12</sup>.

Overall the Government is seeking community involvement in ensuring delivering better public services that will meet the needs of the local communities. This is demonstrated very strongly in the government policies that have been discussed in the national context.

## **Local Context**

### Corporate Plan and Community Strategy

There is a strong commitment to encouraging community involvement in the council and amongst its partners. The Community Strategy provides a framework to involve local communities in the further development and delivery of the vision and strategy. The New Vision has been developed and agreed through the Council and the LSP. The focus is on the following 5 themes and 2 cross-cutting themes which provides focus for the new Corporate Plan and the Community Strategy. There are 5 priority themes in the Corporate Plan, which are:

1. Learning.
2. Achieving.
3. Alive.
4. Safe.
5. Proud.

There are also 2 crosscutting themes, which are Fairness and Sustainable Development. The Proud theme addresses community involvement specifically. The current 'Proud' theme is:

“Rotherham people and pride in the borough are at the heart of our vision. Active citizenship and democracy will underpin how Rotherham works. Equalities and diversity will be highly valued. We will be renowned for our welcome, our friendliness and commitment to the values of social justice. Rotherham will be a caring place; the most vulnerable will be supported. Rotherham will be made up of strong, sustainable and cohesive

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<sup>12</sup> (February 2005) Citizen Engagement and Public Services: Vibrant Local Leadership, ODPM.

communities, both of place and interest, and there will be opportunities to be involved in civic life and local decision making.<sup>13</sup>

It is evident that the Proud theme is addressing the Government's agenda around Civic Renewal and Sustainable Communities which are strong policies on the need for local authorities to involve communities in decision making. There are currently 5 measures in the Proud theme which are:

1. Promote Pride in the Borough.
2. Promote Active Citizenship and Democracy.
3. Support Vulnerable People.
4. Develop Strong Sustainable Communities.
5. Ensure involvement in local decision making.

The Corporate Plan will be closely aligned with the Community Strategy which means that other partner organisations aside from RMBC whom will also be seeking to address community involvement. RMBC will have a joint approach to Community Involvement with LSP partners.

### Neighbourhood Renewal Strategy

The NRS (Neighbourhood Renewal Strategy) 2004-2010 for Rotherham seeks to address the root causes of deprivation and ensure communities are able to benefit from improved quality of life. The NRS sets out to tackle the inequalities that exist in the Borough between its most deprived communities and the rest of Rotherham. One of the broad aims is to,

“Ensure our resources and service delivery is aligned with community needs, across target neighbourhoods and for communities of interest”.

This aim is complemented by a measure to involve communities,

“Prioritising the active involvement of communities- both geographical communities and communities of interest- and place community needs and aspirations at the heart of neighbourhood renewal.”<sup>14</sup>

### The Compact

The Compact is a statement of partnership between the Voluntary, Community, Statutory and Private sector partners represented in the Rotherham Partnership. It is a commitment to work together more closely and to respect each other's rights and responsibilities. It offers a new approach to partnership and a framework to develop more detailed agreements in future work.

These are 5 codes of good practice currently undergoing an impact assessment by the partner organisations before they sign up to them that all members of the Rotherham Partnership agree on. They provide guidance on how relationships between the different sectors represented within the Rotherham Partnership should be formed and looked after in five important areas identified by Central

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<sup>13</sup> (March 2005) RMBC Draft Corporate Plan, 2005-2010, (RMBC)

<sup>14</sup> (2004) Neighbourhood Renewal Strategy 2004-2010, (Rotherham Partnership)



Government. These will give clear direction about how the principles of the Rotherham Compact as a framework will affect these 5 named areas which are:

Black and Minority Ethnic Voluntary and Community Organisations.

Community Groups

Consultation and Policy Appraisal

Funding

Volunteering

The Code of Practice on Consultation and Policy Appraisal has an impact on Community Involvement. The aims of the Code of Good Practice are to:

- To provide a framework of good practice for all organisations to enable them to consult with and undertake policy appraisals with voluntary organisations and the community sector so that there is a positive impact on the way policies and services are developed.
- To promote the value of consultation and policy appraisal as a means of ensuring voluntary and community organisations are able to bring their knowledge, experience and expertise in development and decision making.
- To contribute to a shared vision of how the public, private, voluntary and community sectors can value each other and work together in the most effective and efficient manner. This will make the best use of the resources, skills and experience available, avoid duplication of effort and consultation fatigue and result in better informed and inclusive decision making.
- To increase and support the capacity of people and representatives to be involved in consultations and policy appraisals on an ongoing basis.<sup>15</sup>

All these aims play a crucial part in delivering Community Involvement across the partners and ensuring communities are involved in decision making to shape the different services that are available to them. The Rotherham Compact and its 5 Codes of Practice are yet to go 'live' and therefore it is too early to make an assessment of whether the Consultation and Policy Appraisal Code of Practice is working in practice or not.

### Consultation Strategy

The current Council's Consultation Strategy is in the process of being refreshed by the newly appointed Consultation Officer with the aim of merging Consultation with Community Involvement into one Framework for the Council. The previous Consultation Strategy has been in place since March 2000, but updated in March 2003 and alongside this a Good Practice Guide produced. With the Government policies in recent times heavily depending on Community Involvement in public services, consultation is one aspect of Community Involvement and therefore

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<sup>15</sup> (July 2004) Code of Good Practice on Consultation and Policy Appraisal, (RMBC)

there is a need to refresh the Consultation Strategy to reflect the Community Involvement agenda which demonstrates consultation and community involvement working in tandem together to enable communities to influence the way council services are shaped and delivered.

#### **4. Community Involvement in Rotherham**

There are pockets of community involvement that is happening within the different service areas of the council, but there is not enough community involvement in the design and delivery of services and it is not co-ordinated. The Principal Community Involvement Officer undertook a mapping exercise with senior officers from the different programme areas to identify existing community involvement and any potential community involvement that needed to take place (Please see Appendix 2).

In summary, key features at present includes the following points:

##### Chief Executives (Policy and Research)

- Has the lead responsibility for co-ordinating community involvement and consultation activity across the Council, and ensuring that the frameworks exist to enable involvement and consultation to be incorporated into policy development.
- Whilst a corporate group oversees consultation activity, manages the consultation planning process (form 1s and 2s), produces the Consultation Annual Plan and Annual Review, it focuses purely on consultation. A Member Consultation Advisory Group provides Member input to Consultation across the Council.
- Community Involvement is the focus of a relatively new corporate group, and closer links are needed between the two groups to ensure alignment and focus.
- Through the development of the Policy Toolkit, the Policy and Research Team will provide guidance on the role of community involvement in policy/ strategy development.

##### Chief Executives (Scrutiny)

- Each Scrutiny Panel is open to the press and public.
- Four of the panels have co-opted members who are co-opted annually from local community groups. Many of the co-opted members are from communities of interest E.g. Tenants and Residents Associations, Older People's groups and Disability groups etc.
- RMBC pay expenses for their co-opted members to get involved.
- Currently they seek to involve communities through the VOICE and NOP structures.
- Their service plan seeks to involve communities in the scrutiny process in line with Local Government Modernisation Agenda. Have specific targets in their service plan in terms of involving the public.

Chief Executives (Partnerships- Voluntary/Community Sector)

- The lead responsibility of developing the Community Planning Model for Rotherham.
- The Community Development and Involvement Partnership over sees the Community Planning process and Neighbourhoods are the delivery agents. The Community Planning Core Group, a sub group of the CDIP is the main body through which Community Planning is developed.

Social Services

- Involve Service Users and Carers, Voluntary & Community sectors to influence the development of services.
- Ensure effective consultation and community involvement mechanisms, which are inclusive to all sections of the community; Adhere to Corporate Consultation Strategy / guidance Form 1 used. Use Customer satisfaction surveys and complaints procedures to improve service delivery.

ECALS (Community Learning)

- There are Learner Forums that are developed with different interest groups E.g. BME and disabled etc. Sample of telephone surveys are carried out with Learners.
- Involving learners in identifying their learner needs is a priority within the Adult Community Learning Common Inspection Framework.
- Developing a pool of Learning Champions to support identification of learner needs in schools.
- Facilitate and capacity builds communities of interest groups to get involved in Learner Forums.
- They have a KPI around effective consultations i.e. 80% of learners are evaluated through evaluations.

ECALS (Young People's Services)

- Involve young people and children through their Voice and Influence work with aims to give them a voice to express their views and needs. Consultation is part of this process. It is about developing young people's understanding, skills and confidence to take control of decisions that affects their lives. Whilst significant work has been done over recent years to develop Voice and Influence, much more needs to be done to integrate it into the Council's strategic agenda, and also establish the infrastructure to enable Voice and Influence activity to have a real impact on decision making, and to demonstrate the outcomes of activities – for young people.
- The Youth Cabinet (voice of secondary Student Councils) is made up of 4 representatives from each school/college. The Cabinet meet monthly to discuss issues affecting them and to influence the running of schools. More work is needed to be done to involve students from BME and Disabled communities where representation is low.

- Voice and Influence is included within the Youth Service self assessment and young people's voice is part of the OFSTED inspection criteria.

#### ECALS (Cultural Services)

- Involvement in the following, Design and commissioning of NOF-funded play areas by local children and families and the, design and assessment of skateboard parks by skateboarding groups.
- There are good examples of work with and through Friends groups, umbrella groups such as Rotherham Arts and Rotherham Heritage Association, and cultural groups with similar objectives to our own, but effective working is constrained by inadequate financial resources to engage stakeholders, by very limited staff capacity to engage and support groups, and by our very limited ability to deliver the expectations of those groups. Work with a range of community groups including BME communities to identify, research and record and celebrate their heritage and life stories.
- Measure Community Involvement through the following KPI's:  
The % of adult and young people residents who have used Cultural Services at least once a month in the last 12 months.  
The % of adult and young people residents/users satisfied with Cultural Services.  
% residents who think Cultural Services has got better .

#### ECALS (Education)

- Work with families to address barriers to learning for a child.
- Parental feedback after support service intervention to address barriers to learning for a child.
- Parents invited to decision making panels: non school attendance.
- Parental representation on Pupil Referral Unit Management Groups (similar critical friend role to a school Governing Body but without delegated powers).
- Service representation on groups which address community issues, working with a range of partner organisations: Safer Estates; Anti-Social Behaviour Panels.
- Parent Partnership Service is an arms length service which consults, supports and supports parents of children with Special Educational Needs.

#### ECALS (Leisure)

- Community Involvement in Leisure & Green Spaces Current – Friends of Parks Schemes, manager meetings with user groups, partnership meetings with organisations that share goals/objectives, customer feedback forms, Out reach activities that are developed in consultation with user groups, steering groups (particularly for externally funded

projects. Leisure & Green Spaces being developed – All site to develop an annual plan for consultation, community open days, provide accommodation for community groups, Managers surgeries, more friends of schemes,

- KPI's- Majority of these have only been introduced this year and as such there is little or no baseline.  
Numbers residents who feel they have increased self confidence and potential through involvement in Cultural activities.  
The % of adult and young people residents who state that participating in cultural or recreational activity has a beneficial impact on their quality of life.  
The % of residents Satisfied with Cultural Services. (BVPI 119 a - e)  
% Residents who think Cultural Services has got better. (BVP119)  
% of population involved in one hour volunteer work per week to support activity within the cultural sector.
- The % of adult and young people residents who have used the services provided by cultural services at least once a month in the last 12 months.

#### ECALS (Libraries)

- Library and Information service takes advice from and consults with support groups for various excluded groups within the community The users are given every opportunity to play an active part in stock selection and decisions regarding service provision through such means as the provision of stock selection catalogues, stock buying visits, free request service, comments forms, occasional surveys and by encouraging staff to talk to customers about their needs and encouraging suggestion for improvement.
- LIS has a Stock Management Policy that deals with community involvement in the choice of materials and we also have a Social Inclusion Policy and Action Plan.
- They have no KPI's currently to measure the impact of community involvement.

#### Neighbourhoods

- Have the most active Community Involvement function because of the high number of staff they have with duties to involve communities in their service areas E.g. tenants involvement, Area Assemblies, Community Planning etc. Have plans and strategies for involving communities through their ALMO Delivery Plan and Tenant Empowerment Strategy. The Programme Area has been restructured to give a greater focus on community involvement.
1. Customer focus groups – covering communications, equalities and “learning from customers”
  2. Tenant representatives on decision making groups e.g Housing Futures Group, Scrutiny Panel

3. Area Assemblies – open meetings and a variety of working groups e.g. Community Safety
4. Community Planning – working with individuals and groups to identify local priorities and promote action
5. Customer surveys – written and by telephone on a regular basis
  - Consultants were used to develop some KPI's for the Neighbourhoods focussing on measurable Community Involvement. These are based on:
    1. Customer Priorities and Consultation
    2. Current Best Value Performance Indicators
    3. New Best Value Performance Indicators for 2005/06
    4. The ALMO Delivery Plan
    5. Audit Commission Quality of Life Indicators
    6. Current Local Indicators

#### Economic and Development Services

- They involve communities in the Local Development Framework, devolved budgets to Area Assemblies (Streetpride) and involve communities in regeneration and economic plans.
- Their Programme Area Plan 2004/2007 seeks to better engage communities in making decisions to improve safety, increase inclusivity choices and quality of life.
- Their Service Area objectives are developed through Community engagement.

#### RBT

The Council's vision for e-government focuses on improving our services to customers, helping to make them open, customer-friendly and easy to use. Delivering e-government was a key factor in the decision to form the partnership with BT. RBT plays a large part in enabling and improving access to the Council's services, in particular through Rotherham Connect, the joined-up customer contact service for the Council. A phased take-on of customer facing services is underway, and services are already and will continue to be delivered through 3 main access channels:

- A single customer contact centre, providing telephone access to services
- A series of customer service centres in the town centre and a series of localities across the Borough, providing face to face access to services
- The Council website, providing electronic access to services – other electronic channels including specialist websites, kiosks, digital television and text messaging are being explored and will be introduced where appropriate

The Council's aim is to provide the same level of access and service irrespective of which access channel customers decide to use. To help achieve this aim, customer transactions with the Rotherham Connect telephone contact centre and the face to face customer services centres are enabled by means of customised

modules of the Siebel CRM system, allowing the Council to build up knowledge and understanding of its customers and their needs so that it may better serve them<sup>16</sup>.

## **5. RMBC's approach to Community Involvement**

### **Critique of Community Involvement in Rotherham**

#### **Service Improvement**

Programme areas are seeking to involve the communities to improve the services they deliver. Inspection Reports have shown that some of the programme areas have struggled to demonstrate how they have improved services as a result of involving communities or not been able to utilise the information they have got from communities. The successful and most obvious examples of community involvement has been the Libraries and the Street pride Scheme where services have been improved as a result of involving communities. The mapping exercise with the programme areas have indicated that there is some community involvement activity taking place, but they have been unable to measure the impact of involving communities. Area Assembly Plans, Community Plans and Voice and Influence have involved communities, but it is not clear whether the information gathered is feeding into the service planning and budgets and therefore for the CPA, there is little evidence of community involvement and consultation changing priorities.

#### **Involvement in Decision Making**

The Council has some measures in place to involve communities in the shaping of council services and decision making in the form of Area Assemblies, Citizens Panels, Scrutiny Panels, Public meetings and Community Planning.

#### **Cabinet Meetings**

Cabinet Meetings give opportunities to the Elected Members to influence decision making and put forward the views of the communities in their constituencies and the borough. There are 20 minute sessions within the cabinet for public to ask questions, but the problem has been that it tends to be the same few members of the public that attend who does not represent the wider community in Rotherham. The LGA and IDEA is investing more in developing to Community Leaders, building their capacity and skills to become more at the forefront of local decision making and shaping the services around the needs of the communities. Several Rotherham Elected Members have been through the IDEA Leadership Academy and more are now booked to attend.

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<sup>16</sup> (May 2005) Customer Access to Services Self Assessment (RMBC)

### Scrutiny Panels

Each scrutiny panel is open to the press and public; the fourth item on every agenda (after the first standing items) is "Questions from the Press and Public". Four of the panels have members who are co-opted annually from local community groups. This has been recognised as good practice by the IDEA, with the Centre for Public Scrutiny - Engaging the Voluntary and Community Sectors in Scrutiny, coming to visit the staff and members of the community who participated in the scrutiny panels. The scrutiny panels have effectively influenced services and issues such as Domestic Violence which is being used as a case study by the Centre for Public Scrutiny.

### Area Assemblies

With the introduction of Democratic Renewal, Area Assemblies were set up in Rotherham to enable communities to have a say in the council services. Area Assemblies are local organisations made of Councillors meeting with residents and other relevant organisations (health authority, police etc). There are seven Area Assemblies across the Borough dealing with local issues at a local level.

Essentially, Area Assemblies were supposed to: -

1. Provide an effective mechanism to enable the Council and other service providers to consult and communicate with local communities;
2. Be a mechanism for identifying local needs and priorities, and for playing a key role in the development of local community plans, Area plans, and the Community Plan for Rotherham, and will work in partnership with communities and others to meet these local needs and priorities;
3. Improve local democracy and accountability within communities and help to influence strategic policies and priorities;
4. Be a mechanism for influencing the quality, delivery and co-ordination of all local services;
5. Ensure that all people are able to get involved at a stage and level appropriate to them and that equality of opportunity and access will underpin the Council's commitment to community consultation.

CPA inspection has demonstrated that it is uncertain how the Area Assemblies implement consultation in practice and the impact of decision making is unclear and it informs wider decisions across the council. There are currently discussions taking place within the Council to develop the Area Assemblies into Area Partnerships which are now being used by other local authorities to inform



decision making in council services and the LSP. The aim of the Area Partnerships would be to bring together local communities and service providers to address community needs in the different neighbourhood areas of the borough.

#### Rotherham Reachout

Rotherham Reachout is the Council's Citizen's Panel which is one of the ways in which the council listens to the views of the people in Rotherham. The panel enables the Council and its partners (Rotherham Primary Care Trust, Rotherham LSP and South Yorkshire Police) to monitor public satisfaction with their services while also dealing with adhoc issues of interest. The Panel has 1600 members. It is important to note that this is a very small sample of the Rotherham population and therefore is not a representative view. The Panel just provides a means of obtaining views, but not involving communities in decision making and the shaping of different council services.

#### Community Planning

Community Planning is recognised within the Community Strategy as "the means by which local people, communities and groups can express their needs and aspirations". Approximately 20 Community Plans have been developed out of 40. Although various communities and service providers have engaged in Community Planning activities, it is fair to say that a great deal more work is required to develop and implement the Community Plans, and align appropriate resources with the priorities identified in the Community Plans. A Community Planning model has been developed to enable the Communities and the service providers to gather views from the communities in their areas effectively. Community Planning Officers now employed by the Neighbourhoods Programme Area are responsible for supporting the development of the Community Plans by working along side communities and partners.

Some work has begun with developing community plans with communities of interest. In the course of 2004, work began with implementing the action plan to engage disabled people in Community Planning. This involved a variety of initiatives including a plain language questionnaire (designed with support from Speak Up); an I.T. based consultation exercise at the Disability Awareness Day; and a prioritisation exercise at an event to coincide with European Day of Disabled People. The ideas prioritised by disabled people have been forwarded to various agencies with a proforma to record the responses.

Other action plans will be worked up in 2005 and implemented. Target groups include Older People, Young People and the BME communities. Further work needs to be done to develop the full capacity and skills of all the interest groups to fully engage in Community Planning. There is a need to use Community Planning to help develop networks and infrastructure of the voluntary and community sector to give communities a voice of their own. Discussions have

begun to take place with REMA (Rotherham Ethnic Minority Alliance) to look at developing a Community Plan with the BME communities in Rotherham.

A positive feature of Community Planning is that it has empowered communities to set their own agendas for action. Many communities have used the process to develop local projects which has led to active citizenship. Overall Community Planning needs to be integrated into service planning, so that the communities can see some action being taken as a result of their community plans. There has been no evaluation undertaken about Community Planning, so it has been difficult to measure the impact of Community Planning.

#### Parish Councils

There are 29 Parish Councils in Rotherham, but it has so far been difficult to assess how they have influenced service planning. A Charter is currently being done between the Council and the Parish Councils to ensure more influence on services provided to them and to work in partnership with parishes and towns in the proposed Area Partnerships and it needs to be worked through.

#### Community Activity

More Development is needed to enable communities to have the skills, knowledge and confidence to get involved in the Council's decision making structures. More work is needed within RMBC to open up its influences and currently there are already dangers of people suffering from consultation fatigue. There needs to be processes put in place that allows support work to get new people to get involved and provide choices of what service areas they can get involved in, this can only happen through Development and Communication. There are existing structures such as the Community Empowerment Network which has 2 structures, NOP (Network of Partnerships) and VOICE Network which feeds into the LSP and the Community Strategy. If local Area Partnerships do materialise, then it is important that the local people are given every opportunity to participate by communicating to them and giving them the relevant training to support people to get involved.

The constitution for the Council is currently in drafting stages and is exploring the possibility of devolving more powers to the Area Assemblies in terms of decision making. This will be a step forward as the Council needs to encourage community ownership in the decision making structures.

The mapping exercise with programme areas has identified the need to develop networks around different Communities of Interest to enable them to get involved in decision making and influencing the shaping and delivery of council services. Without strong networks built around communities of interest, there are no mechanisms to engage communities of interest which will mean excluding them from decision making. Members and Officers would need training and support to engage communities of interest.

The Community Development Strategy has identified the following:

A recent mapping exercise carried out by VAR has shown that of the 8 priority communities of interest, identified in the Rotherham Neighbourhood Renewal Strategy, only one community, the Black and Minority Ethnic Community, has developed a fully independent network, supported by REMA. Three other networks (Asylum Seekers; Lesbian, Gay, Bisexual, Transgender [LGBT]; and young people) have a multi-agency membership. Rotherham's Older Peoples network is relatively small and is supported by both the PCT and RMBC to influence the Health & Social Care agenda. An inter-faith network is in the early stages of development and there are no networks currently in place for either women or people with disabilities, albeit in the case of disabled people there are numerous opportunities for effective engagement with statutory agencies.

Community development work is required at four different levels:

- Level One - with individuals and community groups
- Level Two - with Community Partnerships and communities of interest
- Level Three - with networks (e.g. the Network of Partnerships, and Voice – bringing together voluntary sector service providers and networks serving communities of interest, etc.)
- Level Four - with agencies and organisations – particularly those involved in the Rotherham Partnership.<sup>17</sup>

RMBC is supporting VAR with their South Yorkshire Investment Plan bid to undertake further capacity building with some of the identified interest groups.

### **Performance Management**

RMBC has just recently developed a Performance Management Framework, the purpose of this framework is to improve the Council's performance and to ensure they meet challenges such as Community Involvement. The Framework outlines the need for the Council services to be focussed on the needs of local people. The document aims to raise the awareness and understanding of performance management and help deliver high quality services to the communities based on their needs.<sup>18</sup>

The mapping exercise with the programme areas has emphasised the need for a more robust performance indicators as many of the programme areas found it difficult to measure the impact of involving communities.

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<sup>17</sup> (January 2005) Community Development Strategy (revised) (Rotherham Partnership)

<sup>18</sup> (April 2005) RMBC Performance Management Framework (RMBC)

The main recommendations from the last CPA carried out demonstrate the need for the Council to improve Community Involvement. Key weaknesses were identified:

- Determine a role for area assemblies and ensure they provide appropriate community leadership.
- Improve the quality of decision making forums.
- There was little evidence of consultation changing priorities.<sup>19</sup>

Other inspection reports have indicated weaknesses in community involvement. The Best Value Inspection of Sport and Leisure (2001) recommended that,

“No progress has been made since our initial inspection on improving knowledge of customer needs and meeting the needs of a diverse community. The service still has no clear, consistent approach to tackling the issues of inclusion and diversity. It does not have a detailed understanding of customer needs.”<sup>20</sup>

The Audit Commission inspection of the Supporting People Programme (2005) identified that the,

“Council needs to improve on the engagement of service users in strategy formation.”<sup>21</sup>

The Audit Commission ALMO Indicative Inspection (2004) indicated that,

“tenants have not been fully engaged in developing existing service standards and there are no service standards in place covering the range of housing services;  
the council has yet to systematically and consistently communicate, consult and involve its customers across all services.”<sup>22</sup>

The Regeneration Inspection Report (2004) emphasised that,

“Some residents have also been involved in designing and managing small regeneration projects and in housing demolition and refurbishment schemes. However the council does not coordinate collection of this and other information to illustrate the longer-term and sustainable impacts and outcomes of its regeneration schemes.”<sup>23</sup>

The 2004 Children’s Services (Social Services) follow up Inspection illustrated that,

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<sup>19</sup> (December 2004) RMBC Corporate Assessment, (Audit Commission)

<sup>20</sup> (August 2001) Best Value Inspection, RMBC Sport and Leisure, (Audit Commission)

<sup>21</sup> (February 2005) RMBC Supporting People Programme, (Audit Commission)

<sup>22</sup> (December 2004) RMBC ALMO Indicative Inspection, (Audit Commission)

<sup>23</sup> (July 2004) RMBC Regeneration Inspection Report, (Audit Commission)

“It was not evident to what extent service users within the specialist services had been involved in changes to service provision or asked if services had been improved.”<sup>24</sup>

However there are some good practices of community involvement in the Council, the Library Services gained Charter Mark Status for their involvement of BME communities in the shaping and delivery of their library services to meet and resource the needs of BME communities accessing Library Services. Also cultural awareness training was delivered to their frontline staff to meet the cultural needs of the BME communities that they serve. The Street Pride Scheme gained recognition and an award for the work it does with the community to maintain and improve the street scene to a high standard. The Rotherham's Streetpride initiative has picked up a major national award, the Local Government Chronicle Environment Award for keeping the local environment clean and tidy. The Scheme is working to involve community involvement through the Area Assemblies, community clear ups and Streetpride Champions. The Waste Management Inspection Report (2004) illustrated that,

“the service has good consultation mechanisms and dialogue with local communities to respond to their needs.”<sup>25</sup>

The council has achieved recent awards in relation to good quality access:

- Beacon council status for supporting new businesses and asset management;
- Charter Mark status for Rothercare provided by Social Services which offers 24/7 emergency response services to adults and;
- Charter Mark status for Meals and Wheels provided by Social Services.

The RMBC CPA 2005 onwards Key Lines of Enquiry has identified key issues to address community involvement. The internal performance assessment CPA Task Group identified strengths and key weaknesses.

- The council can identify a number of service focussed consultation exercises, but the corporate approach to consultation should be further developed, in particular coordinating it all.
- It is not clear how Area Assemblies contribute in practice. There is a lack of consultation with vulnerable communities in terms of shaping the visions and ambitions. There are question marks over the effectiveness of decision making at Area Assembly level and how it informs wider decisions across the council.
- The Council's priority themes have a strong focus on citizens and communities. Many of the council services focus on users such as street pride and housing management, but some are less obvious.

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<sup>24</sup> (June 2004) RMBC Children's Services Follow Up Inspection (Commission for Social Care Inspection)

<sup>25</sup> (October 2004) RMBC Waste Management Inspection Report, (Audit Commission)

- The Council's approach to Community Involvement is developing with some good examples e.g. housing, libraries, streetpride, but there is no corporate approach to Community Involvement.
- The Council has to address and understand the diverse needs of the communities and measure who are the service users<sup>26</sup>.

#### Guidance for CPA (Comprehensive Performance Assessment) Inspections

CPA will measure Rotherham Metropolitan Borough Council's proven ability to engage with and lead their communities, deliver community priorities in partnership with others and ensure continuous improvement across a range of council services. The CPA want to see that local authorities are user and citizen focussed and that reflect the needs and diversity of the communities that they serve. The council should take into consideration the needs of all sections of the community in setting priorities and consulting with communities and partners when making changes to priorities.

The CPA provides guidance on how councils should address the theme of sustainable communities. The Community Strategy should be the key document in terms of illustrating what is important for a local area in relation to sustainable communities, and this should be embedded into the council's own plans and strategies. The councils should be actively engaging and listening to the community, private and voluntary sectors and supporting the development and empowerment of the community so that they can get involved in the planning system such as the Local Development Frameworks (previously Unitary Development Plans).

The Commission have developed some core principles for user focussed service delivery in local authorities:

1. Councils have a responsibility for community well being and cohesion.
2. Citizens and users should be at the forefront about the council's decisions about the design and delivery of services.
3. To improve the quality of life in a locality, councils should base their plans on a comprehensive and up to date understanding of the needs and aspirations of local communities.
4. Councils need to actively seek the engagement of users and citizens and users in the access to, and design and development of, services to secure their on-going improvement.
5. To ensure value for money in the delivery of its services, councils will need to consider an appropriate balance between progressing long term objectives to improve quality of life for the community as a whole and meeting the more immediate needs of individuals<sup>27</sup>.

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<sup>26</sup> (2004) CPA 2005 onwards, Key Lines of Enquiry, Initial Assessment (RMBC)

<sup>27</sup> (May 2004) Comprehensive Performance Assessment, Single Tier and County Pilot Assessments, Guidance on key lines of enquiry themes and shared priority evaluations, Audit Commission.

### ODPM New Performance Framework

The Government has just recently introduced the ODPM New Performance Framework to enable local authorities to make real improvements by developing robust Performance Frameworks which has an impact on local people. This is about giving more freedom and flexibilities to local authorities through Local Area Agreements to give communities more ownership through devolution of powers. The proposed ODPM New Performance Framework has 5 core principles:

- Strong Community Leadership.
- Clearly specified national and local targets.
- Councils and partners responsible for delivery.
- External challenge, support and assurance.
- Robust mechanisms to identify and tackle under performance.

This examines the development of a more effective and flexible performance framework to secure public services that are better focused on the needs of local people.

Published jointly by ODPM and the Treasury, it is intended to stimulate debate around developing a more devolved approach to improving outcomes. It emphasises:

- opportunities for users and local people to influence local priorities and the design and delivery of services - including through more choice and personalisation,
- a reduction in bureaucracy - through a more coherent approach to managing performance, with clear national priorities, but with local government having responsibility for securing services that meet the needs of local people and for improving their own performance in the way that the best councils are doing
- more flexibility to enable faster and better tailored responses to local circumstances - building on the experience of Local Area Agreements
- the potential for developing an increasingly area based approach between councils and their partners – with greater focus on accountability between local partners in achieving common outcomes for the area
- the importance of strategic, integrated relationship management through Government Offices to tailor negotiations, co-ordinate engagement and support, and challenge and respond to significant under-performance
- the need for better and more transparent information to underpin any effective performance system.<sup>28</sup>

The reason for the need to develop this framework is because public satisfaction indicators have shown a decrease in satisfaction with local authorities.

- There is a need for a LA's to have robust performance frameworks to enable real impact on local communities and to translate the negative public perception of LA's and must make a real difference to local people.

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<sup>28</sup> (2005) Securing better outcomes: developing a new performance framework, ODPM.

- The framework must have a strong focus on communities and demonstrate a culture of continuous improvements to deliver local solutions to local problems.
- Overall the framework should tackle dissatisfaction through improved performance including SMARTER indicators and tackle local priorities through partnership working.

### **Organisational Development**

There is a need to work towards changing the culture of the Council internally, so that RMBC corporately understands community involvement, and can develop the mechanisms to make it work through training staff to raise their awareness of community involvement and its key principles. This will enable the staff to involve communities more effectively in their service areas and be able to respond to the needs of the communities. This is reinforced by the Firm Foundations report which outlines the need to build the capacity by expanding learning and development within public services, so that professionals, practitioners and policy makers are better equipped to engage with citizens and communities<sup>29</sup>

### **6. Rotherham compared to other local authorities**

A number of local authorities are recognised as being at the forefront of community involvement, with a strong emphasis on community involvement, employing best practice and with well established structures and resources to involve communities. The Principal Community Involvement Officer undertook some visits to the local authorities, Rochdale, Tower Hamlets, Croydon, Wigan and Bradford who were recognised for their good practice in terms of community involvement. A mapping exercise (please see Appendix 1) has been completed with all the findings from the visits to the local authorities. The following themes identify some of the good practice adopted by the local authorities which are:

#### **Areas of good practice around Community Involvement**

Two local authorities, Croydon and Tower Hamlets have achieved Beacon Council status for the 'Getting Closer to Communities' theme. Both authorities have used a variety of approaches to involve communities.

#### **Croydon**

- Croydon LA has a very close working relationship with Croydon Voluntary Action to involve communities.
- There is a Community Involvement theme in their Community Strategy which outlines targets to ensure communities are involved. A high level

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<sup>29</sup> Home Office (2004) Firm Foundations, The Government's Framework for Community Capacity Building, Civic Renewal Unit.



Community Involvement Strategy Group (multi-agency group) has been set up to oversee and manage Community Involvement at a strategic level.

- Ten Neighbourhood Partnerships funded by NRF have been set up in areas of deprivation, the council initially developed the partnerships but then the ownership was given to the communities with the chair elected from the community. From the Action Plans developed by the partnerships, Delivery Plans are developed which are agreed with the programme areas in the Council and Partners. These are budgeted and costed.
- Service Level Agreements with the CVA to deliver some of their services.

### **Tower Hamlets**

- There are 8 LAPS (Local Area Partnerships) who have produced 8 area action plans with identified priorities from the local communities and service providers to identify local needs and agree local solutions. Each LAP has been given £500,000 (NRF funding) to implement their outcomes.
- Consultation is fed back through their weekly newspaper, 'East End Life'. This is distributed to all 70,000 households and includes pages in Bengali and Somali as well as the results of consultation.

### **Rochdale**

- Thematic Forums e.g. faith, transport etc.
- A Youth Forum in each Township.
- A Citizen's Jury which has an input into budget settings for the Council.

### **Wigan**

- The Hagfold Community Committee from the Hagfold area of Atherton in Wigan has been recognised for its valuable work in involving communities in council services and other mainstream services. This model of good practice is being used to develop a township programme in Wigan.
- A Community Charter has been developed between the community and agencies such as the council. The Charter focuses on improving core services by offering a commitment from agencies to provide high standards of service to the people who live in the area.

### **Bradford**

- 66 Neighbourhood and Community Action Plans are in the process of being developed. The neighbourhoods or communities have each been given £5000 to develop the Action Plans. 28 have written their plans and are implementing them into action. These neighbourhoods and

communities have received a further second stage payment of up to £20,000. This payment is to enable them to negotiate with other partners and draw in additional funding so that their plans can be achieved.

- Neighbourhood Forums which have open public meetings to give information seek the views of the communities and involve them in service planning and project management.

### Structures

All the local authorities had structures in place to ensure that communities influence the shape and delivery of the services. The structures were to enable community involvement in their local community strategies/plans.

### Key Drivers or Barriers

The key drivers were mainly the LSP's across the local authorities in the form of their community strategies/plans.

### Communities of interest/communities of place

The Communities of Place were engaged through the Area Partnerships in the 5 Local Authority areas. The most effective involvement of Communities of Interest was in Tower Hamlets, Croydon and Bradford.

### **Tower Hamlets**

Developed a Third Sector Strategy with voluntary/community organisations which recognise that they are often closer to communities that they serve and better placed to deliver culturally sensitive services for them. Service Level Agreements have been developed with more than 250 groups to provide services including mother tongue classes and all youth services. For example, the Council worked with East London Mosque to improve Bengali children's attendance at Primary schools and communicated the importance of attendance via community radio during Ramadan, using the Imam's address at a Friday sermon, parent's tea gathering at the mosque, individual family work and home visits. As a result, the attendance in some schools is increasing by up to 7%.

### **Croydon**

Communities of Interest are engaged via the Community Network, Older People's Network and the Children and Young People's Network. Also Forums such as the BME Forum, Community Care Forum, Mental Health Forum and the Refugee Forum etc.

## **Bradford**

Communities of Interest are engaged through the Cnet (Community Net), Cnet has set up a Communities of Interest Working Group to guide communities of interest in developing their own action plans. In the period 2004-06, work will continue to develop robust action plans for at least 18 communities of interest. Alongside this, there will be work done with service providers to explore ways of ensuring these plans inform the development of public services to meet their needs.

### Measuring the impact of Community Involvement

The strongest local authorities in measuring the impact of community involvement were Tower Hamlets, Croydon, Wigan and Bradford. All three have produced clear and robust targets and indicators.

## **Tower Hamlets**

Developed a series of indicators to monitor how successful they are in achieving the Community Plan goals and the Council's Strategic Plan, these include indicators linked to engaging with and developing the community.

## **Croydon**

Developed some indicators in the CI theme in their Community Strategy. The indicators are still in development stages as they need firming up to align them more with CPA requirements.

## **Wigan**

KPI's are outlined in the Hag fold Community Action Plan with a number of actions to measure the CI levels.

## **Bradford**

Bradford Vision has produced an Action Plan that includes a theme around managing community involvement with outcomes and actions.

### Role of LSP

All the LSP's apart from Wigan engaged the voluntary and community sector through the Community Empowerment Networks and Area Partnerships. Tower Hamlets has the key processes to enable communities to have involvement in the decision making. The Community Plan Action Groups accelerate progress through joined up services aligned with both national targets and local priorities that have been identified. They listen to the Local Area Partnership views and use them to inform action to speed up improvement of mainstream services.

### Rural Area/Parish Council

Bradford was at the forefront of rural area and parish council involvement. The Parish Councils have a full time Parish Council Officer. They have produced their own action plans. The rural areas developed their own locality action plans. These all informed the LSP of their needs.

## **7. Areas for improvement**

In RMBC, a Principal Community Involvement Officer has been recruited to support the development and implementation of a corporate approach to community involvement to improve the engagement of citizens, communities and service users in council activity. There are a number of areas which the Principal Community Involvement Officer needs to address, but the three key areas of improvement becoming apparent from the findings and inspection reports which are Decision making structures influencing service planning, coordination and measuring the impact of Community Involvement.

### **1. Decision making structures influencing service planning**

There are different decision making structures in the Council, but there is little evidence of how they are influencing the services that are delivered to the communities. There is a danger of communities getting frustrated and losing trust in the Council if there are no improvements made as a result of the communities getting involved in the decision making processes. Clear and workable structures and systems need to be implemented to align budget and resources to meet the needs of the communities. It is essential that the Council prioritises the needs of communities into service development, service delivery, performance and evaluation.

### **2. Co-ordination**

The Council has agreed to various ways of involving communities through a number of plans and strategies. These however have not been co-ordinated into one Framework which makes it increasingly difficult for the Council to determine clearly what strategic improvements are needed and for the programme areas and partners to concentrate and co-ordinate their efforts and actions into addressing Community Involvement on a corporate level to maximise the impact and effectiveness of Community Involvement. If Community involvement is co-ordinated and addressed corporately, then this allows for programme areas to work closer together and share information and good practice.

### **3. Measuring the impact of Community Involvement**

The majority of the programme areas have struggled to produce robust performance indicators to measure the impact of involving communities. If it is

not addressed, then it will be difficult to demonstrate to inspectors and the communities how the council is performing in terms of meeting needs. This is an area where many local authorities are struggling, but ODPM have recently introduced the New Performance Framework to enable local authorities to make real improvements by developing robust Performance Frameworks which has an impact on local people. This is a Framework that the Council should explore to maximise the impact of involving communities in the shaping and delivery of council services.

## **8. Recommendations**

1. The key recommendation is to develop a joint Community Involvement and Consultation Framework with two separate, but linked action plans for Community Involvement and Consultation. This will set out the future direction of Community Involvement in the Council. This will seek to address Community involvement and Consultation on a corporate level by identifying key objectives to deliver the improvements, identifying good practice, managing performance and making strategic improvements on Community Involvement and Consultation across the council. It will focus on the importance of robust structures and methods in relation to the 5 identified themes; Community Activity, Service Improvement, Involvement in Decision Making, Organisational Development and Performance Management. It will be supported by the Communications and Marketing Strategy.
2. Work with VAR, NOP, VOICE and REMA to engage communities in the development of the Framework and ensure community ownership of it.
3. Through the development of Area Assemblies and by working with Neighbourhoods, consider new different models of involvement at area level E.g. as applied in Croydon, Bradford and Tower Hamlets could be adopted in Rotherham (please see Appendix 1). This will need to be in partnership with LSP partners.
4. Seek to improve integration of community planning into the Council's Strategic Planning Framework to ensure timely responses to needs and priorities identified by communities e.g. consider adopting best practice from Tower Hamlets (please see Appendix 1).
5. Work closely with the Equalities and Diversity team, External Affairs Team and VAR to develop the capacity of communities of interest to get involved in community activity using similar model applied in Bradford (please see Appendix 1).
6. Work closely with the Performance and Quality Team to develop a robust Performance Framework which responds effectively to the challenges set

- out in the ODPM's proposed Performance Framework in relation to the enhanced role of the communities in the performance management i.e. increased community ownership and the services more responsive to the needs of local people, ensuring greater accountability to users and partners and also enabling communities to challenge under performance.
7. Work closely with the Communications team to develop effective communication mechanisms to provide information to communities on how they can be involved and what they can be involved in.
  8. That the Corporate Community Involvement group continue to be developed and established to oversee the delivery of improved arrangements for Community Involvement with key representatives from all programme areas.
  9. Develop a Community Involvement/ Consultation training package and deliver to RMBC staff and members to enable them to understand the importance of involving communities and the most effective methods of involving communities.
  10. Work closely with partner organisations to implement Community Involvement effectively particularly in respect to the Compact which will encourage good practice across the borough and better services for the communities.

## **9. Conclusion**

This report has clearly illustrated that the Council still has a lot to do to ensure effective community involvement in the Council. The Community Involvement/Consultation Framework will clearly define what Community Involvement means and identify a clear set of objectives against which we can measure our progress in achieving Community Involvement and Consultation in Rotherham. The Framework would enable other strategies such as the Corporate Plan, Community Strategy and Neighbourhood Renewal Strategy to provide a better means of involving communities in the key themes that have been identified.

In addition to this, work is ongoing to review the Council's current approaches to consultation, including Rotherham Reachout (to be the focus of a separate report). It is intended that the strategic Framework for Community Involvement/Consultation will seek to bring about improvements across all Community Involvement and Consultation activity, and deliver improved outcomes.

The Framework would act as an overarching document that would provide a key impetus for all the community involvement activity to be co-ordinated effectively

and encourage better services as a consequence of involving and consulting communities. Such a Framework should be endorsed by the communities and partners, so that they are aware that the Council is seeking to maximise their performance by involving communities. If the 3 areas of improvement which have been identified as Decision making structures influencing service planning, coordination and measuring the impact of Community Involvement can be improved, then the Council will have taken a huge step in taking forward Community Involvement to a high standard.

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## Appendix 1

### Community Involvement Local Authorities Good Practice Mapping Exercise

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
Areas of good practice around Community Involvement and Consultation.	<ul style="list-style-type: none"> <li>Area Partnerships which have representatives from communities. Each Area Partnership sends one rep to the LSP to feed back to the Area partnerships afterwards.</li> <li>Thematic forums E.g. faith, transport etc.</li> <li>Youth Forum in each township.</li> <li>Go out and talk to people in the streets and pubs etc.</li> <li>There is a citizen's jury which has an input into the budget settings for the council.</li> <li>A conference to</li> </ul>	<ul style="list-style-type: none"> <li>Have been short listed for the Beacon Council status for the 'Getting Closer to Communities' theme.</li> <li>A Community Plan has been done in consultation with the communities.</li> <li>Over 1000 young people were involved in developing the Young People's Community Plan with key priorities identified by the young people. A group of teenagers oversaw the process, the consultation included painting, acting poetry, drama and discussion.</li> <li>There have been 8 LAPS (Local Area</li> </ul>	<ul style="list-style-type: none"> <li>Have been short listed for the Beacon Council status for the 'Getting Closer to Communities' theme.</li> <li>Have an excellent working relationship with CVA (Croydon Voluntary Action) to involve communities.</li> <li>There is a Community Involvement theme in their Community Strategy which outlines targets to ensure communities are</li> </ul>	<ul style="list-style-type: none"> <li>The Hag fold Community Committee from the Hag fold area of Atherton in Wigan has been recognised for its valuable work in involving communities in council services and other mainstream services. This model of good practice is being used to develop a township programme in Wigan.</li> <li>The Township Programme has been set up to make it easier for</li> </ul>	<ul style="list-style-type: none"> <li>Neighbourhood and Community Action Planning. 66 Neighbourhood and Community Action Plans are in the process of being developed. The neighbourhoods or communities have each been given £5000 to develop the Action Plans. 28 have written their plans and are implementing them into action. These neighbourhoods and communities have received a second stage payment of up to £20,000. This payment is to enable them to</li> </ul>

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
	<p>involve 5-13 year olds via methods of setting up play activities where children were able to feed into the children's services.</p> <ul style="list-style-type: none"> <li>Produce a Citizens Panel Newsletter to feed back results from citizen's surveys and consultation exercises. Also let readers know how their views make a difference to the services provided.</li> </ul>	<p>Partnerships) set up that are managed by 4 Area Directors covering 2 LAPS each. These LAPS consist of community representatives and the relevant service providers.</p> <ul style="list-style-type: none"> <li>There have been 8 area action plans developed by LAPS with identified priorities from the local communities and service providers to identify local needs and agree local solutions. Each LAP has been given £500,000 (NRF) to implement their outcomes. The priorities have to fit in with the Community Plan and the service provider's own strategies. A service coordination network has been set</li> </ul>	<p>involved. This theme is developing all the time and they seek to make this robust and stronger every year as the Strategy is reviewed every year.</p> <ul style="list-style-type: none"> <li>A high level CI Strategy group (multi-agency group) has been set up to oversee and manage CI at a strategic level. The CISG comprises of people who have a brief for community involvement within Council departments, other public sector agencies and the voluntary sector. The role of the group is to</li> </ul>	<p>residents to get involved in planning the future of their communities. The borough has been divided into ten Township areas. Each area has a Township Manager and Township Officer who are working to coordinate the way in which public services are delivered locally and to encourage improvements in services, where they are needed.</p> <p>They will also be encouraging local people to</p>	<p>negotiate with other partners and draw in additional funding so that their plans can be achieved.</p> <ul style="list-style-type: none"> <li>The Action Plans are underpinned by base line data for the neighbourhood or community. Its aims can be translated into floor targets and/or Public Service Agreements. The plans sets out whether the necessary resources are to come from:</li> <li>The neighbourhood's own resources.</li> <li>Mainstream Public Services.</li> <li>External Funding.</li> <li>As a result of the plans, local Partnerships in the neighbourhoods are</li> </ul>

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
		<p>up which is task and time orientated to accelerate delivery on the outcomes identified in the action plans. There are SLA's with organisations to deliver the actions.</p> <ul style="list-style-type: none"> <li>• The Annual Residents Survey is used annually to capture the views each year.</li> <li>• Consultation is fed back through their weekly council newspaper, 'East End Life'. This is distributed to all 70,000 households and includes pages in Bengali and Somali as well as the results of consultation. The paper also includes a 'Community Focus' section.</li> <li>• A newly established Residents Panel.</li> </ul>	<p>share good practice and co-ordinate the involvement activities of the partner agencies. Specifically the group has:</p> <ul style="list-style-type: none"> <li>➤ Produced a toolkit on effective consultation.</li> <li>➤ Identified standing group's forums which can be consulted on topics.</li> <li>➤ Identified newsletters and magazines produced by vol/com groups that can be used for consultation.</li> <li>➤ Producing a calendar of consultation events to avoid overlap, duplication and consultative</li> </ul>	<p>have a greater involvement in the borough's <a href="#">Community Plan</a> by helping people to identify local issues and action. Each of the ten townships has a Township Forum - the Forums provide a link between the agencies that deliver services in the borough and local communities. Over time, they will be responsible for producing local plans and charters.</p> <ul style="list-style-type: none"> <li>• The Hag fold community</li> </ul>	<p>starting to be created.</p> <ul style="list-style-type: none"> <li>• The Neighbourhood Support Service has set up Neighbourhood Forums which are open public meetings. They are run by five Area Coordinators, one for each of the parliamentary constituencies. The Neighbourhood Forums are used as a tool to: Give information; seeks the views of the public; involve local residents in service planning or project management; conduct a consultation or audit and promote services.</li> <li>• The Council</li> </ul>

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
			<p>fatigue.</p> <ul style="list-style-type: none"> <li>➤ Recorded consultations so their results can be used more widely.</li> <li>➤ Producing a 'charter' for CI to be agreed by partners.</li> <li>➤ Developing CI training and development opportunities.</li> <li>• A Croydon Community Network has been set up by CVA which draws together community and voluntary sector groups. The network informs the Community Strategy via the Croydon Strategic Partnership. The network</li> </ul>	<p>committee is made up of community members from the Hag fold area. The community committee also has task groups. E.g. health, housing etc. The Neighbour-hood Co-ordination Centre (run by the council) supports the committee with funding, resources, development and training.</p> <ul style="list-style-type: none"> <li>• There is a Hag Fold Community Mapping Team which has carried out a series of imaginative and innovative consultation</li> </ul>	<p>currently has a Community Development Unit which provides Community Development support to empower and build the capacity of groups and individuals to improve their quality of lives. The Unit is facing closure due to financial constraints and therefore are encouraging the</p> <ul style="list-style-type: none"> <li>• There is a Community Network called CNet which is funded by Community Empowerment Fund. The purpose of CNet is to enable the vol/com sector to participate effectively and feed</li> </ul>

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
			<p>nominates 5 people for the Strategic Partnership who feed the views of the network to the Partnership and also they feedback the information from the partnership to the network. If the representatives fail to feedback information or miss more than 3 successive meetings, they are immediately dismissed and replaced.</p> <ul style="list-style-type: none"> <li>Neighbourhood Partnerships have been set up in areas of deprivation funded by NRF. 3 pilot partnerships</li> </ul>	<p>events. This has included the annual community conferences where members of the community have been involved in the planning of the conference and have facilitated the workshops themselves. There has been no use of questionnaires. The evidence gathered informed the Community Action Plan which is used by agencies to inform bids from SRB successfully secured by the area in 1999.</p>	<p>into the Community Strategy and the Bradford Vision (LSP).</p> <ul style="list-style-type: none"> <li>Reviewing public service culture so that the staff is willing to listen and respond to neighbourhoods and communities.</li> </ul>

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
			<p>worked successfully and now there are 10 partnerships in Croydon. The council started the partnerships, but then the ownership was given to the communities, with the chair elected from the community. Training is given to the chairs and vice chairs of neighbourhood partnerships to help develop their skills further. There are partner organisations involved in the partnerships.</p> <ul style="list-style-type: none"> <li>Each Neighbourhood Partnership has developed an</li> </ul>	<ul style="list-style-type: none"> <li>A Community Charter has been developed between the community and agencies such as the Council. The Charter will focus on improving core services by offering a commitment from agencies to provide high standards of service to the people who live in the area.</li> <li>The Community Charter provides local people with information so they are aware of what services are available and to what standards they should be performing. The</li> </ul>	

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
			<p>action plan based on community consultation; there is no wish list just a few priorities that are achievable. From the Action Plans, the Delivery Plans are developed, which are also reflective of national floor targets. These are agreed with Programme Areas within the council and partners and costed. The plans include improvements already happening as well as new proposals.</p> <ul style="list-style-type: none"> <li>• A Community Building Fund has been set up</li> </ul>	<p>aim of the charter is to provide the best possible core services in the area to improve the quality of life for all people living in the Hag fold neighbourhood</p>	

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
			<p>through NRF to build the capacity of communities and disadvantaged communities to engage in the process.</p> <ul style="list-style-type: none"> <li>• Citizen's Panel with originally 1000 members, but has risen to 1500 recently.</li> <li>• Service Level Agreements with CVA to deliver some of their services. CVA carries out capacity checks on their affiliated organisations to ensure they meet the standard requirements to deliver. CVA does capacity building with groups to build their skills. CVA</li> </ul>		



Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
			<p>work with groups to develop an action plan to propose how they will deliver.</p> <ul style="list-style-type: none"> <li>• Croydon Compact- A three way Compact between the voluntary sector, the Council and the PCT was an innovative development in Croydon prior to the Department of Health making it a national requirement. Croydon is now considering how the Compact might be extended to include other public sector agencies. The compact sets out</li> </ul>		

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
			<p>agreement on: funding and commissioning voluntary sector activities; community involvement; volunteering; support for small and excluded community groups - in particular black &amp; minority ethnic groups. The recommendation s of the Compact agreed between the Council, the community and voluntary sector, and other public sector partners have been implemented.</p>		
Any relevant policies, strategies or plans.	<ul style="list-style-type: none"> <li>• Consultation Strategy.</li> <li>• Community</li> </ul>	<ul style="list-style-type: none"> <li>• Community Plan.</li> <li>• Young People's Community Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Strategy.</li> <li>• In the process of</li> </ul>	<ul style="list-style-type: none"> <li>• Hag fold Community Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Strategy.</li> <li>• Neighbourhood</li> </ul>

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
	Strategy- pride of place.	<ul style="list-style-type: none"> <li>• Consultation Strategy.</li> <li>• Third Sector Strategy.</li> </ul>	developing a CI Multi-Agency Strategy.	<ul style="list-style-type: none"> <li>• Wigan Community Plan.</li> <li>• Consultation Strategy.</li> <li>• Hag fold Community Charter.</li> </ul>	<ul style="list-style-type: none"> <li>• Action Plans.</li> <li>• Bradford District Neighbourhood Renewal Strategy Progress Report and Action Plan.</li> </ul>
What structures are in place to ensure that communities influence the shape and delivery of the services?	<ul style="list-style-type: none"> <li>• Citizen's panel, but difficulty in involving people from hard to reach groups, particularly BME communities, despite offering interpreters for different community languages.</li> <li>• Area Partnerships.</li> <li>• Thematic Forums.</li> </ul>	<ul style="list-style-type: none"> <li>• The involvement of communities is mediated largely through the Tower Hamlets Partnership via the LAPs.</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Consultation:</u> Neighbourhood Partnerships. <u>Community Involvement:</u> Community Network and Community Involvement Strategy Group. <u>Observatory:</u> Surveys and Performance Indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• The developing township Forums which will be producing its own plans and charters.</li> </ul>	<ul style="list-style-type: none"> <li>• Neighbourhood Partnerships developed through the action plans with support from service providers.</li> <li>• Cnet.</li> </ul>
Why were these structures developed?	<ul style="list-style-type: none"> <li>• To enable communities in various ways to get involved in the decision making process around issues that affect them.</li> </ul>	Given the challenges, the Council will only be able to achieve their vision with active engagement from their diverse communities and the support of the voluntary and community sector. Their overarching strategy has been	So that there is a better understanding of the local needs and so that they can drive the Community Strategy forward with the support and resources from partners to implement the actions.	<ul style="list-style-type: none"> <li>• As a result of the good practice used to involve communities from the Hag fold estate in Atherton, Wigan.</li> </ul>	<ul style="list-style-type: none"> <li>• To inform the Community Strategy and inform the relevant service providers in terms of what resources are needed to meet the needs of the</li> </ul>

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
		to focus all the partners on working to achieve a shared vision of improving the quality of life for all communities.			communities.
Key Drivers or barriers?	<p><u>Drivers:</u> CPA, funding, providing services to resident's needs and choices and involving communities in decision making that affects their lives.</p> <p><u>Barriers:</u> The hard to reach groups such as 18-25 age group, BME Communities and Disabled people have been hard to engage.</p>	Tower Hamlets Partnership.	<p><u>Drivers:</u> CI Strategy Group.</p> <p><u>Barriers:</u> Funding and resources.</p>	<p><u>Drivers:</u> Local Modernisation Agenda and the Council's Social Exclusion Unit.</p> <p><u>Barriers:</u> Council Officers who have not been able to get accustomed to treating communities on an equal level as them.</p>	<p><u>Drivers:</u> The LSP and the council.</p> <p><u>Barriers:</u> The potential closure of the Community Development Unit as this unit has played a crucial role in developing the capacity of the communities to engage.</p>
Have you involved communities of interest/communities of place?	<ul style="list-style-type: none"> <li>Looked at accessibility issues to involve disabled people ensuring that that where consultation events are held, they are accessible for wheelchair users, loop systems and signers are available upon</li> </ul>	<ul style="list-style-type: none"> <li>Communities of place involved via the LAP's.</li> <li>Developed a Third Sector Strategy with vol/com organisations which recognise that they are often closer to communities that they serve and better placed to deliver</li> </ul>	<ul style="list-style-type: none"> <li>Communities of Place are involved via the Neighbourhood Partnerships.</li> <li>Communities of Interest are engaged via the Community Network, Older People's Network and</li> </ul>	<ul style="list-style-type: none"> <li>Communities of place via the Township Forums.</li> <li>Separate resources are made to include older people, younger people and disabled people in consultation such</li> </ul>	<ul style="list-style-type: none"> <li>Communities of place have been engaged through the Neighbourhood Forums and the Neighbourhood partnerships.</li> <li>Communities of Interest are engaged through the Cnet, Cnet has set up a</li> </ul>

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
	<p>request.</p> <ul style="list-style-type: none"> <li>Interpreters are available for people from BME communities who need a community language if they cannot speak English. Despite these resources the engagement from BME and disabled communities has been quite low.</li> <li>Communities of Place are engaged via the Area Partnerships.</li> </ul>	<p>culturally sensitive services for them. Service Level Agreements have been developed with more than 250 groups to provide services including mother tongue classes and all youth services. For example, the Council worked with East London Mosque to improve Bengali children's attendance at Primary schools and communicated the importance of attendance via community radio during Ramadan, using the Imam's address at a Friday sermon, parent's tea gathering at the mosque, individual family work and home visits. As a result, the attendance in some schools is increasing by up to</p>	<p>the Children and Young People's Network. Also Forums such as the BME Forum, Community Care Forum, Mental Health Forum and the Refugee Forum etc.</p>	<p>as the annual community conference.</p>	<p>Communities of Interest Working Group to guide communities of interest in developing their own action plans. In the period 2004-06, work will continue to develop robust action plans for at least 18 communities of interest. Alongside this, there will be work done with service providers to explore ways of ensuring these plans inform the development of public services to meet their needs.</p>

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
		<p>7%.</p> <ul style="list-style-type: none"> <li>Implemented programmes to provide leadership training for young people, to increase their participation in designing youth provision and to provide practical training and management support for at least 350 voluntary organisations.</li> <li>The Partnership has commissioned the local Community Empowerment Network to ensure that hard to reach groups e.g. disabled people, young people, refugees are engaged and their needs are identified and met.</li> </ul>			
How do you measure the impact of	<ul style="list-style-type: none"> <li>Service satisfaction questionnaires are carried out to</li> </ul>	<ul style="list-style-type: none"> <li>Developed a series of indicators to monitor how successful they</li> </ul>	<ul style="list-style-type: none"> <li>Developed some indicators in the CI theme in the</li> </ul>	<ul style="list-style-type: none"> <li>Annual Survey of all residents to monitor if the</li> </ul>	<ul style="list-style-type: none"> <li>Bradford Vision has produced an Action Plan that</li> </ul>

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
community involvement or consultation?	<p>measure progress.</p> <ul style="list-style-type: none"> <li>The Community Strategy objectives were set by the communities and there are KPI's to measure these objectives. These objectives have been ranked on a priority scale- low, medium and high. This is to ensure that the services and communities are aware of what order the issues will be addressed.</li> <li>There are no KPI's to measure the consultation and community involvement in the service areas.</li> </ul>	<p>are in achieving the Community Plan goals and the Council's Strategic Plan, these include indicators linked to engaging with and developing the community.</p>	<p>Community Strategy. The indicators are still in development stages as they need firming up more aligning them with the requirement of CPA.</p>	<p>Community Charter is being implemented.</p> <ul style="list-style-type: none"> <li>Feedback on the performance of the service providers is distributed to all the households in the Hag Fold Charter area.</li> <li>KPI's are outlined in the Hag fold Community Action Plan with a number of actions to measure the CI levels.</li> </ul>	<p>includes managing community involvement with outcomes and actions.</p> <ul style="list-style-type: none"> <li>The council measure the impact of CI through BVPI.</li> </ul>
Role of LSP?	<ul style="list-style-type: none"> <li>They have a steering group made up of key partners including community representatives</li> </ul>	<ul style="list-style-type: none"> <li>Under the Tower Hamlets Partnership, they have structures which make it easier to influence decision making. The key</li> </ul>	<ul style="list-style-type: none"> <li>The Croydon Strategic Partnership plays a role via the CI Strategy Group and the</li> </ul>	<ul style="list-style-type: none"> <li>Struggling to engage in the LSP as the Hag Fold community committee feel it is very much</li> </ul>	<ul style="list-style-type: none"> <li>The Bradford Vision has a structure through which the Neighbourhood Partnerships and</li> </ul>

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
	<p>from the local Area Partnerships.</p> <ul style="list-style-type: none"> <li>• They have an interactive website where communities can express their views.</li> </ul>	<p>structures are:</p> <ul style="list-style-type: none"> <li>• Eight LAPs.</li> <li>• Five Community Plan Action groups for each of the community plan themes. These are made up of key service providers who have the responsibility with accelerating progress through joined up services aligned with both national targets and locally agreed priorities. They listen to the LAP's views and use them to inform action to speed up improvement of mainstream services.</li> <li>• A Partnership Management Group that includes four residents, representatives from the CPAGs, from the vol/com sector and</li> </ul>	Community Network.	officer led and very little representation by the communities on the LSP.	Area Partnerships inform the Community Strategy.



Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
		faith communities, and from young people, councillors and others. This group has a strategic responsibility for delivering the community plan and neighbourhood renewal strategy.			
Parish Councils/Rural Areas.	<ul style="list-style-type: none"> <li>Rural areas come into township, but not parish councils.</li> </ul>	<ul style="list-style-type: none"> <li>None.</li> </ul>	<ul style="list-style-type: none"> <li>None.</li> </ul>	<ul style="list-style-type: none"> <li>None.</li> </ul>	<ul style="list-style-type: none"> <li>Yes. The Parish Councils have a full time Parish Council Officer. They have produced their own action plans.</li> <li>The rural areas developed their own locality action plans.</li> </ul>
Do communities have ownership?	<ul style="list-style-type: none"> <li>Do encourage community ownership, but more capacity building needs to be done with the communities to make them more skilled and confident,</li> </ul>	<ul style="list-style-type: none"> <li>Via the LAP' s.</li> </ul>	<ul style="list-style-type: none"> <li>Through the Neighbourhood Partnerships and Community Network.</li> </ul>	<ul style="list-style-type: none"> <li>Through the community committee.</li> </ul>	<ul style="list-style-type: none"> <li>Yes, through the Neighbourhood Partnerships.</li> </ul>

Community Involvement Local Authority Assessment Questions	Rochdale MBC	Tower Hamlets	Croydon	Wigan MBC	Bradford
	particularly in strategic planning.				
Member involvement?	<ul style="list-style-type: none"> <li>Township Committees made up of council officers and elected members.</li> </ul>	<ul style="list-style-type: none"> <li>Council members are highly representative with 30 out of 51 from BME communities and the first Bangladeshi Council Leader in the country.</li> <li>The members are involved in the LAPS.</li> </ul>	<ul style="list-style-type: none"> <li>Through the Neighbourhood Partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>In the community committee.</li> </ul>	<ul style="list-style-type: none"> <li>Through the Neighbourhood Partnerships and Neighbourhood Forums.</li> </ul>
Budget for resources to involve communities?	<ul style="list-style-type: none"> <li>Yes.</li> </ul>	<ul style="list-style-type: none"> <li>Yes.</li> </ul>	<ul style="list-style-type: none"> <li>Community Empowerment Fund and NRF.</li> </ul>	<ul style="list-style-type: none"> <li>Council and SRB funds.</li> </ul>	<ul style="list-style-type: none"> <li>Community Empowerment Fund and NRF.</li> </ul>

## Appendix 2

### Mapping Exercise of Community Involvement carried out with RMBC programme areas

Cxs (Scrutiny)	
Community Involvement RMBC Assessment Questions	
What types of involvement take place in your PA e.g. Decision making, user involvement?	<p>Each scrutiny panel is open to the press and public; the fourth item on every agenda (after the first standing items) is "Questions from the Press and Public", four of the panels have co-opted members who are co-opted annually from local community groups. The LLOSP has statutory co-optees with voting rights. In addition specific scrutiny reviews can co-opt members on an ad hoc basis.</p> <p>There are Scrutiny web pages which have info about our work and also an e-proposal form for the public to send in ideas for future scrutiny topics.</p> <p>We receive proposals for scrutiny reviews from area assemblies and we are currently working on developing better links.</p> <p>Our service Plan states that we aim to "Increase the involvement of the Community in the Scrutiny Process so that we are in line with the Government modernisation agenda stemming from 'Modern Local Government Services In Touch with the People' 1998 and to reflect the Council's Community Leadership role"</p>
What are your PA (Programme Area) objectives around Community Involvement?	
What structures and plans does your PA have to address Community Involvement?	<p>We will utilise Rotherham Matters, utilise the outcomes of Reachout, to establish Citizen concerns/views with a view to informing the Scrutiny work programme, utilise the network of Partnerships, Voluntary Action Rotherham (VAR) and VOICE and raise Scrutiny's profile in the local media.</p> <p>During scrutiny reviews we often request witnesses from the local community to give evidence and share expertise.</p>
How effective is your PA in terms of involving	Many of our co-opted members are from communities of interest e.g. TARAs, older people groups, disability groups. The D&RS Panel commissioned a report on services to the LGBT community. The findings of the report were endorsed by the panel.

<b>Community Involvement RMBC Assessment Questions</b>	<b>Cxs (Scrutiny)</b>
<b>communities of interest?</b>	
<b>What resources does your PA use to involve communities?</b>	We are able to pay expenses for our co-opted members and also for witnesses to reviews. We have a small budget to book rooms and refreshments as appropriate. We also produce publicity materials.
<b>What KPI's does your PA use to measure Community Involvement?</b>	We have specific targets in our service plan around involving the public.

## Mapping Exercise of Community Involvement carried out with RMBC programme areas

Community Involvement RMBC Assessment Questions	Chief Executives (Partnerships- Voluntary/Community Sector)
<p><b>What types of involvement takes place in your PA E.g. Decision making, user involvement?</b></p>	<p>The External and Regional Affairs Team has the lead responsibility for the development of the Community Planning Model for Rotherham. We also lead on Community Planning in the context of the Community Development and Involvement Partnership of the LSP, convening the Community Planning Core Group. The latter group has been responsible for the development of Action Plans to engage communities of interest in Community Planning. In the course of 2004 we played a lead role in implementing the action plan to engage disabled people in Community Planning. This involved a variety of initiatives including a plain language questionnaire (designed with support from Speak Up); an I.T. based consultation exercise at the Disability Awareness Day; and a prioritisation exercise at an event to coincide with European Day of Disabled People. The ideas prioritised by disabled people have been forwarded to various agencies with a proforma to record the responses. It is important that these responses are reported back to the disabled people who attended the prioritisation event and to the wider community of disabled people in Rotherham.</p> <p>Other action plans will be worked up in 2005 and implemented. Target groups include Older People, Young People and the BME communities.</p>
<p><b>What are your PA (Programme Area) objectives around Community Involvement?</b></p>	<p>Our Community Planning activities sit in the context of government policy promoting civil renewal. We recognise that Action Planning is a priority identified in the Government's 'Firm Foundations' paper, setting out what needs to be done to develop and sustain the voluntary and community sector. Although our role has principally been to gather and determine good practice we have had some involvement in supporting local community organisations / communities of interest. We also work with partners such as VAR and our colleagues in the Neighbourhoods Programme Area and constantly encourage community involvement.</p>
<p><b>What structures and plans does your PA have to address Community Involvement?</b></p>	<p>The Community Planning Core Group - a Sub-group of the CDIP - is the main body through which I work to develop Community Planning. We have a series of Community Planning Guides and a comprehensive Community Planning Model (the latter is in a loose-leaf format and can be added to / improved as our experience grows) to help embed this form of involvement. Being involved in the Network of Partnerships and Voice (the community Empowerment network) also enables us to encourage wider involvement, for example, in the Scrutiny process.</p>
<p><b>How effective is your PA in terms of involving communities of</b></p>	<p>The Community Planning Core Group is addressing this issue, but progress is relatively slow given the lack of specific resources to undertake this work.</p>

Chief Executives (Partnerships- Voluntary/Community Sector)	
Community Involvement RMBC Assessment Questions	
interest?	
What resources does your PA use to involve communities?	Most of the work to date has been funded through accessing grants from the Community Empowerment Fund, specifically those managed by VAR and the Rotherham Disability Network.
What KPI's does your PA use to measure Community Involvement?	This is an area that will be addressed in the new service plan for External and Regional Affairs.

## Mapping Exercise of Community Involvement carried out with RMBC programme areas

ECALS (Community Learning)	
<b>Community Involvement RMBC Assessment Questions</b>	
<b>What types of involvement takes place in your PA E.g. Decision making, user involvement?</b>	Learner forums around specific issues e.g. disability, BME. Support for work towards producing community learning plans. Learner feedback on provision received. Sample of telephone surveys of learners.
<b>What are your PA (Programme Area) objectives around Community Involvement?</b>	Within the Adult Community Learning common inspection framework, involving learners in identifying their individual learning needs is a priority. LSC funding also includes an expectation that deliverers will ensure learner involvement in developing and evaluating learning programmes.
<b>What structures and plans does your PA have to address Community Involvement?</b>	We have plans to extend our community learning forums to ensure coverage of a wider range of communities of interest. We have recently accessed NRF funding to produce community learning plans in 5 NR areas and to produce a toolkit for organizations to produce their own learning plans. We are developing a pool of learning champions to support identification of learner needs in school communities
<b>How effective is your PA in terms of involving communities of interest?</b>	I do not have information about the whole programme area, but in term of our performance, I feel we are quite effective in involving communities of interest. This was reflected by the Adult Learning Inspectorate in a recent inspection. This is often undertaken by attending existing groups of interest but we also facilitate and capacity builds specific groups, e.g. Asylum seekers and refugees.
<b>What resources does your PA use to involve communities?</b>	No addition/ extra funding. Consultation and feedback is embedded in practice.

Community Involvement RMBC Assessment Questions	ECALS (Community Learning)
What KPI's does your PA use to measure Community Involvement?	We have a performance criteria around effective consultations i.e. 80% of learners are evaluated



## Mapping Exercise of Community Involvement carried out with RMBC programme areas

Community Involvement RMBC Assessment Questions	Young People's Services
<p><b>What types of involvement takes place in your PA E.g. Decision making, user involvement?</b></p>	<p>Youth Work is based on a voluntary relationship with young people, they choose to engage or not and as such contact is based on negotiation.</p> <p>Young people are involved in the development of unit plans, team plans and the Service plan, this usually takes place at a local level, but young people also come together within geographical areas and Rotherham wide.</p> <p>An annual user survey is carried out, this usually involves approx 500 young people, and last year work was also initiated to reach young people not using the service.</p> <p>As part of the Quality Assurance of the Service young people are involved alongside a range of staff in a Peer Evaluation process that uses the OFSTED Framework to benchmark the quality of Young People's Achievement and the Quality of Youth Work, the Quality of Curriculum and Resources, the Leadership and Management .</p> <p>It is worth noting that we try to model the above in how staff is given Voice and Influence across the Service.</p> <p>Much of the curriculum undertaken in units is about capacity building, developing young people's understanding, skills, behaviours, self confidence in taking control of decision that effect their lives.</p>
<p><b>What are your PA (Programme Area) objectives around Community Involvement?</b></p>	<p>Youth Work is about a voluntary, negotiated relationship with young people, with an educational focus that attempts to build self-esteem and personal confidence to allow young people to take responsibility for decisions that affect their lives. These principles underpin giving voice and influence to young people.</p>
<p><b>What structures and plans does your PA have to address Community Involvement?</b></p>	<p><b>See above</b></p>
<p><b>How effective is your PA in terms of involving communities of</b></p>	<p>Young People's Services are always striving to involve specific communities of interest, indeed children and young people collectively, are significant communities of interest.</p> <p>A number of projects within the Service are specifically directed at marginalised communities of interest.</p> <p>Anti-oppressive practice underpins youth work delivery and as such communities of interest features throughout youth work</p>

Young People's Services	
Community Involvement RMBC Assessment Questions	
interest?	activity. The Service tries to avoid labelling different groups of young people, but does see some groups relating to 'personal identity' e.g. BME, LGBT etc and others to 'life issues' e.g. homeless, alienated etc
What resources does your PA use to involve communities?	Specific work has been mainstreamed to establish a Service wide responsibility for Voice and Influence activity. Key workers have been identified within each of the geographical areas. All youth workers as part of their core work are engaged in negotiating relationships with young people
What KPI's does your PA use to measure Community Involvement?	Youth Work has specific targets from the Transforming Youth Work agenda, voice and influence is included within the Youth Service self-assessment and young people's voice is part of the OFSTED inspection criteria.

CONSULTATION AND COMMUNITY INVOLVEMENT					
<p>Social Services Programme Area recognises that:</p> <ul style="list-style-type: none"> <li>• A sound relationship with the voluntary and community sector is fundamental in developing community cohesion and delivering quality services;</li> <li>• The best way to improve and develop inclusive services is to listen to what people have to say;</li> <li>• The pursuit of equality and diversity requires effective partnership working.</li> </ul>					
Strategic Objective	Milestone(s)	Measure	Target Date & Lead Officer	Task Manager	Supporting Information
<p><b>2. Service Users and Carers, Voluntary &amp; Community sectors influence the development of services.</b></p>	<p>Ensure effective consultation and community involvement mechanisms, which are inclusive to all sections of the community;</p> <p>Adhere to Corporate Consultation Strategy / guidance Form 1 used.</p>	<p>SLAs/contracts comply to E&amp;D legislation and encourage good practice;</p> <p>Needs led assessment and consultation undertaken;</p> <p>Establish PA/Council wide? Consultation database (to cover groups and individuals representative of all sections of the community are consulted with;</p> <p>Ensure participation mechanisms provided to build the capacity of voluntary / community partner organisations;</p> <p>Improvement of PA services as a result of consultation and community involvement.</p>			<p><b>Inclusive consultation (taking into account need for different languages, formats, etc) includes issues around age, race, gender, disability (as minimum), religion, sexual orientation etc.;</b></p> <p><b>Evaluating success of community engagement in service development.</b></p>

## Mapping Exercise of Community Involvement carried out with RMBC Programme Areas

Community Involvement RMBC Assessment Questions	EDS
What types of involvement takes place in your PA E.g. Decision making, user involvement?	<ul style="list-style-type: none"> <li>• LDF</li> <li>• Devolved Budgets - Area Assemblies (Streetpride)</li> <li>• Development/Regeneration decisions (Economic Strategy/Development Team)</li> <li>• Responsibilities/Consultation exercises (?)</li> </ul>
What are your PA (Programme Area) objectives around Community Involvement?	<p>Programme Area Plan 2004/2007</p> <p>To better engage communities in making decisions to improve safety, increase inclusivity choices and quality of life</p> <p>Service Area objectives – developed through Community engagement</p> <p>Introduction to Corporate Agenda via Equalities Group and Communication Group</p>
What structures and plans does your PA have to address Community Involvement?	<p>PA/SAP's</p> <p>Rethinking EDS</p> <p>Equality/Communication</p> <p>E-Government</p>
How effective is your PA in terms of involving communities of interest?	<p>Rotherham Partnership monitors SRB measures at Project level</p> <p>There is potential at Project level to systematically evaluate NRF schemes (to be developed)</p> <p>There is nothing specifically for EDS within the Regeneration Plan</p> <p>To confirm with Streetpride</p>
What resources does your PA use to involve communities	<p>Quality )</p> <p>Consultation ) Service Areas?</p>
What KPI's does your PA use to measure Community involvement	<p>No measures within Delegated Powers reporting eg BVPIs</p> <p>To confirm Streetpride and LDF?</p>

## Mapping Exercise of Community Involvement carried out with RMBC programme areas

ECALS (Library Services)	
<b>Community Involvement RMBC Assessment Questions</b>	
<b>What types of involvement takes place in your PA E.g. Decision making, user involvement?</b>	Library and Information service takes advice from and consults with support groups for various excluded groups within the community such as the Access Liaison Group and groups that support people with various disabilities, ethnic minority community groups including a specific Library Focus Group, asylum seeker and refugee community and support groups, we attend meeting of the Gay, Lesbian, Bi-sexual and Tran gendered support group. We also have considerable involvement with older people. Our users are given every opportunity to play an active part in stock selection and decisions regarding service provision through such means as the provision of stock selection catalogues, stock buying visits, free request service, comments forms, and occasional surveys and by encouraging staff to talk to customers about their needs and encouraging suggestion for improvement.
<b>What are your PA (Programme Area) objectives around Community Involvement?</b>	To consult with the public about service provision. To respond, where possible, to meet the needs of the public and to involve the community as much as possible in meeting those needs or understanding why they cannot be met. The ultimate aim is to ensure that the public feel they are part of the decision making process as far as is practical and feel that it is their service designed to meet the needs of the whole community not just a select few.
<b>What structures and plans does your PA have to address Community Involvement?</b>	LIS has a Stock Management Policy that deals with community involvement in the choice of materials and we also have a Social Inclusion Policy and Action Plan
<b>How effective is your PA in terms of involving communities of interest?</b>	The Library Services has received Charter Mark Status for consultation and information sharing with BME communities.
<b>What resources</b>	We do not currently have any identified resources to deal with consultation and community involvement it is carried out through networking

<b>Community Involvement RMBC Assessment Questions</b>	<b>ECALS (Library Services)</b>
<b>does your PA use to involve communities?</b>	with groups such as those identified in question 1, relationships built up between staff, individual users and user groups. Community Library staff are required to know their local community and engage with whatever community groups exist.
<b>What KPI's does your PA use to measure Community Involvement?</b>	None at present

Community Involvement RMBC Assessment Questions	Neighbourhoods
<b>What types of involvement takes place in your PA E.g. Decision making, user involvement?</b>	<p>There are a range of approaches to community involvement:</p> <ol style="list-style-type: none"> <li>1. Customer focus groups – covering communications, equalities and “learning from customers”</li> <li>2. Tenant representatives on decision making groups e.g Housing Futures Group, Scrutiny Panel</li> <li>3. Area Assemblies – open meetings and a variety of working groups e.g. Community Safety</li> <li>4. Community Planning – working with individuals and groups to identify local priorities and promote action</li> <li>5. Customer surveys – written and by telephone on a regular basis</li> </ol>
<b>What are your PA (Programme Area) objectives around Community Involvement?</b>	<p><b>We have a range of objectives relating to both tenant and residents involvement. These are set out in our Programme Area Performance Plan which will be completed and forwarded this week. Also set out in our Tenant Empowerment Strategy. I will forward a further copy of this to you. The Strategy will be considered by Cabinet Member in April.</b></p>
<b>What structures and plans does your PA have to address Community Involvement?</b>	<p>Our Programme Area Performance Plan (and the ALMO Delivery Plan) set out our structures for engagement. We are completing our Tenant Empowerment Strategy which will set out an improvement plan for tenant involvement based on the Audit Commission KLOE’s.</p> <p>The Programme Area has been restructured to give a greater focus on community involvement.</p>
<b>How effective is your PA in terms of involving communities of interest?</b>	<p>In 2004 we commissioned an evaluation of current involvement – quality and structures – and identified improvements. A copy of the report will be forwarded.</p>
<b>What resources does your PA use to involve communities?</b>	<p>Focus groups, surveys, dedicated community involvement officers, community planning officers. A range of techniques are used in community planning – from village appraisals to Planning for Real</p>
<b>What KPI’s does your PA use to measure Community Involvement?</b>	<p><b>See separate KPI paper forwarded to you.</b></p>

## Mapping Exercise of Community Involvement carried out with RMBC programme areas

ECALS (Cultural Services)	
Community Involvement RMBC Assessment Questions	
What types of involvement takes place in your PA E.g. Decision making, user involvement?	Design and commissioning of NOF-funded play areas by local children and families Design and assessment of skateboard parks by skateboarding groups
What are your PA (Programme Area) objectives around Community Involvement?	None that I'm aware of at programme area level. At service area level: <b>Service Aim 5</b> Increase levels of civic pride and citizen involvement through the provision of inclusive cultural services, and opportunities for voluntary and community sector involvement.
What structures and plans does your PA have to address Community Involvement?	None that I'm aware of at programme area level. At service area level the following service objectives have been agreed: 1. Involve customers in developing service standards, customer charter and feedback systems. 2. All facilities to establish monthly 'manager's surgeries'. 3. Better inform residents about achievements, developments and improvements. 4. Support community groups staging events and activities that celebrate local distinctiveness and civic pride
How effective is your PA in terms of involving communities of interest?	No information at Programme Area level At service area level, there are good examples of work with and through Friends groups, umbrella groups such as Rotherham Arts and Rotherham Heritage Association, and cultural groups with similar objectives to our own, but effective working is constrained by inadequate financial resources to engage stakeholders, by very limited staff capacity to engage and support groups, and by our very limited ability to deliver the expectations of those groups.



Community Involvement RMBC Assessment Questions	ECALS (Cultural Services)
<b>What resources does your PA use to involve communities?</b>	Marginal resources from operational budgets; external funding on specific projects (eg Heritage Lottery Fund at Boston Park and Clifton Park Museum, Arts Council at Coronation Park, Single Regeneration Budget at Bradgate Park.
<b>What KPI's does your PA use to measure Community Involvement?</b>	<p>The % of adult and young people residents who have used Cultural Services at least once a month in the last 12 months</p> <p>The % of adult and young people residents/users satisfied with Cultural Services</p> <p>% residents who think Cultural Services has got better</p> <p>The representativeness of users of cultural services compare to the local population profile</p> <p>% of Cultural Services buildings in which all public areas are suitable for and accessible to disabled people (BVPI 156)</p> <p>Level of Equality Standard for local government to which Cultural Services conform</p>

### Mapping Exercise of Community Involvement carried out with RMBC programme areas

ECALS	
Community Involvement RMBC Assessment Questions	
What types of involvement takes place in your PA E.g. Decision making, user involvement?	<p>Leisure &amp; Green Spaces Current – Friends of Parks Schemes, manager meetings with user groups, partnership meetings with organisations that share goals/objectives, customer feedback forms, Out reach activities that are developed in consultation with user groups, steering groups (particularly for externally funded projects)</p> <p>Leisure &amp; Green Spaces being developed – All site to develop an annual plan for consultation, community open days, provide accommodation for community groups, Managers surgeries, more friends of schemes,</p>
What are your PA (Programme Area) objectives around Community Involvement?	<p><b>Culture &amp; Leisure Strategic Objective –</b></p> <p>‘To increase levels of civic pride and citizen involvement through the provision of inclusive cultural services, and opportunities for voluntary and community sector involvement.’</p> <p>‘To strive to ensure that everybody has equal access to the full range of our services irrespective of gender, age, race, disability, sexuality or religion.’</p>
What	2005 –2008 Service and team plans provide detail on key tasks

Community Involvement RMBC Assessment Questions	ECALS
structures and plans does your PA have to address Community Involvement?	
How effective is your PA in terms of involving communities of interest?	We are developing our effectiveness in this area of work. We have some examples of good practise in Sports Development (Focused outreach work) and Green Spaces (Friends of Park schemes)
What resources does your PA use to involve communities?	Officer time Small scale activity development budgets

Community Involvement RMBC Assessment Questions	ECALS
<p><b>What KPI's does your PA use to measure Community Involvement?</b></p>	<p><b>Majority of these have only been introduced this year and as such there is little or no baseline.</b></p> <p>Numbers residents who feel they have increased self confidence and potential through involvement in Cultural activities</p> <p>The % of adult and young people residents who state that participating in cultural or recreational activity has a beneficial impact on their quality of life</p> <p>The % of residents Satisfied with Cultural Services (BVPI 119 a - e)</p> <p>% Residents who think Cultural Services has got better (BVP119)</p> <p>% of population involved in one hour volunteer work per week to support activity within the cultural sector</p> <p>The % of adult and young people residents who have used the services provided by cultural services at least once a month in the last 12 months</p> <p>The representativeness of users of LGS services compared to the local population profile.</p>

## Education

### Mapping Exercise of Community Involvement carried out with RMBC programme areas

Community Involvement RMBC Assessment Questions	<p><b>Please note that Inclusive Learning Communities (Inclusion) within ECALS are central services and not schools. Due to the diversity of service delivery Community Learning &amp; Young People's have responded separately. The responses below relate to Inclusion Services (Educational Psychology, Education Welfare, Inclusion Support Services, Assessment Services : SEN &amp; Assessment) and are at service level and not across the whole PA</b></p>
What types of involvement takes place in your PA E.g. Decision making, user involvement?	<ul style="list-style-type: none"> <li>• Family level to address barriers to learning for a child</li> <li>• Parental feedback after support service intervention to address barriers to learning for a child</li> <li>• Parents invited to decision making panels: non school attendance</li> <li>• Parental representation on Pupil Referral Unit Management Groups (similar critical friend role to a school Governing Body but without delegated powers)</li> <li>• Service representation on groups which address community issues, working with a range of partner organisations: Safer Estates; Anti-Social Behaviour Panels</li> <li>• Parent Partnership Service is an arms length service which consults, supports and supports parents of children with Special Educational Needs</li> </ul>
What are your PA (Programme Area) objectives around Community Involvement?	<ul style="list-style-type: none"> <li>• <b>Priority 5 in the Inclusion Strategic Plan</b> relates to developing partnerships to promote access and achievement for children and young people: schools; parents; other agencies; national and regional groups</li> <li>• <b>We work to address local issues identified by schools and community members:</b> child protection; attendance (eg holidays in term time), parenting support</li> </ul>
What structures and plans does your PA have to address Community Involvement?	<ul style="list-style-type: none"> <li>• <b>Strategic plans:</b> Education Development Plan; Inclusion Strategic Plan; Behaviour Support Plan – mainly consultation with the community of schools in Rotherham. Some consultation with parent representatives and interest groups</li> <li>• <b>Consultation on provision reviews of specialist provision</b> for pupils with Special and Additional Needs - mainly consultation with the community of schools in Rotherham. Some consultation with parent representatives and interest groups. Publication of notices for legal changes to designation of schools</li> <li>• <b>Consultation on reviews of support services-</b> mainly consultation with the community of schools in Rotherham. Some consultation with parent representatives and interest groups.</li> </ul>
How effective is your PA in terms	<ul style="list-style-type: none"> <li>• Strong consultation and partnership working with local communities of schools</li> <li>• Strong involvement with interest groups: Downs Association; Autism; Sensory Impairment</li> </ul>

Community Involvement RMBC Assessment Questions	Please note that Inclusive Learning Communities (Inclusion) within ECALS are central services and not schools. Due to the diversity of service delivery Community Learning & Young People's have responded separately. The responses below relate to Inclusion Services (Educational Psychology, Education Welfare, Inclusion Support Services, Assessment Services : SEN & Assessment) and are at service level and not across the whole PA	
of involving communities of interest?	<ul style="list-style-type: none"> <li>Partnership working with groups and organisations with common interests eg crime and disorder</li> </ul>	
What resources does your PA use to involve communities?	<ul style="list-style-type: none"> <li>Staff time</li> <li>Funding (venues, refreshments, materials)</li> </ul>	
What KPI's does your PA use to measure Community Involvement?	<ul style="list-style-type: none"> <li>Number of parents attending non school attendance panel and the outcomes for each case are reported formally.</li> <li>Parental involvement in workshops, use of Parent Partnership Service website are monitored by services.</li> </ul>	

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1.</b>	<b>Meeting:</b>	<b>Cabinet Member and Advisors meeting</b>
<b>2.</b>	<b>Date:</b>	<b>Friday 6<sup>th</sup> May 2005</b>
<b>3.</b>	<b>Title:</b>	<b>Cabinet Report regarding the Community Development Strategy and Action Plan for Rotherham</b>
<b>4.</b>	<b>Programme Area:</b>	<b>Chief Executives Department</b>

**5. Summary**

A progress report on the Community Development Strategy was presented to the Cabinet Member and Advisors' meeting in November 2004. Further work was required at that time to develop an Action Plan to ensure its implementation. That work has now been completed, in partnership with other Programme Areas and external partners, and appears here as a final draft for Members to consider, prior to its presentation to Cabinet and the LSP Board.

**6. Recommendations**

**The Cabinet Member and Advisors are asked to consider the attached draft report concerning the Community Development Strategy and Action Plan, prior to its submission to Cabinet and the Local Strategic Partnership Board.**

## **7. Proposals and Details**

'Vibrant Communities – Vital to Rotherham' is the revised Community Development Strategy, produced by the Community Development and Involvement Partnership (C.D.I.P.) on behalf of the Rotherham Partnership. The Strategy and Action Plan appear as Appendix A and B to the attached draft Cabinet report.

The strategy takes stock of progress since June 2001, in particular the development of local community partnerships and the Community Empowerment Network, and the growing commitment of all partners to community engagement and civil renewal. The strategy proposes a new focus on the Neighbourhood Renewal areas and support for communities of interest.

## **8. Finance**

The financial implications of the Strategy are outlined in the draft Cabinet report, attached.

## **9. Risks and Uncertainties**

Please refer to the draft Cabinet report attached.

## **10. Policy and Performance Agenda Implications**

Please refer to the draft Cabinet report attached.

## **11. Background Papers and Consultation**

'Building Civil Renewal' [Civil Renewal Unit of the Home Office, January 2004].

'The Role of the voluntary And Community Sector in Service Delivery' [The Treasury, September 2002]

'Change-Up' [Home Office, 2004]

The strategy is the product of partnership working and involvement opportunities organised through the Community Development and Involvement Partnership Spoke (C.D.I.P.).



The paper has been discussed by:

Lee Adams, RMBC Assistant Chief Executive;

Alison Penn, External and Regional Affairs Manager;

Tom Cray, Executive Director, Housing and Environmental Services;

Andrew Balchin, Head of Neighbourhood Development Services;

Dave Roddis, Acting Performance and Development Manager H. & E.S.

and Michael Walker, Performance and Quality Manager.

Contact Name : Phil Rees, Partnerships Officer (Community and Voluntary Sector),  
External Affairs Unit x 2738, [phil.rees@rotherham.gov.uk](mailto:phil.rees@rotherham.gov.uk)

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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1.	<b>Meeting:</b>	<b>Cabinet</b>
2.	<b>Date:</b>	<b>May 2005</b>
3.	<b>Title:</b>	<b>Community Development Strategy and Action Plan</b>
4.	<b>Programme Area:</b>	<b>Chief Executives Department and Neighbourhoods Programme Area</b>

## 5. Summary

The attached Community Development Strategy and Action Plan has been developed and produced by the Community Development and Involvement Partnership, at the request of the Local Strategic Partnership. The strategy shows how community development contributes to local and national government objectives, engaging and empowering communities.

The Community Development Strategy and Action Plan has previously been submitted to the Cabinet Member for Community Planning and Social Inclusion during the drafting stage, and to the Corporate Management Team, and comments from all Programme Areas have been incorporated into the final draft. Other partners – the Primary Care Trust and the Police - are also in receipt of this final draft and are taking it through their organisations for approval. The Strategy and Action Plan will then be referred to the Local Strategic Partnership for endorsement as a partnership document.

## 6. Recommendations

**Cabinet is asked to:**

- 1. Endorse the Community Development Strategy and adopt the Action Plan.**
- 2. Agree to embed the specific actions in the Corporate Plan and Service Plans to ensure implementation.**
- 3. Designate the Executive Director for Neighbourhoods as the lead officer to implement this strategy.**
- 4. Forward the Strategy to the LSP Board for approval at the earliest opportunity.**

## **7. Proposals and Details**

The production of a Community Development Strategy for Rotherham was a key commitment in the 2004/05 Year Ahead statement. The process began with a review of the June 2001 Community Development Strategy and took account of key developments since that time, including:

- Changes to the Area Assemblies, and the transfer of Area Assembly staffing support to the new Neighbourhoods Programme Area
- The implementation of Community Planning processes
- The increasing emphasis of Government Policy on encouraging civil renewal and strengthening the voluntary and community sectors' roles in service delivery
- The development of a number of local Community Partnerships across the Borough
- The requirement for the LSP to engage effectively with the community through a Community Empowerment Network
- A higher profile for social enterprise, especially in relation to economic development and public service delivery
- Strengthening of Government policy in relation to community development.

A sub-group of the Community Development and Involvement Partnership, led by the Chief Executive's Office and including staff from Neighbourhoods, other Programme Areas and partner agencies, worked on the strategy, which appears as Appendix A to this report. This sub-group also developed the Action Plan attached as Appendix B. The Action Plan identifies lead agencies and partners and a timeframe for the delivery of the Action Points. As the partner with the lead role in civil renewal, the Council, and the Neighbourhoods Programme Area in particular, is identified as a key player in the delivery of the strategy. It is important, therefore, that the Action Plan is addressed as part of the Council's service planning process. Appendix C sets out some of the key Action Points for RMBC.

## **8. Finance**

The delivery of the Community Development Strategy will have resource implications for the lead partners. In particular, it will require RMBC to consider how a community development way of working is increasingly integrated into service delivery.

The VAR bid to the Sub-Regional Investment Plan requests additional funding for community development staff to support communities of interest in the borough, as identified in the Neighbourhood Renewal Strategy for Rotherham. If successful, this would add to the infrastructure support available in the borough and fill a significant gap in provision.

## **9. Risks and Uncertainties**

Most of the funding for Community Development Workers employed by VAR ended on 31<sup>st</sup> March 2005. Ten front-line posts were lost, leaving six CDWs with VAR, operating in the Neighbourhood Renewal Areas in 2005/06.

The challenge, therefore, is to spread community development values and skills across a wider range of staff working in communities and with communities of interest, to co-ordinate their work more effectively, both across the Council and with partner agencies.

## **10. Policy and Performance Agenda Implications**

### Corporate and LSP priorities

The Community Development Strategy underpins the delivery of the Community Strategy, Corporate Plan and the Neighbourhood Renewal Strategy. By encouraging community activity at different levels, it increases the Council's capacity to engage effectively with local communities and communities of interest, and the capacity of communities to partner the Council's efforts to improve services and the quality of life in the borough.

It will contribute towards all the Community Strategy and Corporate Plan priorities – especially Rotherham Proud, which refers to Rotherham being, “made up of strong, sustainable communities, both of place and interest, and there will be many opportunities to be involved in civic life and local decision making.”

The strategy has an underpinning role in the Neighbourhood Renewal Strategy, by promoting and ensuring that local people are able to engage fully in the improvement of their own neighbourhood. As referred to in the equalities section below, the Community Development Strategy has identified a clear focus on supporting deprived communities in the first instance in order to promote their engagement in the process of renewal. The NRS recognises that community involvement should be at the heart of neighbourhood renewal. It states that delivery of the 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”. The Community Development Strategy has directly responded to this need.

Recently there have been a number of papers from Government, the Home Office and the Office of the Deputy Prime Minister in particular, emphasising the importance of civil renewal. The Council's efforts to respond to these papers will stand it in good stead when it comes to the next round of CPA. A further report on the wider policy implications of the Government's civil renewal agenda will be tabled in the near future.

### Cross Cutting Issues

#### Sustainability

The Strategy has undergone a sustainability appraisal, scoring very positive impact ratings under the following headings:

- Education and training to build skills and capacity
- Vibrant communities which participate in decision making
- Local needs met locally

- Social inclusion and equality across all sectors, and
- Partnership and participative approach.

With effect from 1<sup>st</sup> April 2005, the number of front-line Community Development Workers employed by VAR reduced from 16 to 6, with the latter operating in the Neighbourhood Renewal areas for a further 12 months. The Community Development Strategy seeks to address this situation, however, by encouraging all staff working in communities to adopt a community development way of working, and ensuring that their work is better co-ordinated and focussed on outcomes beneficial to the communities. If community development support is not provided in this way it is unlikely that the Council's efforts to engage communities in regeneration and renewal activities will produce sustainable results.

Encouraging local people to become engaged and involved in the regeneration of their own neighbourhood increases the chances of sustainable development in those communities. The effective engagement of local people, and good quality 'on the ground' consultation is becoming an essential requirement of large scale regeneration and planning programmes, for example, the Housing Market Renewal Pathfinder and the Local Development Framework process.

### Fairness

A commitment to equal opportunities is a core value of community development work. Community development is a key tool for involving groups the Council and other agencies find hard to reach and the strategy recognises the need to focus anew on developing communities of interest as well as communities of place. The Community Cohesion agenda in particular requires skilled community development to provide help and guidance to local communities as well as facilitate relationships with larger organisations. The focus of the strategy is to help "the most deprived and vulnerable communities of place and interest, where lack of community involvement and capacity impedes sustainable regeneration", ensuring that communities most in need of support will be prioritised.

## **11. Background Papers and Consultation**

'Vibrant Communities – Vital to Rotherham, a strategy to engage communities in civil renewal 2005 to 2008'

'Building Civil Renewal' [Civil Renewal Unit of the Home Office, January 2004].

'The Role of the voluntary And Community Sector in Service Delivery' [The Treasury, September 2002]

'Change-Up' [Home Office, 2004]

'Firm Foundations' – The Government's Framework for Community Capacity Building [Home Office] December 2004.

'Sustainable Communities – People, Places, Prosperity' [ODPM] January 2005.

### **Contact Name :**

Phil Rees, Partnerships Officer (Community and Voluntary Sectors), External Affairs Unit x 2738, [phil.rees@rotherham.gov.uk](mailto:phil.rees@rotherham.gov.uk)

## Appendix A

### Vibrant Communities – Vital to Rotherham

A strategy to engage communities in civil renewal, 2005 - 2008.

#### Mission

**Building strong communities to build a better future.**

#### Vision

**The Rotherham Partnership will make Rotherham a place where communities have a leading role in their own development, in partnership working, and the future of Rotherham.**

**February 2005.**

## Vibrant Communities – Vital to Rotherham

### **1. Introduction**

In June 2001 the Rotherham Partnership adopted a Community Development Strategy. Since that time there has been considerable progress, both locally and nationally, in policy developments that recognise the importance of engaging fully with local communities at all levels, and supporting local people to become more involved in their own communities.

At a national level, for example, the Government has recognised the importance of active citizenship. In its paper on 'Building Civil Renewal', it identifies that;

**“Civil renewal depends on people having the skills, confidence and opportunities to contribute actively in their communities, to engage with civic institutions and democratic processes, to be able to influence the policies and services that effect their lives, and to make the most of their communities’ human, financial and physical assets.”**

This implicit commitment to community development is made explicit in a subsequent Home Office paper called, 'Firm foundations'<sup>1</sup>. This paper, on Community Capacity Building, highlights the need to,

**“adopt a community development approach, accepting as a starting point the values on which community development is based”**

Locally too, there has been progress. 'Community Planning' is becoming a formal part of the main agencies' planning processes – developing mechanisms to enable local people to contribute their views, influence the services they receive and deliver improvements through their own initiatives.<sup>2</sup> The main delivery partners have already started to implement services that are more responsive to neighbourhood and individual requirements through improved consultation and more effective ways of working. The Council, for example, has set up a new Neighbourhoods Programme Area that focuses on co-ordinated service delivery and enables residents to influence and play a role in their own neighbourhoods. This builds on experience gained through area based initiatives and Rotherham's piloting of Neighbourhood Management.

The infrastructure of the voluntary and community sector has also grown stronger since 2001, with the significant expansion of local community partnerships, the beginnings of network organisations serving communities of interest, and the establishment of the Community Empowerment Network. Bodies such as Voluntary Action Rotherham are reviewing and developing

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<sup>1</sup> 'Firm Foundations' is published by the Home Office. 8th December 2004,

<sup>2</sup> Local action planning is also mentioned as one of four priorities in the 'Firm Foundations' paper, and we can, therefore, take pride in the progress made in the borough to embed this commitment to civil renewal.

their services, as well as supporting the Community Empowerment Network which now feeds directly into the Local Strategic Partnership.

‘Vibrant Communities – Vital to Rotherham’ is the product of a review of the 2001 Community Development Strategy and the national and local changes outlined above. It also looks to the future and the challenges of managing change in the context of civil renewal and the decline of external funding.

The revised strategy begins by setting out the Rotherham Partnerships’ Vision, Aims and Objectives for community development in the Borough, as well as the outcomes we would like to achieve. This is then set into a national and local context, exploring the contribution that community development work will make in achieving the broader aims of civil and neighbourhood renewal, and improved and more responsive service delivery.

It is important that there is a common understanding of the term *community development*, and the strategy provides a definition. It also recognises that community development must work at a number of different levels – from grass roots work with organisations and individuals, through to helping partner agencies remove barriers to participation, enabling communities and communities of interest to have a greater influence over their own lives.

In approving the review of the original strategy of June 2001, the LSP Board requested:

**“a set of specific and realisable aims and objectives that encompass what we want from developed communities; how we provide for the differing needs and aspirations; and a clear direction for the work which all partners can support and take forward”.**

The review of the original strategy and analysis of the current situation, gaps and issues to address, has met these requirements, and produced an implementation Action Plan. Both the revised strategy and the Action Plan identify the need for community development support at four different levels – local groups, partnerships, borough-wide networks, and agencies – thereby providing a comprehensive way forward.

When the review was launched at a conference event in November 2003 – attended by 130 representatives of communities and agencies across the borough - one of the main conclusions was the need for all partners to implement the strategy once it has been approved by the Rotherham Partnership.

**All Rotherham partners have contributed to this document through the review process and that partnership working now needs to continue into the implementation phase.**



## **2. The Mission, Vision, and Focus**

The following Mission and Vision statements were distilled from the review process:

### **Mission**

**Building strong communities to build a better future.**

### **Vision**

**The Rotherham Partnership will make Rotherham a place where communities have a leading role in their own development, in partnership working, and the future of Rotherham.**

### **Focus**

The review process also concluded that the focus of the revised strategy should be:

**To ensure that community development resources are prioritised to build civil renewal in the most deprived and vulnerable communities of place and interest, where the lack of community involvement and capacity impedes sustainable regeneration.**

## **3. Aims, Strategic Objectives and strategic indicators**

From the consultation process, the detailed review of the June 2001 strategic objectives, and the analysis of 'where we are now', the following **aims** have been identified:

- 3.1 To create community organisations which are diverse and inclusive, vibrant and independent, creative and influential, well-governed and sustainable.**
- 3.2 To achieve effective engagement between agencies and communities**
- 3.3 To provide quality support for communities and partners at all levels of operation**

To achieve these aims and reflect the new focus on neighbourhood renewal areas and communities of interest, the following strategic objectives have been identified for the period 2005- 2008.

**To create community organisations which are diverse and inclusive, vibrant and independent, creative and influential, well-governed and sustainable we will:**

- 3.1.a To increase by 10% per year the number of community organisations in the Neighbourhood Renewal Areas<sup>3</sup>**

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<sup>3</sup> The baseline for this will be prepared by staff in Neighbourhoods as part of the information gathering stage. The information will come from local knowledge / sources such as the 'Help in Hand Directory' etc. provided by the Library Service.

- 3.1.b To ensure that each of the 8 communities of interest identified in the NRS has a network and the capacity to articulate the interests of those communities by 2008**
- 3.1.c To ensure that each community partnership in the NR areas has the capacity to deliver activity and outcomes beneficial to the communities, and endorsed by them, by 2007**
- 3.1.d Enable Community Partnerships to diversify their income base to become more sustainable post 2008.**
- 3.1.e Encourage each community partnership in the NR areas to implement a development framework and attain measurable improvements, in terms of inclusivity, influence, communications and capacity, by 2008.**
- 3.1.f To bring the percentage of people who participate in local voluntary and community sector organisations in the NR areas in line with the borough average by 2008<sup>4</sup>**
- 3.1.g To develop borough level voluntary and community sector networks, which will identify issues, develop accountability, and influence decision-making.**

**To achieve effective engagement between agencies and communities we will:**

- 3.2.a Agencies to continue to develop opportunities and structures which increase the influence of communities.**
- 3.2.b To strengthen the links between the local partnerships, the Community Empowerment Network and the Rotherham Partnership**
- 3.2.c Agree clear Community Planning processes to facilitate effective engagement and influence within partner bodies**
- 3.2.d Bring the percentage of people in neighbourhood renewal areas who feel that service delivery agencies are good at involving the public in the decision making process in line with the borough average<sup>5</sup>**
- 3.2.e To establish a working Compact and Codes of Good Practice between service delivery agencies and the voluntary and community sector**

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<sup>4</sup> Reachout 9, march 2004, calculated the borough average at 22%.

<sup>5</sup> Reachout 7 conducted in 2003 established the following baseline figures: RMBC = 34%; PCT = 19%; Police = 22%. Reachout 11 will refresh these figures in 2005.

To provide quality support for communities and partners at all levels of operation we will

**3.3.a Implement an appropriate performance management framework, to monitor and evaluate the delivery of community development outcomes**

**3.3.b Increase, year on year, the number of staff involved in community development with accredited skills / relevant qualifications**

#### **4. What is community development?**

The Community Development Strategy of June 2001 defined community development as being about,

**“The active involvement of people in the issues which affect their lives. It is a process based on the development of an open and equal partnership between all those involved, to enable sharing of skills, knowledge and experience. It is initially concerned to address issues of powerlessness and disadvantage at local level”.**

The review process found this definition to be essentially correct - the only weak point being its failure to specify “all those involved” in the community development process. This revised strategy is clear in recognising that communities, statutory and voluntary sector organisations, can all play a part - building strong communities to build a better future - by working in a community development way. Essentially, this will involve working to empower communities, and build their capacity to bring about quality of life improvements through their own activities and in partnership with service providers.

The Community Development Exchange (CDX)<sup>6</sup> uses a more succinct definition, consistent with the one above:

**Community development is about building active and sustainable communities based on social justice and mutual respect. It is about changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives.**

#### **5. Community Development Values**

Community development is an activity founded on clear values. The Government’s Framework for Community Capacity Building, ‘Firm Foundations’, identifies the following six values:

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<sup>6</sup> CDX is an autonomous member organisation of community development practitioners, funded in the main by the Active Communities Directorate within the Home Office.

**Social Justice** – Enabling people to claim their human rights, meet their needs and have greater control over the decision-making processes that affect their lives.

**Participation** – Facilitating democratic involvement by people in the issues that affect their lives based on full citizenship, autonomy and shared power, skills, knowledge and experience.

**Equality** – Challenging the attitudes of individuals and the practices of institutions and society, which discriminate against and marginalise people.

**Learning** – Recognising the skills, knowledge and expertise that people contribute and develop by taking action to tackle social, economic, political and environmental problems.

**Co-operation** – Working together to identify and undertake action, based on mutual respect of diverse cultures and contributions.

**Environmental justice** – Enabling people to take responsibility for the environment in which they live and to take action to protect and improve it.

These values need to be encouraged by all partner agencies working with communities, if we are to maximise the impact of community development across the borough.

## **6. What are the outcomes of community development work?**

Community development work has a number of outcomes advantageous to our communities, the Rotherham Partnership and the partners within it. The following table lists five outcomes identified by the Community Development Foundation and illustrates them with examples:

<b>Outcomes of community development</b>	<b>Examples of what community development can do</b>
The personal growth and learning, and often increased employability, of the individuals who become active in community groups.	It builds self esteem and raises aspiration; Provides first-step, accessible training - easing re-entry to life-long learning; Develops skills to meet personal and community objectives;
The greater interaction of people, the enhancement of their sense of community and their greater interest in local affairs.	It combats isolation and exclusion – with benefits to health; Reduces fear of crime; Increases support mechanisms – crèches, playgroups etc. - contributing to improved employment opportunities;
Achievements by the community groups in which people have invested their activity - most of which spontaneously contributes to or complements one or more public service areas.	It achieves tangible quality of life improvements - using organisational skills and knowledge to support communities to access and generate funds, deliver, negotiate and safeguard local improvements e.g. new / restored community assets; leisure facilities; environmental improvements etc.
The authorities' or partnerships' increased understanding of the local community, and the improvement in service delivery which this leads to.	It helps to identify needs e.g. using Planning for Real® / Community Planning skills etc.; It brings service providers together and increases direct partner involvement with organised communities – to contribute to problem-solving; It facilitates involvement contributing to the attainment of Neighbourhood Renewal floor targets
The economic value of community and voluntary activity, explicit in social economy organisations and employment initiatives but also inherent 'in kind' in most of the aspects listed above.	It contributes to an enterprise culture; stimulates and supports the growth of community / social enterprises; Sign-posts people with ideas to appropriate channels of support; And encourages volunteering.

All of these outcomes, in turn, contribute to the goal of sustainable regeneration.

This strategy will have a wide impact on communities and on the achievements of public sector organisations in Rotherham. These **outcomes** can be summarised under the Community Strategy themes as follows:

### **Rotherham Learning**

Community development will actively support increased access to learning and training. Involvement in community activity is a major source of new transferable skills for people who may not access learning in other ways.

### **Rotherham Achieving**

Community and voluntary organisations can act as a platform for community enterprise. Regeneration programmes and environmental improvements are strengthened and more lasting in impact when communities have a key role in management and leadership.

### **Rotherham Alive**

Communities will be better organised and connected with each other, providing a firmer basis for cultural and artistic activities. Community Development has been shown to impact positively on people's health and well-being.

### **Rotherham Safe**

Well organised communities are better placed to contribute to the development of local solutions and to shape community safety initiatives. They can promote a sense of identity and belonging, which reduces fear of crime.

### **Rotherham Proud**

Community development aims to strengthen the organisation of excluded groups, which will help to involve representatives in formal decision making bodies, such as school governors and Primary Care Trusts. In turn this will contribute to greater equality of access to services and resources.

The implementation of a community development approach will enhance the ability of Council Programme Areas and agencies to contribute to these priorities. It will support Education, Culture and Leisure, for example, to contribute to the Rotherham Fair priority, helping to "Increase the percentage of people from BME communities, lone parents, LGBT communities and those on low incomes accessing sport, leisure and green spaces by 50% by 2010".

It will also contribute to the delivery of the following cross-cutting themes of the Community Strategy:

### **Fairness**

A commitment to equal opportunities is a core value of community development work. Community development is a key tool for involving groups that agencies can find hard to reach, and the strategy recognises the need to focus anew on developing communities of interest as well as communities of place. Services will benefit from the increased capacity of communities to be partners in planning services and by the increased use of services by marginalised and isolated groups. The Community Cohesion agenda in particular requires skilled community development to provide help and

guidance to local communities as well as facilitate relationships with larger organisations.

### **Sustainable Development**

Encouraging local people to become engaged and involved in the regeneration of their own neighbourhood increases the chances of sustainable development in those communities. The effective engagement of local people, and good quality 'on the ground' consultation is becoming an essential requirement of large scale regeneration and planning programmes, for example, the Housing Market Renewal Pathfinder and the Local Development Framework process.

### **7. Why is it important?**

#### **The national policy 'drivers'**

Community development is important to the Government, in particular, because it:

- underpins the Government's agenda of Civil Renewal
- and supports the development of capacity within the voluntary and community sector to take on a more active role in the delivery of public services

In the foreword to the consultation paper, Building Civil Renewal [December 2003] the former Home Secretary, David Blunkett MP stated, that,

**“Civil renewal must play a central role in the Government's reform agenda in the coming years. Our vision is of a society in which citizens are inspired to make a positive difference to their communities, and are able to influence the policies and services that affect their lives.**

**Building the capacity of both individuals and groups within communities is central to the process of civil renewal, enabling local people to develop their own solutions to the issues which most affect them”.**

The main text of the consultation paper also states that,

**“Civil Renewal depends on people having the skills, confidence and opportunities to contribute actively in their communities, to engage with civic institutions and democratic processes, to be able to influence the policies and services that affect their lives, and to make the most of their communities' human, financial and physical assets.”**

Community development tackles precisely these issues.

Since 2002 the Government has been reviewing the role, remit and financial needs of the voluntary and community sector, culminating in a number of key policy documents and initiatives. These include; -

- the Treasury paper, The Role of the Voluntary & Community Sector in Service Delivery 2002 – A Cross-Cutting Review

- 'Change Up' - Capacity Building and Infrastructure Framework for the Voluntary and Community Sector (Home Office Active Partners Unit, June 2004).
- *Futurebuilders*<sup>7</sup>
- 'Firm Foundations', a Home Office review of Community Capacity Building, December 2004
- The Safer Stronger Communities Fund.<sup>8</sup>

Essentially, these papers and initiatives seek to develop the capacity of the voluntary and community sector to play a greater role in service delivery. In her Ministerial Foreword to the 'Change Up' paper, Fiona Mactaggart, Parliamentary Under Secretary for Race Equality, Community Policy and Civil Renewal, states,

**“Enabling people to become active in their communities and supporting frontline organisations is at the heart of the Government’s commitment to renewing civil society and involving voluntary and community sector organisations in service delivery, especially in meeting the needs of those who are socially excluded”.**

Once again, effective community development work is important to this agenda. It can help create community projects and enterprises to deliver and enhance local services, using local knowledge to address issues of exclusion, and it can help existing community partnerships consider such options as part of forward planning for sustainability.

#### The local 'drivers' underlining the importance of community development

Locally too, effective community development work underpins the objectives of the Rotherham Partnership and partner agencies. It contributes to:

- the Community Strategy for Rotherham and the Rotherham Partnership’s commitment to “ensuring that the Vision and Strategy are increasingly shaped by the needs and priorities of local communities”.<sup>9</sup>
- the Comprehensive Performance Assessment (CPA) proposal to “focus more on service delivery and the experience of service users”, in supporting service users and communities to comment and make active contributions to the improvement process.
- the commitment in the new vision for Rotherham, under the heading “Rotherham Proud”, that “Rotherham will be made up of strong, sustainable communities, both of place and interest, and there will be many opportunities to be involved in civic life and local decision making”.

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<sup>7</sup> The *'futurebuilders'* initiative is a £125 million fund to assist exemplary frontline organisations and social enterprises delivering frontline services to increase the scale and scope of their service delivery.

<sup>8</sup> One of the key outcomes required by this Government initiative is “To increase the capacity of local communities so that people are empowered to participate in local decision-making and are able to influence service delivery”.

<sup>9</sup> Rotherham’s Community Strategy 2002 – 2007 page 7.



- the National Policing Plan and the Home Secretary's underpinning theme of "community engagement and civil renewal" in which the Government expects all forces to engage as part of the national endeavour, and
- the Primary Care Trust's commitment to patient and public involvement, enabling "the people of Rotherham to voice their opinions and be involved in service development", enabling "the voices of excluded and vulnerable people to be heard and to facilitate the involvement of people who are not part of the traditional groups".

By encouraging active citizenship and organising community groups, partnerships and networks, community development also supports increased community involvement in:

- Local democracy
- Community Planning
- Neighbourhood renewal
- Consultations with partner agencies
- and problem-solving initiatives.

As the Neighbourhood Management Pathfinders have shown, increased levels of community involvement can lead to:

- a greater understanding and take-up of existing services
- greater understanding and satisfaction with decision-making processes and service delivery
- more effective and inclusive channels of communication
- and a positive influence on service improvement, contributing to the attainment of floor targets

It is important to recognise, however, that community development is not just about the agendas of partner agencies. Indeed, it may be about challenging those agendas. The 'Firm Foundations' paper states,

**"There will sometimes be disagreement about the preferred way forward. Those in power will need to accept that the sharing of power and responsibility requires trust and the acceptance of other points of view if it is to be achieved".**

Essentially, it is about helping both communities of place and communities of interest to identify and organise around their own issues and priorities. It is also about realising and encouraging the creative potential of communities to improve their own quality of life. Organised communities - groups and partnerships, active citizens and voluntary projects – already make a huge contribution to the well-being of the borough, by organising activities, providing accessible services, and helping to tackle social exclusion.

The following local examples illustrate what can be achieved through a community development approach.

**Outcome example A: Personal growth and learning, and often increased employability, of the individuals who become active in community groups:**

Community Development Workers often arrange 'first step' accessible training to build the capacity of local groups to move their projects forward. Examples of courses provided include ICT training, Health & Safety, Minute taking, Basic food hygiene etc. An outcome of this work is exemplified by a lady who took a basic Food Hygiene course, obtained a certificate, and went on to gain employment in a Community Centre café.

Community development work at a local level, although primarily aimed at supporting groups and collective action, can also contribute to the empowerment of individuals and greater social inclusion, by linking individuals to volunteering and learning opportunities. For example, a Community Development Worker in Dinnington enabled a local person with mental health issues to assist a local group by typing up minutes and making posters, at the same time gaining experience and receiving one- to-one informal training and confidence building from the worker.

**Outcome example B: Achievements by the community groups in which people have invested their activity - new services, projects, campaigns - most of which spontaneously contributes to or complements one or more public service areas**

Community development brings people together to achieve quality of life improvements. The Raw Energy project in Greasbrough, for example, involved the local community partnership working with local disaffected young people and a variety of agencies to develop a fishing pond. In doing so, the joint efforts of the young people, the community and their partners, brought together and supported by skilled community development work, produced a valued local amenity and tackled a difficult issue of youth nuisance in a constructive manner.

There are numerous examples of projects supported by community development, from breakfast and after school clubs - which compliment education, crime and health provision - to large regeneration projects led by local partnerships. Rawmarsh and Parkgate Partnership, for example, is leading the regeneration of Rosehill Park and the Park Hall, drawing down large sums of external funding.

**8. Community development levels of operation**

To be successful and supportive of the drive for civil renewal, Community development work is required at four different levels:

- Level One - with individuals and community groups
- Level Two - with Community Partnerships and communities of interest
- Level Three - with networks (e.g. the Network of Partnerships, and Voice – bringing together voluntary sector service providers and networks serving communities of interest, etc.)
- Level Four - with agencies and organisations – particularly those involved in the Rotherham Partnership.

At levels one, two and three community development work helps to develop the infrastructure of the community - the organisations and communication channels to help communities become influential partners and creative contributors to the well being of the borough.

Whilst it is important to recognise that this work requires specialists - skilled community development workers - it also needs a 'whole systems approach' from all partner agencies:

- the support of staff at strategic level, particularly on issues of sustainability
- the support of staff at area level – working in partnership and developing channels of communication, opportunities for community involvement etc.
- the support of front-line staff – for example:
  - Streetpride staff
  - Youth workers
  - The Library service
  - Social workers
  - Health visitors
  - Community constables
  - Neighbourhood wardensall of whom can help facilitate social inclusion, engaging with communities of interest - the people we often find hard to reach;
- And the support of Elected Members and other decision-makers – in fulfilling their community leadership role.

This collective approach is likely to involve all the above:

- encouraging volunteering and the formation of local organisations
- sign-posting and networking
- supporting with facilities and resources
- explaining the value and purpose of community involvement
- and of working in partnership.

Alongside this work, however, there is also a need for community development work at level four, facing partner agencies:

- to enable agencies to become more receptive and responsive to the needs, aspirations and priorities of the voluntary and community sector
- and to help agencies explain to communities the context and parameters of decision-making – the opportunities as well as the constraints of budgets, statutory responsibilities etc.

In this way, effective community development can “oil the wheels” of partnership working between communities and partner agencies.

## **9. Where we are now**

The following analysis of strengths, weaknesses, opportunities and threats (S.W.O.T.) provides a summary of the issues this strategy needs to address, and the subsequent text offers more detail:

Strengths	Weaknesses
<p><u>Level One – community groups</u></p> <ul style="list-style-type: none"> <li>▪ A level of community activity in the borough above the national average;</li> <li>▪ Over 15000 people involved in volunteering;</li> <li>▪ Over 1,130 voluntary and community sector groups and organisations supporting regeneration, social inclusion projects, and service delivery.</li> </ul> <p><u>Level Two – local partnerships</u></p> <ul style="list-style-type: none"> <li>▪ Community partnerships in 22 separate communities;</li> <li>▪ the majority having some form of Community Action Plan identifying local issues and actions that the community have agreed to address.</li> </ul> <p><u>Level Three - networks</u></p> <ul style="list-style-type: none"> <li>▪ The development of the Community Empowerment Network - Network of Community Partnerships; and Voice – serving communities of interest / Voluntary sector service providers;</li> </ul> <p><u>Level Four – partner agencies</u></p> <ul style="list-style-type: none"> <li>▪ Voluntary and Community Sector reps. directly elected to the Rotherham Partnership Board and CDIP</li> <li>▪ The Compact with the Vol/Com. Sector has been nationally recognised as an example of good practice</li> <li>▪ Protocols governing the relationship between the Community Empowerment Network and the Rotherham Partnership completed</li> <li>▪ Partner agencies have created a range of new opportunities for community involvement and participation –e.g. Area Assemblies; Community Planning; Improved standards of consultation; Patient and Public Involvement initiatives; and the Crime and Community Safety Partnership's problem-solving task groups.</li> </ul>	<p><u>Level One – community groups</u></p> <ul style="list-style-type: none"> <li>▪ 75% of voluntary and community sector groups are small and lack capacity to take on public service delivery;</li> <li>▪ Small groups are often self-sustaining but lack access to specialist services – e.g legal, financial, HR support.</li> <li>▪ Concerns re. the quality of development support / lack of performance management</li> </ul> <p><u>Level Two – local partnerships</u></p> <ul style="list-style-type: none"> <li>▪ The creation of local partnerships has been driven by external funding opportunities, with separate strategic outcomes, rather than by an overall community development strategy for the borough;</li> <li>▪ Need for further development support / capacity building to enable spending / maximisation of available funding opportunities;</li> <li>▪ A lack of organisational development for the 8 communities of interest identified in the Neighbourhood Renewal Strategy.</li> </ul> <p><u>Level Three - networks</u></p> <ul style="list-style-type: none"> <li>▪ The thematic networks linked to the LSP Spokes are weak or non-existent. Issues of accountability / channels of communication need to be addressed and developed to make community involvement in Rotherham Partnership Spokes and Networks more effective and democratic. This work requires resources / agency support.</li> </ul> <p><u>Level Four – partner agencies</u></p> <ul style="list-style-type: none"> <li>▪ Research findings suggest relationships / understanding of structures, respective roles and responsibilities need to be improved;</li> <li>▪ The Compact needs to be operationalised and tested</li> </ul>

Opportunities	Threats
<p><u>Levels One, Two and Three</u></p> <ul style="list-style-type: none"> <li>▪ To reposition and co-ordinate available resources to deliver this strategy, in developing the RMBC Neighbourhoods Service and partnership working at area level;</li> <li>▪ Government commitment to fund sub-regional infrastructure organisations, including specialist support through its 'Change Up' initiative;</li> <li>▪ To utilise existing research into sustainability options<sup>10</sup> to develop forward plans for the survival and / or rationalisation of community partnerships;</li> <li>▪ Government policy, CPA requirements on local authorities and other public sector bodies to further develop community involvement</li> </ul> <p><u>Level Four</u></p> <ul style="list-style-type: none"> <li>▪ Rotherham Partnership / partners are better placed to involve communities in the processes of neighbourhood renewal, wider Community Planning and the further development of the Community Strategy;</li> <li>▪ To build consideration of Community Planning priorities into the Planning frameworks of partner agencies</li> <li>▪ To contribute towards the sustainability of the sector through strategy development; procurement contracts; support for social enterprise development etc;</li> <li>▪ To apply frameworks e.g 'Active Partners' to measure and monitor the level of community involvement in regeneration / decision-making.</li> <li>▪ To commit to the implementation of the Compact and Codes of Practice and embed them within the partner agencies.</li> </ul>	<p><u>Levels One, Two and Three</u></p> <p>Changing funding environment / reduction of grant funding:</p> <ul style="list-style-type: none"> <li>▪ The Single Regeneration Budget is drawing to a close</li> <li>▪ Objective 1 expenditure needs to be committed by December 2006 and spent by December 2008</li> <li>▪ There is uncertainty surrounding the future of the Neighbourhood Renewal Fund</li> <li>▪ The funding available via the Community Fund has reduced,<sup>11</sup></li> <li>▪ The number of VAR Community Development Workers has reduced significantly, as most of the external funding ended on 31<sup>st</sup> March 2005;<sup>12</sup></li> <li>▪ Competition for survival between infrastructure organisations could lead to confusion / tensions amongst local groups and partnerships;</li> <li>▪ Sustainability issues for local partnerships - e.g. retention of staff and premises - post O1 / SRB.</li> <li>▪ The loss of partnership staff / demise of local partnerships could undermine the process of civil renewal. The change needs to be managed, and alternative sources of support need to be found / developed.</li> </ul> <p><u>Level Four</u></p> <ul style="list-style-type: none"> <li>▪ Requirement to respond to national targets / directives can impact on agencies' priorities and ability to work at local / neighbourhood level e.g. the National Intelligence Model affecting the Police.</li> <li>▪</li> </ul>

<sup>10</sup> 'South Yorkshire Coalfields Options for Sustainability Paper', produced on behalf of the South Yorkshire Coalfield Community Development Strategy Steering Group, 2004.

<sup>11</sup> Due mainly to a reduction in Lottery ticket sales.

Community Development as a “way of working” began in Rotherham in the 1990’s with the appointment of Community Development Workers by Rotherham Borough Council and the creation of Rotherham Council for Voluntary Service (now VAR) posts in Canklow and East Herringthorpe. The primary focus of the work across the borough has been to stimulate local community activity and co-ordinate this growth in activity by forming partnerships at community level.

This work has contributed to:

- a level of community activity in the borough above the national average<sup>13</sup>
- the creation of over 2000 jobs in the voluntary and community sector<sup>14</sup>
- and a total annual income for the sector of approximately £32.4 million<sup>15</sup>, supporting regeneration, social inclusion projects, and service delivery - primarily in leisure and recreation, welfare / social care, and play / youth work.

#### Level One – community groups

At **level one** the borough now benefits from:

- over 1,100 voluntary and community sector groups and organisations whose services are accessed by residents 418,000 times per year
- over 15000 people involved in volunteering

It is important to recognise, however, that 75% of these groups and organisations rely solely on local volunteer effort and are mainly financially self-sustaining. Many survive on low levels of income generation, and 50% of these groups have a turn-over of less than £2500 per annum.

#### Level Two – community partnerships

Co-ordination at **level two** - community partnership and community of interest network formation - has largely been driven by the external funding streams, available to Rotherham that target neighbourhood level development work. Funding, primarily from SRB and European Objective One, has supported community development work and the development of geographic communities in our most deprived neighbourhoods across the borough via the formation of community partnerships and the development of community action plans.

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<sup>12</sup> Neighbourhood Renewal Funding has recently been approved for a new community development service in VAR, with six development workers and a team leader, for 12 months.

<sup>13</sup> This is calculated by Government on the basis of the number of community groups per thousand population. In Rotherham we have 1130 groups divided by 251 and hence a percentage of 4.5%, with a 4% activity rate deemed to be healthy.

<sup>14</sup> Source: ‘Valuing the Voluntary and Community Sector in Rotherham’ by VAR, 2003. “Based solely on the 438 responses to the survey, the sector in Rotherham employs 483 full-time and 586 part-time paid staff, who collectively work a total of 24,240 hours per week. Extrapolating from this, the sector employs at least 2,138 people”.

<sup>15</sup> VAR’s research suggests this figure could be as high as £61 million per year.

As a consequence of a partnership approach to community development work at level two<sup>16</sup>, the borough now has:

- 46 self defined geographic communities
- community partnerships in 22 separate communities
- These partnerships are all at different levels of development but the majority now have some form of Community Action Plan identifying local issues and actions that the community has agreed to address in their neighbourhood
- And consequently, Rotherham Partnership agencies are better placed to involve communities in the processes of neighbourhood renewal, wider Community Planning and the further development of the Community Strategy.

**With the focus of external funding being geographic, however, there has been little support at level two to develop organisations serving communities of interest across the borough.**

A recent mapping exercise has shown that of the 8 priority communities of interest, identified in the Rotherham Neighbourhood Renewal Strategy, only one community, the Black and Minority Ethnic Community, has developed a fully independent network, supported by REMA. Three other networks (Asylum Seekers; Lesbian, Gay, Bisexual, Transgender [LGBT]; and young people) have a multi-agency membership. Rotherham's Older Peoples network is relatively small and is supported by both the PCT and RMBC to influence the Health & Social Care agenda. An inter-faith network is in the early stages of development and there are no networks currently in place for either women or people with disabilities, albeit in the case of disabled people there are numerous opportunities for effective engagement with statutory agencies.

### Level Three - networks

In Rotherham, at **level three**, the voluntary and community sector is in the process of developing borough-wide networks that enable the sector to engage with, and influence the Rotherham Partnership. The Community Empowerment Network, made up of Voice<sup>17</sup> and the Network of Partnerships, had links into both the Community Development & Involvement Partnership Spoke and the LSP Board. The re-organisation of the Partnership Spokes in 2005 will present a further opportunity to ensure voluntary and community sector representation at this level.

Other networks were being established to mirror the Partnership Spokes, and enable communities to feed issues into the LSP structure. Some of these networks will quite easily adapt to the new themes of the Community Strategy.

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<sup>16</sup> Support for the development of the Objective One Priority 4a Community Action Plans (CAPs), for example has involved joint work by VAR, RMBC, South Yorkshire Open Forum, Together for Regeneration, the WEA and Northern College.

<sup>17</sup> Voice is a network serving voluntary sector service providers and communities of interest.



The development of new networks aligned to the new themes of the Community Strategy is heavily dependent, however, on resources being made available to provide the necessary support.

#### Level Four – partner agencies

At **level four** - embedding a community development approach within the Rotherham Partnership agencies - the review process noted that significant progress has been made over recent years:

- Voluntary and Community Sector representatives have been directly elected onto the Partnership Board and the CDIP
- Work to develop a Compact with the Voluntary and Community Sectors has been nationally recognised as an example of good practice
- A set of protocols governing the relationship between the Community Empowerment Network (Network of Partnerships and Voice) and the Rotherham Partnership has been agreed
- and partner agencies have created a range of new opportunities for community involvement and participation.

More work can be done, however, to improve relationships between partner agencies and the voluntary and community sectors, and the Action Plan to deliver this strategy includes practical steps to achieve this goal. VAR's research highlighted the contribution the Voluntary and Community Sectors make to the borough underlined the need for improvement, noting:

- "It is more common for voluntary and community organisations to have working relationships with other organisations from within the sector than with external agencies"
- "There is a notion that many partnerships are characterised by a 'them' and 'us' relationship, and some members of the voluntary and community sector continue to feel that their participation is tokenistic".<sup>18</sup>

Community development as a way of working needs to be developed at all levels, to achieve better service delivery for those communities in the borough that are most in need. The most effective interventions are often those where the community has been directly involved in the design and delivery of service improvements. Consequently, communities need to be developed and empowered to participate at all levels and the partners responsible for service delivery need to develop ways of working that enable communities to have real influence. This is echoed in the 'Firm Foundations' document, where the Government has identified adopting "a community development approach, accepting as a starting point the values on which community development is based", as one of six key principles underpinning action to bring about change.

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<sup>18</sup> Source: 'Valuing the Voluntary and Community Sector in Rotherham' by VAR, 2003.

## **10. Current issues**

Although section 9 above, suggests community development in the borough is relatively healthy, there are a number of areas for concern:

- 10.1 The amount of external funding currently available to support neighbourhood level activity is reducing and not being replaced with similar funding streams<sup>19</sup>. Specifically:
- The Single Regeneration Budget is drawing to a close
  - Objective 1 expenditure needs to be committed by December 2006 and spent by December 2008
  - The funding available via the Community Fund has reduced,<sup>20</sup>
  - The community development service provided by VAR has reduced with effect from March 2005 as the funding ended.
- Inevitably, the reduction / redirection of external funding will require partnership working to reposition available resources to deliver this strategy.

- 10.2 The lack of a clear focus and effective coordination of community development work.

Agencies currently providing neighbourhood level support need to work together with the Voluntary and Community Sectors to focus resources and energy where growth is most needed and where the greatest impact can be made. The strategy review suggested this will involve a clearer focus on:

- Neighbourhood Renewal areas
- Development work with communities of interest
- And managing change.

**The decline of funding will inevitably impact on the Community Partnerships<sup>21</sup>, in particular, their ability to employ staff and sustain a role in regeneration and civil renewal. In reality, some rationalisation and sharing of resources will be required, along with effective forward planning to maximise the options for sustainability.**

There are significant resources involved in front-line work with communities. The Action Plan to implement this strategy flags up the need to review and address the issue of co-ordinating and targeting this support. **Adopting a community development approach, as suggested in 'Firm Foundations', is extremely important, therefore, in the context of this changing environment.**

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<sup>19</sup> See: The demise of SRB, VAR 2004

<sup>20</sup> Due mainly to a reduction in Lottery ticket sales.

<sup>21</sup> The 'Firm Foundations' document refers to the importance of community "anchor organisations". Local partnerships have the potential to fulfil this role in Rotherham.

### 10.3 The need to improve partnership working between the Voluntary and Community Sectors and partner agencies

A recent Community Development and Involvement Partnership survey noted that local Community Partnerships believed that through working collectively they could influence decisions within their neighbourhoods. However, when asked how they felt their views were listened to by the statutory agencies most replied either 'partially' or 'rarely'. Many respondents stated that they would welcome the opportunity to work with agencies, but that there needed to be greater involvement and cooperation between them. **The revised Community Development Strategy, therefore, argues that agencies need to develop better ways to both engage with communities and enable communities to have real influence.**

### 10.4 The need to improve the quality of community development support

The review process recognised that a number of factors have impacted adversely on the quality of community development work since 2001:

- No shared understanding of community development or clear vision of community development outcomes amongst partners involved in the process
- A period of organisational change and uncertainty, related to the transfer of Community Development Workers from Rotherham MBC to VAR in April 2002
- A period of organisational change / lack of management capacity within VAR
- Significant changes / staff turnover / recruitment difficulties within the CDW team following the appointment of experienced CDW staff to the Council's team of Community Planning Officers
- The lack of professional development work experience amongst new recruits
- The difficulty of recruiting and retaining experienced managers
- The lack of a performance management framework linked to the delivery of community development outcomes agreed by partners
- The constant pressure to secure external funding from a variety of sources to continue and develop the work diverts energy from attaining outcomes and
- Makes the delivery of a strategy more difficult, as there are a number of pipers "calling the tune"

It is essential, therefore, that this revised strategy addresses the issues of quality and performance management to ensure our communities receive the development support they require:

- to play a full role as partners in social and economic regeneration
- to deliver their own agendas for improvement and influence improved service delivery
- and continue to contribute to the well being of the borough.

**A number of action points have been identified through the review process and flow from the strategic objectives in this paper. The attached Action Plan identifies actions to deliver the objectives and the three main aims of the strategy, and suggests lead agencies and partners and a time frame for implementation.**

## **Appendix B. Community Development Strategy Action Plan.**

The following tables set out :

- the aims of the strategy,
- our objectives in delivering the aims,
- and a list of action points contributing to the successful delivery of the objectives.

The **objectives** will achieve the following broad **outcomes** identified in the text of the strategy:

1. The personal growth and learning, and often increased employability, of the individuals who become active in community groups
2. The greater interaction of people, the enhancement of their sense of community and their greater interest in local affairs
3. Achievements by the community groups in which people have invested their activity - most of which spontaneously contributes to or complements one or more public service areas
4. The authorities' or partnerships' increased understanding of the local community, and the improvement in service delivery which this leads to
5. The economic value of community and voluntary activity, explicit in social economy organisations and employment initiatives but also inherent 'in kind' in most of the aspects listed above.

These numbered **outcomes** are linked to the specific objectives in the Action Plan, with the primary outcome noted in bold text.

The partners involved in the delivery of the action points are identified and where necessary suggested **lead agencies** are noted in bold text.

The action points are prioritised for delivery in year one, two or three of the strategy.

There is also a column in the tables to record the **outputs** we expect to achieve by implementing the actions.

<b>Community Strategy Aims and Objectives</b>					
<b>Aim</b>					
<b>3.1</b>	<b>To create voluntary and community groups and organisations which are diverse and inclusive, vibrant and independent, creative and influential, well-governed and sustainable.</b>				
	<b>Objective</b>				
<b>3.1. a</b>	<b>To increase by 10% per year the number of community organisations in the Neighbourhood Renewal Areas</b>			<b>Outcomes</b> 1 2 3	
	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>	
1	Identify local needs from local statistics, NR floor targets, and community priorities to produce a workplan	<b>RMBC Chief Executive's Office</b> and Neighbourhoods Programme Area	Year 1	Neighbourhood statistics / profiles	
2	Locate community development resources in NR areas to generate local activity to address identified needs and aspirations	RMBC, PCT, Police, Learning providers, VAR	Year 1	Effective co-ordination / local teams	
3	Establish a Multi-Agency Steering Group (including the Community Empowerment Network) to oversee the development of resources	<b>RMBC</b> , PCT, Police, Learning providers, VAR	Year 1	Multi-Agency Group established linked to CDIP	
4	Assess options available for future funding of community development work in NR Areas	Multi-Agency Steering Group	Years 1 -3	Reports to CDIP and LSP Board	

	Objective			
3.1. b	To ensure that each of the 8 communities of interest identified in the NRS has a network and the capacity to articulate the interests of those communities by 2008			Outcomes 1 2 3
	Actions	Responsibility	Timeframe	Outputs
1	Identify gaps from existing assessments / mapping of communities of interest, and identify staffing needs	Multi-Agency Steering Group	Year 1	Report to CDIP
2	Determine resources required, develop funding options and identify forward plan	Multi-Agency Steering Group	Year 2	Report to CEN and CDIP
3	Establish dedicated officers to address the needs identified above	RMBC Neighbourhoods	Year 1	Staff appointed / responsibilities determined
	Objective			
3.1. c	To ensure that each community partnership in the NR areas has the capacity to deliver activity beneficial to the communities by 2007			Outcomes 1 2 3 5
	Actions	Responsibility	Timeframe	Outputs
1	Provide support to translate local needs into project approvals so that funding / resources can be secured	RMBC – P4a Forward Planning Group and P4 Workers Group	Year 1	Number of approved projects
2	Support the delivery of activities and ensure that the benefits are felt by the communities	RMBC – P4a Forward Planning Group and P4 Workers Group	Year 1	Output reports from front-line staff
3	Develop an appropriate external funding exit strategy	NoP and Voice, VAR RMBC	Year 2	Succession Plan produced

<b>Objective</b>				
<b>3.1.d</b>	<b>Enable Community Partnerships to diversify their income base to become more sustainable post 2008.</b>			<b>Outcomes</b> <b>5</b>
	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>
1	Partner agencies to contribute towards the sustainability of community partnerships through grant contributions; implementing the Funding Code of Practice; purchasing information; procuring services etc.	RMBC, PCT, Police, Learning providers, VAR.	Year 1	A range of supportive measures are in place.
2	Organise training for front-line staff working in NR communities on community enterprise development and procurement-contracting	RMBC, PCT, Police, Learning providers, VAR.	Year 1	Multi-agency training events
3	Baseline the % of the procurement budgets of statutory agencies spent on purchasing services from the voluntary and community sector	RMBC, <b>PCT</b> , Police, Learning providers, VAR.	Year 1	Baseline report
4	Encourage the growth of procurement contracting with the voluntary and community sector by organising an annual procurement fair, or linking into the Footsie 100 Social Enterprise event.	Rotherham Social Enterprise Unit	Years 2 & 3	Promotional event
5	Promote commissioning / procurement contracting opportunities within the vol/com sector to encourage sustainability	RMBC, <b>PCT</b> , Police, Learning providers, VAR.	Years 1 - 3	Information on CEN website



	<b>Action Points</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>
6	Develop contract management skills within NR community partnerships	VAR <b>Rotherham Social Enterprise Unit</b>	Years 2 – 3	Accreditation
7	Identify potential for social enterprises / service contracting through Community Planning	RMBC Neighbourhoods P.A.	Years 1 - 3	New community enterprises / contracts
8	Provide advice to NR community partnerships on business start-ups	Rotherham Social Enterprise Unit, Chamber of Commerce, <b>Business Link</b>	Years 1 - 3	Information on CEN website
9	Attain and implement quality standards to enable vol/com organisations to secure service delivery contracts	VAR	Years 1	Increased number of groups with accredited quality standards.

<b>Objective</b>				
<b>3.1. e</b>	<b>Encourage each community partnership in the NR areas to implement a development framework and attain measurable improvements, in terms of inclusivity, influence, communications and capacity, by 2008.</b>			<b><u>Outcomes</u></b> <b>1 2</b>
	<b>Action Points</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>
1	Introduce a development framework, such as Active Partners or the Community Economic Development framework, as a facilitated process to all NR community partnerships	VAR RMBC Neighbourhoods P.A.	Year 1	Number of Community Partnerships committing to undertake this assessment activity.
2	Implement the development framework with NR community partnerships	VAR RMBC Community Partnerships	Years 1 – 3	Framework implemented
3	Support NR Community Partnerships to produce and monitor the development framework Action Plans	VAR RMBC Community Partnerships	Years 1 – 3	Action Plans
4	Support NR Community Partnerships to implement their Action Plans	VAR RMBC	Years 1 – 3	Reports from front-line staff

<b>Objective</b>				<b>Outcomes</b> 2 4 5	
<b>To bring the percentage of people who participate in local voluntary and community sector organisations in the NR areas in line with the borough average by 2008</b>				<b>Outcomes</b> 2 4 5	
<b>3.1. f</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>	
1	Conduct a base-line survey of community activity / involvement, in the NR areas and review every year.	RMBC Neighbourhoods P.A.	Year 1	Base-line report produced	
2	Establish a Volunteer Service for Rotherham in 2005.	Make A Difference Volunteering	Year 1	Volunteer Service established	
3	Promote opportunities for volunteering, e.g. at Community Planning 'events' and via communication channels (e.g. Council Matters etc.)	RMBC, Police, PCT, Learning providers, <b>Make a Difference Volunteering</b> VAR	Years 1 - 3	One article per issue of Council Matters re. the merits of volunteering	
<b>Objective</b>				<b>Outcomes</b> 2 3 4	
<b>3.1 g</b>	<b>To develop borough level voluntary and community sector networks, which will identify issues, develop accountability, and influence decision-making.</b>			<b>Outcomes</b> 2 3 4	
	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>	
1	Identify and secure resources to establish a structure of voluntary and community sector networks at borough level to underpin the LSP structure.	Community Empowerment Network – NoP & Voice, <b>VAR</b>	Year 1	Structure agreed	
2	Establish and / or develop borough level networks	RMBC, PCT, Police, Learning providers, VAR.	Year 2	Networks established	

	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>
3	Promote / market this infrastructure within the voluntary and community sector and across agencies	<b>RMBC</b> , Police, PCT, Learning providers and <b>VAR</b> , CEN	Years 2 - 3	Infrastructure diagrams and reports published / distributed
	<b>Aim</b>			
<b>3.2</b>	<b>To develop effective engagement between agencies and communities</b>			
	<b>Objective</b>			
<b>3.2 a</b>	<b>Agencies to continue to develop opportunities and structures which increase the influence of communities</b>			<b><u>Outcomes</u></b> <b>2 4</b>
	<b>Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>
1	Produce and implement a Rotherham Community Involvement and Participation Strategy	<b>RMBC</b> , Police, <b>PCT</b> , Learning providers	Year 2	Strategy produced and presented to CDIP and LSP Board
2	Agencies to clarify how they will respond to issues arising from community involvement, engagement with the Community Empowerment and other Networks, and from Community Planning <sup>1</sup>	<b>RMBC</b> , Police, PCT, Learning providers	Year 1	Protocols produced, approved and distributed.

<sup>1</sup> The process needs to be clear from the point the issues are raised, and include information on who will consider the issues and when, and how feedback will be given within an agreed timeframe, including actions to be taken or reasons for not proceeding. A commitment to review this process is also required.

	<b>Action Points</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>
3	Consult with local Partnerships and communities of interest in the Neighbourhood Renewal areas and establish clear, accessible and appropriate Neighbourhood Management delivery mechanisms	<b>RMBC</b> , Police, PCT	Year 2	Agreed structures
4	Increase the influence of local community partnerships and communities of interest within the NR areas, year on year, by agencies implementing relevant action points from: <ul style="list-style-type: none"> <li>- Community Planning</li> <li>- the Community Empowerment Network Performance Management Framework Action Plan</li> <li>- and the chosen development framework Action Plans</li> </ul>	<b>RMBC</b> , Police, PCT	Years 1 - 3	Action points implemented

<b>Objective</b>					
<b>3.2 b</b>	<b>To strengthen the links between the local partnerships, the Community Empowerment Network and the Rotherham Partnership</b>			<b><u>Outcomes</u> 2 4</b>	
	<b>Action Points</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>	
1	Actively support the Community Empowerment Network and the thematic networks linked to the LSP spokes, e.g. by providing admin. support; free use of rooms; staff support etc.	RMBC, Police, PCT, Learning providers	Years 1 – 3	Increased participation in NoP and thematic networks	
2	Utilise the CEN website and community newsletters to promote community issues and demonstrate increased community influence	RMBC, Police, PCT, Learning providers	Years 1 – 3	Articles / information sharing in CEN postings	
3	Utilise the CEN website and community newsletters to track community issues and demonstrate increased community influence	Multi-Agency Group	Years 1 – 3	Articles / information sharing in CEN postings	
<b>3.2 c</b>	<b>Agree clear Community Planning processes to facilitate effective engagement and influence</b>			<b><u>Outcomes</u> 4</b>	
	<b>Action Points</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>	
1	Identify and implement ways to engage the communities of interest in Community Planning, and include Action Plans and a time frame for doing so in the Community Planning Model.	RMBC Community Planning Core Group	Years 1 – 3	Action plans to engage communities of interest	

	<b>Action Points</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>
2	Service delivery agencies to agree ways to take account of and respond to Community Planning priorities when service planning, setting budgets etc.	RMBC, Police, PCT, Learning providers	Year 1	Actions included in service plans and delivered
	<b>Objective</b>			
<b>3.2 d</b>	<b>Bring the percentage of people in neighbourhood renewal areas who feel that service delivery agencies are good at involving the public in the decision making process in line with the borough average</b>			<b>Outcomes</b> 2 4
	<b>Action Points</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>
1	Baseline the percentage of people in the NR areas who feel that service providers / statutory agencies are good at involving the public in the decision making process	RMBC Chief Executive's Office and Neighbourhoods	Year 1	Statistical report
2	Establish a time frame for achieving the objective once a baseline has been developed	RMBC Chief Executive's Office and <b>Neighbourhoods</b> , PCT and Police	Year 1	Time frame established
3	Monitor the satisfaction of participants involved in the Neighbourhood Renewal and Management structures, evaluate responses and implement improvements	RMBC Neighbourhoods, PCT and Police	Years 2 & 3	Monitoring Report
4	Adopt, develop and implement best practice in communications and seek external accreditation / approval for these communication mechanisms	RMBC Neighbourhoods, PCT and Police	Year 2	Communication methods cited as good practice

	<b>Objective</b>			
<b>3.2 e</b>	<b>To establish a working Compact and Codes of Good Practice between service delivery agencies and the voluntary and community sector</b>			<b><u>Outcomes</u></b> <b>4</b>
	<b>Action Points</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>
1	Compact implementation Group to report to the LSP Board on the Impact Assessment and the Action Plans to ensure compliance with the approved Codes of Good Practice.	Compact Implementation Group	Year 1	Adoption of the Codes of Good Practice
2	Develop and implement a Compact monitoring and review process	Compact Implementation Group	Year 1	Monitoring and review process in place
3	Develop and implement an arbitration process to ensure compliance	Compact Implementation Group	Year 1	Arbitration process in place
	<b>Aim</b>			
<b>3.3</b>	<b>To provide quality community development support at all levels of operation</b>			
	<b>Objective</b>			
<b>3.3 a</b>	<b>Implement an appropriate performance management framework, to monitor and evaluate the delivery of community development outcomes</b>			<b><u>Outcomes</u></b> <b>1 2</b>
	<b>Action Points</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>
1	Prepare a concise statement of community development principles and values, with examples of good practice and the outcomes community development can secure, as a tool for partner agencies, communities, and for new staff.	RMBC Chief Executive's Office, PCT and Police	Year 1	Booklet / posters produced



	<b>Action Points</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outputs</b>
2	Identify staff with supporting roles in community development and the respective contributions they can make to community development outcomes at all levels, e.g. Young People's Service staff engaging young people as a community of interest. Include these contributions within the performance management framework.	RMBC Neighbourhoods, PCT, Police and Learning providers	Year 1	Staffing maps per NR area and community of interest
3	Each partner agency to assign a member of staff to act as a community development champion and liaison officer to support the adoption of community development as a way of working throughout their organisation.	RMBC, Police, PCT, Learning providers	Year 1	Relevant job descriptions amended to include this additional responsibility
4	Multi-Agency Sub-group to address any gaps in community development support across the four levels of operation, and oversee the delivery of this Strategy and Action Plan.	Multi-Agency Sub-Group	Years 1 - 3	Report to CDIP and LSP Board
5	Implement an appropriate performance management framework in the communities e.g. 'Achieving Better Community Development' (ABCD)	VAR / <b>RMBC Neighbourhoods</b>	Year 1	PMF in place
6	Review the framework and outcomes at least every six months.	Multi-Agency Sub-Group	Years 2 & 3	Action / Improvement Plan
7	Report outcomes and recommended changes in practice to Partner Agencies	Multi-Agency Sub-Group Community Development Champions	Years 2 & 3	Report to CDIP and LSP Board

<b>Objective</b>				
<b>3.3 b</b>	<b>Increase, year on year, the number of staff involved in community development with accredited skills / relevant qualifications</b>	<b>Timeframe</b>		
	<b>Action Points</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Outcomes</b> 1 2 3 5
1	Carry out a skills / training analysis of those involved in community development at all levels.	RMBC Neighbourhoods, PCT, Police, Learning providers, VAR	Year 1	<b>Outputs</b> Analysis completed
2	Develop "a much more comprehensive and coherent menu of learning opportunities for community engagement, both for citizens and communities, and for professionals, practitioners and policy makers." <sup>2</sup>	<b>RMBC Neighbourhoods /</b> Chief Executive's Office	Year 2	Information pack / learning materials produced; training courses established / identified
3	Ensure the delivery of a comprehensive and coherent menu of learning opportunities for community engagement, both for citizens and communities, and for professionals, practitioners and policy makers	RMBC Neighbourhoods, Learning providers	Year 2 – 3	Number of training events organised / co-ordinated / accessed

<sup>2</sup> 'This is one of four priorities for action identified by the Government in its 'Firm Foundations' paper, published in December 2004.

## Appendix C

**Key Action Points for Rotherham M.B.C.**

The Community Development Strategy Action Plan sets out the full range of Action Points to deliver the strategy objectives and identifies the lead partners and a time frame for implementation. RMBC is identified as the lead partner for many of the Action Points including the following key Actions:

<b>RMBC lead responsibility</b>	<b>Key Action</b>	<b>Time frame</b>
Chief Executive's Office	Establish a Multi-Agency Steering Group (including the Community Empowerment Network) to oversee the development of resources	Year 1 (2005)
Neighbourhoods Programme Area	Identify staff with supporting roles in community development and the respective contributions they can make to community development outcomes at all levels, e.g. Young People's Service staff engaging young people as a community of interest	Year 1 (2005)
Neighbourhoods Programme Area	Consult with local Partnerships and communities of interest in the Neighbourhood Renewal areas and establish clear, accessible and appropriate Neighbourhood Management delivery mechanisms	Year 1 (2005)
Neighbourhoods Programme Area	Monitor the satisfaction of participants involved in the Neighbourhood Renewal and Management structures, evaluate responses and implement improvements	Year 2 and 3 (2006 / 07)
Chief Executive's Office and Neighbourhoods Programme Area	Clarify how the Council will respond to issues arising from community involvement, engagement with the Community Empowerment and other Networks, and from Community Planning <sup>1</sup>	Year 1 (2005)
Neighbourhoods Programme Area	Develop (and implement) "a much more comprehensive and coherent menu of learning opportunities for community engagement, both for citizens and communities, and for professionals, practitioners and policy makers." <sup>2</sup>	Year 2 and 3 (2006 / 07)

<sup>1</sup> The process needs to be clear from the point the issues are raised, and include information on who will consider the issues and when, and how feedback will be given within an agreed timeframe, including actions to be taken or reasons for not proceeding. A commitment to review this process is also required.

<sup>2</sup> 'This is one of four priorities for action identified by the Government in its 'Firm Foundations' paper, published in December 2004.

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1.	<b>Meeting:</b>	<b>Community Planning and Social Inclusion Cabinet Member and Advisers</b>
2.	<b>Date:</b>	<b>6<sup>th</sup> May, 2005</b>
3.	<b>Title:</b>	<b>Neighbourhood Boundaries</b>
4.	<b>Programme Area:</b>	<b>Neighbourhoods/Chief Executives Department</b>

**5. Summary**

This report sets out proposed arrangements for defining neighbourhood boundaries as the geographic basis for delivering sustainable improvements in public services across Rotherham and re-engaging citizens with local government.

**6. Recommendations**

**Area Assembly Chairs are recommended to:**

**1. Comment on the proposed neighbourhood boundaries**

## 7. Proposals and Details

The Government recently set out proposals for Neighbourhood Development in a discussion paper “Improving Public Services – Why Neighbourhoods Matter” (ODPM January 2005).

This paper identified two main challenges – securing sustainable improvements in public services and re-engaging citizens with institutions of government. An important part of responding to these challenges is to promote and develop activities at a neighbourhood level, harnessing people’s interest in those local issues that affect their daily lives.

The Government’s National Strategy for Neighbourhood Renewal recognises the importance of neighbourhood arrangements. Particularly relevant is the conclusion of Policy Action Team 4 that it saw “neighbourhood management as the key vehicle, at a local level, that could provide the focus for neighbourhood renewal”

Neighbourhood management should work within the context of local government reform and its role should be to help communities and local services improve local outcomes, by improving and joining up local services and making them more responsive to local needs.

There is already a wide range of existing mechanisms and structures for neighbourhood engagement, for example:

- Long established representative bodies – i.e. Parish Councils
- Area Assemblies
- Other initiatives to involve local communities – e.g. Sure Start, police consultative forums
- Local community partnerships
- Initiatives taken by local voluntary and community groups e.g. tenant associations, faith communities.

The Government has announced an intention to work with local government, other service providers such as the police and primary care trusts, the voluntary and community sector and business to establish a national framework for neighbourhood arrangements.

In Rotherham our Neighbourhood Renewal Strategy aims to address the root causes of deprivation in neighbourhoods and to ensure that our resources and service delivery are aligned with community needs. The Strategy is underpinned by our analysis of neighbourhood statistics, which provide an increasingly sophisticated basis for understanding the relative position of neighbourhoods and tracking progress.

However, we currently lack an agreed definition of neighbourhoods in Rotherham and of the boundaries that define neighbourhoods. Such a definition will provide a key foundation for the development of future neighbourhood arrangements.

A clear geographical definition of neighbourhoods will also complement our approach to targeting neighbourhood renewal. Currently the Neighbourhood Renewal Strategy contains a number of target areas that have been defined by reference to indicators of deprivation. These target areas straddle a number of neighbourhoods.

A separate report will shortly be brought to CMT outlining proposed new arrangements for Area Assemblies and community planning. These reports will add to the local framework for neighbourhood development.

In addition, a further paper from the Assistant Chief Executive will set out the wider policy context following the recent publication by ODPM of a range of policy proposals relating to sustainable communities, including issues of governance and local community leadership.

### **Defining neighbourhoods**

What people perceive as their neighbourhood depends on a range of circumstances, including the geography of the area, the make-up of the local community, senses of identity and belonging. People's perception of their neighbourhood will also depend on whether they live in a rural, suburban or urban area.

Perceptions of a neighbourhood may also vary depending on the issue concerned – a single street when addressing issues of safety – a wider area when considering the contribution of a local school to the life of the community. Thus neighbourhoods will be essentially self-defined by the people who live in them.

The government recognises that elected councillors have a pivotal role in neighbourhood arrangements although ward boundaries may not define a neighbourhood and in some cases cover more than one distinct neighbourhood.

Some significant work has already been undertaken in Rotherham to define the geographical basis of neighbourhoods across the Borough.

An exercise was carried out in 2002 to define neighbourhood boundaries. Community planning officers and locality-based staff drew upon existing consultation and partnership arrangements locally to consider community boundaries as the basis for community plans.

South Yorkshire Police have further refined this work to define 46 community beat areas. Boundaries have been adjusted slightly to ensure a fit with the seven Area Assembly geography.

The 46 neighbourhoods vary in size and population but all have been informed by considerations such as geography, local neighbourhood or retail centres and local identity. The Neighbourhoods Programme Area has now adopted these same boundaries as the basis for organising the delivery of Neighbourhood Management services.

As far as possible the boundaries align closely with existing neighbourhood structures such as Parish Councils and Community Partnerships including the 20 areas that have already developed neighbourhood plans.

The adoption of shared neighbourhood boundaries provides an opportunity to construct a comprehensive baseline of current “performance” of neighbourhoods in relation to the key indicators contained within the Community Strategy, corporate plan, LPSA targets and the Neighbourhood Renewal Strategy.

The boundaries are available for viewing on the Council’s Mapinfo site and hard copies will be supplied prior to the meeting.

### **Neighbourhood Statistics**

Significant work has already been done to assess the extent to which such indicators can be measured at small-area level. In some cases proxy or “alternative” measures will be needed where indicators can only be measured at district or ward level.

The development of local neighbourhood indicators will be developed alongside the refresh of the Community Strategy, and further work will be needed to establish neighbourhood level targets aligned with the targets within the Community Strategy, Neighbourhood Renewal Strategy and other related strategies and plans.

Such work will provide a focus for research to be commissioned by the Chief Executive’s Department by the end of March. This will seek to enhance the work already completed on neighbourhood indicators, support the development of neighbourhood targets and undertake a detailed analysis of the underlying causes of deprivation in Rotherham’s most deprived neighbourhoods to enable a more sophisticated and targeted approach to promoting neighbourhood renewal.

Agreement of neighbourhood boundaries is key to this process.

Finally, the Audit Commission has been undertaking work with a number of local authorities to develop Area Profiles, bringing together area based data on service performance and expenditure into a single framework. A second stage to this work will be launched in March and Rotherham Council has been invited to participate as a pilot authority for the development of an area based data model. This will provide an opportunity to develop our approach alongside national best practice.

## **8. Finance**

There are no direct financial implications arising from these proposals. However, agreement to the adoption of neighbourhood boundaries will provide a clear opportunity to more readily map the level of resources devoted to each neighbourhood and contribute to future neighbourhood investment planning.

## **9. Risks and Uncertainties**

Defining neighbourhoods relies heavily on local people’s perceptions and therefore presents risks that not all sections of the community will identify with the same

boundaries. In addition, the proposed neighbourhood boundaries represent a departure from acknowledged administrative boundaries.

However, they do represent a starting point for improving the evidence base that will inform future area based strategies and service delivery. A regular review of the boundaries will ensure that changing perceptions and demographics are taken into account.

## **10. Policy and Performance Agenda Implications**

The adoption of neighbourhood boundaries provides a firm basis for implementing the Government vision for new neighbourhood arrangements and meeting local aspirations for providing a “golden thread” from neighbourhoods through Area Assemblies to service providers.

The robustness of the boundaries will be tested through the new service delivery arrangements developed by the Neighbourhoods Programme Area and South Yorkshire police, including the joint neighbourhood partnership teams.

The proposal will complement the approach taken to Local Area Agreements, particularly in relation to the Safer and Stronger Communities block and support closer and more active engagement with voluntary and community sector organisations, most of whom operate at a very local neighbourhood level.

## **11. Background Papers and Consultation**

National Strategy for Neighbourhood Renewal – ODPM

Rotherham Community Strategy and Neighbourhood Renewal Strategy

Citizen Engagement and Public Services – why Neighbourhoods Matter – ODPM 2005

Sustainable Communities: People, Place and Prosperity – a Five Year Plan – ODPM 2005

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# Community Plan Boundaries – April 2005

## Wentworth North Area Assembly

No	Area	Lead Community Organisation	Pop.	Status	Comments	Contacts
1	Brampton Bierlow and West Melton	Brampton Bierlow and West Melton Community Partnership	8,841	Green	<ul style="list-style-type: none"> <li>Community Action Plan funded through Objective 1 P4a</li> <li>Completed in 2003</li> <li>Objective 1 funding for projects ends 2008</li> </ul>	Shirleen Sturgess Manager, BBWM Community Part.  <i>Vacant</i> Wentworth North Community Planning Officer, RMBC
2	Wath Upon Dearne	Wath Upon Dearne Community Partnership	9,122	Green	<ul style="list-style-type: none"> <li>Community Action Plan funded through Objective 1 P4a</li> <li>Completed in 2003</li> <li>Objective 1 funding for projects ends 2008</li> </ul>	Nick Slater Manager, WUD Community Part.  <i>Vacant</i> Wentworth North Community Planning Officer, RMBC
3	Swinton	Swinton Community Partnership	12,505	Green	<ul style="list-style-type: none"> <li>Community Action Plan funded through Objective 1 P4a</li> <li>Completed in 2003</li> <li>Objective 1 funding for projects ends 2008</li> </ul>	Ted Sandland Manager, Swinton Community Part.  <i>Vacant</i> Wentworth North Community Planning Officer, RMBC
4	Harley	Harley Village Partnership	614	Green	<ul style="list-style-type: none"> <li>A 'micro-plan' funded through Awards For All.</li> <li>Concentrates on development of village community hall</li> <li>Completed in 2001</li> </ul>	Ian Lomas Chair, Harley Village Partnership  <i>Vacant</i> Wentworth North Community Planning Officer, RMBC
5	Wentworth	Wentworth Parish Council	1,072	Amber	<ul style="list-style-type: none"> <li>Village Appraisal completed in 2002, which could form the basis of a Community Plan.</li> <li>Estimate for completion - 2006</li> </ul>	David Hutson Chair, Wentworth Parish Council  <i>Vacant</i> Wentworth North Community Planning Officer, RMBC
6	Kilnhurst	Kilnhurst Action Group	3,993	Green	<ul style="list-style-type: none"> <li>Village Plan funded through Groundwork Deame Valley</li> <li>Completed in 2002</li> </ul>	Karen Cellar Manager, Kilnhurst Action Group  <i>Vacant</i> Wentworth North Community Planning Officer, RMBC

# Community Plan Boundaries – April 2005

## Wentworth South Area Assembly

No	Area	Lead Community Organisation	Pop.	Status	Comments	Contacts
7	Rawmarsh and Parkgate	Rawmarsh and Parkgate Community Partnership	19,375	Green	<ul style="list-style-type: none"> <li>♦ Funded through Objective 1 P4b</li> <li>♦ At writing up stage, due to be completed in 2005</li> </ul>	Steve Abson Manager, Rawmarsh and Parkgate Community Partnership Julie Colley Wentworth South Community Planning Officer, RMBC
8	Dalton, Thrybergh and Hooton Roberts	Dalton, Thrybergh and Hooton Roberts Community Partnership	10,895	Green	<ul style="list-style-type: none"> <li>♦ Community Action Plan funded through Objective 1 P4a</li> <li>♦ Completed in 2003</li> <li>♦ Objective 1 funding for projects ends 2008</li> </ul>	Kerry Everson Manager, DTH Community Partnership Julie Colley Wentworth South Community Planning Officer, RMBC
9	Ravenfield	Ravenfield Parish Council	4,333	Amber	<ul style="list-style-type: none"> <li>♦ Currently 'Planning the Plan' with the Parish council and other key community organisations.</li> <li>♦ Funding to be secured</li> <li>♦ Estimate for completion - 2006</li> </ul>	Dave Rowley Chair, Ravenfield Parish Council Julie Colley Wentworth South Community Planning Officer, RMBC

# Community Plan Boundaries – April 2005

## Rotherham North Area Assembly

No	Area	Lead Community Organisation	Pop.	Status	Comments	Contacts
10	Thorpe Hesley and Scholes	Thorpe Hesley and Scholes Community Partnership	5,313	Green	<ul style="list-style-type: none"> <li>Funded through South Yorkshire Key Fund</li> <li>Completed in 2002</li> </ul>	Rev. Jan Hardy Chair, Thorpe Hesley and Scholes Community Partnership Pat Michael Rotherham North Community Planning Officer, RMBC
11	Greasborough, Munsborough, Rockingham and Wingfield	Greasborough, Munsborough, Rockingham and Wingfield Community Partnership	9,690	Green	<ul style="list-style-type: none"> <li>Community Action Plan funded through Objective 1 P4a</li> <li>Completed in 2003</li> <li>Objective 1 funding for projects ends 2008</li> </ul>	Debbie Marks Manager, GMRW Community Partnership Pat Michael Rotherham North Community Planning Officer, RMBC
12	Kimberworth Park	Kimberworth Park Community Forum	8,526	Green	<ul style="list-style-type: none"> <li>Community Action Plan funded through Objective 1 P4a but projects will not be reliant on Objective 1 P4a</li> <li>Currently at writing up stage, due to be completed in 2005</li> </ul>	Mark Allen Partnership Dev. Manager, Kimberworth Park Community Forum Pat Michael Rotherham North Community Planning Officer, RMBC
13	Kimberworth and Richmond Park	Richmond Park Tenants and Residents Association	????	Red	<ul style="list-style-type: none"> <li>No community planning activity to date.</li> <li>CPO will enter into discussions with local community organisations in 2005.</li> <li>Estimate for completion - 2007</li> </ul>	Pat Michael Rotherham North Community Planning Officer, RMBC
14	Blackburn	Blackburn Community Partnership	????	Green	<ul style="list-style-type: none"> <li>Community Action Plan funded through Objective 1 P4a</li> <li>Completed in 2003</li> <li>Objective 1 funding for projects ends 2008</li> </ul>	Mary Jaques Secretary, Blackburn Community Partnership Pat Michael Rotherham North Community Planning Officer, RMBC

## Community Plan Boundaries – April 2005

No	Area	Lead Community Organisation	Pop.	Status	Comments	Contacts
15	Meadows	Meadows Community Partnership	2,944	Red	<ul style="list-style-type: none"> <li>No community planning activity to date</li> <li>CPO will enter into discussions with local community organisations to discuss options in 2005</li> <li>Will be a Community Action Plan funded through Objective 1 P4a but projects will not be reliant on Objective 1 P4a</li> <li>Estimate for completion - 2006</li> </ul>	Gemma Jones Chair, Meadows Community Partnership  Pat Michael Rotherham North Community Planning Officer, RMBC
16	Masbrough and Bradgate	West Central Community Partnership	6,371	Amber	<ul style="list-style-type: none"> <li>Community Action Plan funded through Objective 1 P4a but projects will not be reliant on Objective 1 P4a</li> <li>Currently consulting and gathering information in order to identify priorities for the area</li> <li>Estimate for completion – 2006</li> </ul>	Vacant Manager, West Central Community Partnership  Pat Michael Rotherham North Community Planning Officer, RMBC

# Community Plan Boundaries – April 2005

## Rotherham South Area Assembly

No	Area	Lead Community Organisation	Pop.	Status	Comments	Contacts
17	Rotherham Central, New York and Northfield	None	???	Red	<ul style="list-style-type: none"> <li>No community planning activity to date</li> <li>CPO will enter into discussions with local community organisations and businesses to discuss options, link into Town Centre Renaissance work and HMR Pathfinder in 2005.</li> <li>Estimate for completion - 2007</li> </ul>	Shahnaz Rashid Rotherham South Community Planning Officer, RMBC
18	Templeborough and Ickles	None	???	Red	<ul style="list-style-type: none"> <li>No community planning activity to date</li> <li>CPO will enter into discussions with local community organisations and businesses to discuss options and HMR Pathfinder in 2005.</li> <li>Estimate for completion - 2007</li> </ul>	Shahnaz Rashid Rotherham South Community Planning Officer, RMBC
19	Canklow	Canklow Community Partnership	2,105	Green	<ul style="list-style-type: none"> <li>Community Action Plan funded through Objective 1 P4a</li> <li>Completed in 2003</li> <li>Objective 1 funding for projects ends 2008</li> </ul>	Claire McCann Manager, Canklow Community Partnership Shahnaz Rashid Rotherham South Community Planning Officer, RMBC
20	Wellgate, Broom, Broom Valley and Moorgate	Wellgate, Broom, Broom Valley and Moorgate Community Planning Group	???	Amber	<ul style="list-style-type: none"> <li>Currently consulting and gathering information in order to identify priorities for the area.</li> <li>Funding to be secured</li> <li>Estimate for completion - 2006</li> </ul>	Shahnaz Rashid Rotherham South Community Planning Officer, RMBC

## Community Plan Boundaries – April 2005

No	Area	Lead Community Organisation	Pop.	Status	Comments	Contacts
21	Clifton	Clifton Community Partnership	???	Amber	<ul style="list-style-type: none"> <li>Currently consulting and gathering information in order to identify priorities for the area</li> <li>Funding to be secured</li> <li>Estimate for completion - 2006</li> </ul>	Janet White Secretary, Clifton Community Partnership  Shahnaz Rashid Rotherham South Community Planning Officer, RMBC
22	Eastwood and Springwell Gardens	Eastwood and Springwell gardens Neighbourhood Management Board	6,136	Green	<ul style="list-style-type: none"> <li>Neighbourhood Management Pathfinder Area that has a Delivery Plan.</li> <li>Completed in 2002</li> <li>Pathfinder Programme ends in ????</li> </ul>	Chris Edwards Manager, Eastwood and Springwell Gardens NM Pathfinder  Shahnaz Rashid Rotherham South Community Planning Officer, RMBC
23	East Dene, Herringthorpe, East Herringthorpe	Valley Community Partnership	???	Green	<ul style="list-style-type: none"> <li>Community Action Plan funded through Objective 1 P4a</li> <li>Completed in 2003</li> <li>Objective 1 funding for projects ends 2008</li> </ul>	Vacant Manager, Valley Community Partnership  Shahnaz Rashid Rotherham South Community Planning Officer, RMBC
24	Stag and part of Herringthorpe	None	???	Red	<ul style="list-style-type: none"> <li>No community planning activity to date</li> <li>CPO will enter into discussions with local community organisations to discuss options in 2005.</li> <li>Estimate for completion - 2007</li> </ul>	Shahnaz Rashid Rotherham South Community Planning Officer, RMBC
25	Whiston	Whiston Area Community Group	9,327	Green	<ul style="list-style-type: none"> <li>Funded through Vital Villages</li> <li>Completed in 2004</li> </ul>	Eric Shaw Chair, Whiston Area Community Group  Shahnaz Rashid Rotherham South Community Planning Officer, RMBC

# Community Plan Boundaries – April 2005

## Wentworth Valley Area Assembly

No	Area	Lead Community Organisation	Pop.	Status	Comments	Contacts
26	Wickersley	Wickersley Parish Council	7,969	Red	<ul style="list-style-type: none"> <li>No community planning activity to date</li> <li>CPO will enter into discussions with local community organisations to discuss options in 2005.</li> <li>Estimate for completion - 2007</li> </ul>	Caron Smith Clerk, Wickersley Parish Council  Mick Stowe Wentworth Valley Community Planning Officer, RMBC
27	Bramley and Hellaby	Bramley Parish Council	7,473	Red	<ul style="list-style-type: none"> <li>No community planning activity to date</li> <li>CPO will enter into discussions with local community organisations to discuss options in 2005.</li> <li>Estimate for completion - 2007</li> </ul>	Richard Bellamy Clerk, Bramley Parish Council  Mick Stowe Wentworth Valley Community Planning Officer, RMBC
28	Maltby	Maltby Forum	17,498	Green	<ul style="list-style-type: none"> <li>Funded through Objective 1 P4b</li> <li>Completed in 2002</li> </ul>	Vacant Secretary, Maltby Forum Mick Stowe Wentworth Valley Community Planning Officer, RMBC
29	Hooton Levitt	Hooton Levitt Parish Meeting	122	Red	<ul style="list-style-type: none"> <li>No community planning activity to date</li> <li>CPO will enter into discussions with local community organisations to discuss options in 2005.</li> <li>Estimate for completion - 2007</li> </ul>	Simon Bedford Chair, Hooton Levitt Parish Meeting  Mick Stowe Wentworth Valley Community Planning Officer, RMBC

# Community Plan Boundaries – April 2005

## Rother Valley West Area Assembly

No	Area	Lead Community Organisation	Pop.	Status	Comments	Contacts
30	Catcliffe and Brinsworth	Catcliffe and Brinsworth Community Partnership	11,732	Amber	<ul style="list-style-type: none"> <li>Community Action Plan funded through Objective 1 P4a but projects will not be reliant on Objective 1 P4a</li> <li>Currently consulting and gathering information in order to identify priorities for the area</li> <li>Estimate for completion – 2006</li> </ul>	Lynne Richardson Manager, Catcliffe and Brinsworth Community Partnership Janice Curran Rother Valley West Community Planning Officer, RMBC
31	Orgreave	Orgreave Parish Council	???	Red	<ul style="list-style-type: none"> <li>Little community planning activity to date</li> <li>CPO will enter into discussion with local community organisations and provide a link into Waverley developments in 2005</li> <li>Estimate for completion - 2007</li> </ul>	Yvette Senior Clerk, Orgreave Parish Council Janice Curran Rother Valley West Community Planning Officer, RMBC
32	Treeton	Treeton Community Partnership	2,744	Green	<ul style="list-style-type: none"> <li>Community Action Plan funded through Objective 1 P4a</li> <li>Completed in 2003</li> <li>Objective 1 funding for projects ends 2008</li> </ul>	Nick Marshall Manager, Treeton Community Partnership Janice Curran Rother Valley West Community Planning Officer, RMBC



## Community Plan Boundaries – April 2005

No	Area	Lead Community Organisation	Pop.	Status	Comments	Contacts
33	Thurcroft	Thurcroft Action Group	5,394	Green	<ul style="list-style-type: none"> <li>♦ Funded through Objective 1 P4b</li> <li>♦ Completed in 2004</li> </ul>	Sally Hill Chair, Thurcroft Action Group  Janice Curran Rother Valley West Community Planning Officer, RMBC
34	Ulley	Ulley Parish Plan Committee	186	Amber	<ul style="list-style-type: none"> <li>♦ Currently 'Planning the Plan' with the Parish council and other key community organisations.</li> <li>♦ Funding to be secured</li> <li>♦ Estimate for completion - 2006</li> </ul>	Mr. P. Hubbert Chair, Ulley Parish Plan Committee  Janice Curran Rother Valley West Community Planning Officer, RMBC
35	Aston, Swallownest and Aughton	Aston Parish Plan Steering Group	???	Green	<ul style="list-style-type: none"> <li>♦ Funded through ????</li> <li>♦ At writing up stage, due to be completed in 2005</li> </ul>	Jim Fletcher Chair, Aston Parish Plan Steering Group  Janice Curran Rother Valley West Community Planning Officer, RMBC

# Community Plan Boundaries – April 2005

## Rother Valley South Area Assembly

No	Area	Lead Community Organisation	Pop.	Status	Comments	Contacts
36	Laughton en le Morthen, Brookhouse, Slade Hooton and Carr	Laughton en le Morthen Parish Council	???	Red	<ul style="list-style-type: none"> <li>Limited community planning activity to date</li> <li>CPO will enter into discussions with local community organisations to discuss options in 2005.</li> <li>Estimate for completion - 2007</li> </ul>	<p>Samantha Brook Clerk, Laughton en le Morthen</p> <p><i>Vacant</i> Rother Valley South Community Planning Officer, RMBC</p>
37	Firbeck, Letwell and Guildingwells	Firbeck Parish Council	???	Red	<ul style="list-style-type: none"> <li>No community planning activity to date</li> <li>CPO will enter into discussions with local community organisations to discuss options in 2005.</li> <li>Estimate for completion - 2007</li> </ul>	<p>Mrs C. Jopling Clerk, Firbeck Parish Council</p> <p><i>Vacant</i> Rother Valley South Community Planning Officer, RMBC</p>
38	Dinnington and Laughton Common	Dinnington Area Regeneration Trust	9,409	Green	<ul style="list-style-type: none"> <li>Community Action Plan funded through Objective 1 P4a</li> <li>Completed in 2003</li> <li>Objective 1 funding for projects ends 2008</li> </ul>	<p>Jamie Kirkpatrick Manager, Dinnington Area Regeneration Trust</p> <p><i>Vacant</i> Rother Valley South Community Planning Officer, RMBC</p>
39	Todwick	Todwick Parish Council	1,635	Green	<ul style="list-style-type: none"> <li>Funded through Objective 1 Rural Target Fund</li> <li>Completed in 2003</li> </ul>	<p>Mr. J. Walker Clerk, Todwick Parish Council</p> <p><i>Vacant</i> Rother Valley South Community Planning Officer, RMBC</p>

## Community Plan Boundaries – April 2005

No	Area	Lead Community Organisation	Pop.	Status	Comments	Contacts
40	North and South Anston	Anston Parish Plan Steering Group	9,938	Green	<ul style="list-style-type: none"> <li>♦ Funded through Objective 1 Rural Target Fund</li> <li>♦ At writing up stage, due to be completed in 2005</li> </ul>	Mick Gazur Clerk, Anston Parish Council <i>Vacant</i> Rother Valley South Community Planning Officer, RMBC
41	Woodsetts	Woodsetts Parish Council	1,994	Green	<ul style="list-style-type: none"> <li>♦ Funded through Objective 1 Rural Target Fund</li> <li>♦ Completed in 2003</li> </ul>	Monica Carol Chair, Woodsetts Parish Council <i>Vacant</i> Rother Valley South Community Planning Officer, RMBC
42	Kiveton Park and Wales	Kiveton Park and Wales Parish Council	7,001	Green	<ul style="list-style-type: none"> <li>♦ Funded through Objective 1 Rural Target Fund</li> <li>♦ At writing up stage, due to be completed in 2005</li> </ul>	Eddie Hodgson Wales Parish Plan Steering Group <i>Vacant</i> Rother Valley South Community Planning Officer, RMBC
43	Harthill and Woodall	Harthill with Woodall Parish Plan Steering Group	1,969	Amber	<ul style="list-style-type: none"> <li>♦ Funded through Objective 1 Rural Target Fund</li> <li>♦ Currently consulting and gathering information in order to identify priorities for the area.</li> <li>♦ Estimate for completion - 2006</li> </ul>	Barbara Gunby Secretary, Harthill with Woodall Parish Plan Steering Group <i>Vacant</i> Rother Valley South Community Planning Officer, RMBC
44	Thorpe Salvin	Thorpe Salvin Parish Council	414	Green	<ul style="list-style-type: none"> <li>♦ Funded through WEA</li> <li>♦ Completed in 2001</li> </ul>	Mr. J. Hill Clerk, Thorpe Salvin Parish Council <i>Vacant</i> Rother Valley South Community Planning Officer, RMBC

# Community Plan Boundaries – April 2005

## Community Planning Boundaries – Key

**Red**

Little or no Community Planning has taken place

**Amber**

Community Planning process has started

**Green**

Community Plan and appropriate community structures are in place or will be in place by the end of 2005

**ROTHERHAM BOROUGH COUNCIL – REPORT TO CABINET MEMBER**

<b>1.</b>	<b>Meeting:</b>	<b>CABINET MEMBER FOR COMMUNITY PLANNING/ SOCIAL INCLUSION</b>
<b>2.</b>	<b>Date:</b>	<b>6 May 2005</b>
<b>3.</b>	<b>Title:</b>	<b>Black and Minority Ethnic Housing Strategy 2005-07</b>
<b>4.</b>	<b>Programme Area:</b>	<b>Neighbourhoods</b>

**5. Summary**

A Black and Minority Ethnic (BME) Housing Strategy has been developed in partnership with customers and stakeholders with the aim of ensuring that people from BME communities have access to suitable and appropriate housing.

**6. Recommendations**

**NOTE REPORT.**

## 7. Proposals and Details

The Council must by law carry out its functions in a way that eliminates unlawful discrimination and which promotes equality of opportunity and good race relations.

The BME Housing Strategy and Action Plan complements the Corporate Equalities Strategy and the Council's Race Equality Scheme 2, this will assist in the achievement of Level 2 of the Equalities and Diversity Standard.

The Strategy will support the new corporate priorities within the Corporate Plan and the Community Strategy.

The process of compiling the strategy provided a foundation for consultation with stakeholders, interested parties and community groups from BME communities in Rotherham.

The aim of the BME Housing Strategy is to explain and set out what the authority and our partner organisations are seeking to achieve in terms of race equality in housing and will address the main recommendations of recent Audit Commission inspections including the Indicative ALMO Inspection.

The Strategy and Action Plan are focussed around three key objectives:

- **Leadership** – providing an effective framework for the inclusion of BME communities and a reduction in inequalities across all housing services
- **Policies and procedures** – to eliminate inequalities and unlawful discrimination, promote community cohesion and equal opportunities through the development of policies and procedures which embrace equalities and diversity.
- **Service delivery** – services are provided that meet the needs and aspirations of diverse communities

The Council's introduction of a specific BME Housing Strategy also assists the Council to:

- provide a framework for tackling racial discrimination and disadvantage
- provide clarity to the authority, it's partners and service users on what they are seeking to achieve in the field of race equality
- demonstrate to BME communities the authority's commitment to race equality
- set out a number of measurable objectives and performance targets that can be monitored in order to determine how far progress has been made
- set up a BME housing strategy and monitoring group, involving stakeholders and BME tenants to scrutinise the housing strategy and provide a forum for consultation
- set up monitoring systems to identify our customers in terms of ethnicity, age, disability and gender

- participate in the Equip scheme and commitment towards two placements within the programme area
- deliver training around cultural awareness via Mosque visits

The BME Housing Strategy also includes an action plan. This sets out targets against performance for the Local Authority and some of our key partners. The development of the Strategy and Action Plan has evolved over recent months, with support from the corporate Equalities and Diversity team and officers from Programme Areas across the Council. A number of priority actions have already commenced or been completed. These have been retained within the Action Plan to demonstrate progress and provide an audit trail for monitoring performance.

This is Rotherham's first BME Housing Strategy and will continue to evolve and is further developed over time in response to the changing needs of BME communities.

In order to expand and develop our approach with ALL housing providers across the Borough, the Strategic Housing Partnership has commissioned a Neighbourhood Renewal Adviser to assess and report on measures to promote equalities and diversity. This work will take place during April 2005.

## **8. Finance**

The cost involved in the production and distribution of the BME Housing Strategy and associated publicity will be met from existing resources.

## **9. Risks and Uncertainties**

The process of developing, promoting and implementing the strategy must be flexible and adaptable in order to respond to the changing needs of black and minority ethnic communities.

This version of the BME Housing Strategy has been produced as a separate document. However, it does not exist in isolation and must link into a number of other plans and strategies including the broader Housing Strategy and the ALMO Excellence Plan.

A failure to make these links will put this strategy at risk of missing its basic aim of providing equality in housing. In addition, there is a risk that the strategy may fail to deliver improvements to our services that the BME community desires.

We plan to mitigate this risk by continually reviewing the strategy, in consultation with stakeholders and through a process of regular reporting to Cabinet on progress against the Action Plan.

## **10. Policy and Performance Agenda Implications**

The introduction of the BME Housing Strategy is expected to contribute towards:

### Regeneration

- Providing sustainable neighbourhoods
- Providing an excellent environment

### Equalities

It will:

- provide a framework for tackling racial discrimination and disadvantage
- provide clarity to the authority, its partners and service users on what is being tackled in the field of race equality
- demonstrate the Council's commitment to race equality

The process of compiling the strategy has been assisted by consultation carried out with representatives of BME communities.

### Sustainability

- To eliminate unlawful racial discrimination
- To promote equal opportunities for all ethnic groups
- To deliver a high standard of service to people from black and minority ethnic communities within a framework of empowerment and Best Value
- To provide services that are sensitive to differences in needs, language and culture
- To recognise the diversity of local communities and to foster good relations between the communities
- To take positive action to address existing disadvantage and encourage a more inclusive society.

### Health Implications

There are a number of housing related issues that affect BME communities to a greater extent than the remainder of the population.

There is an accepted link with housing and health and by addressing the housing issues it is expected there will be a positive effect on some of the health and social inequalities, which affects these communities.

### Safer Rotherham

The BME Housing Strategy addresses key community safety issues including tackling racial harassment and crime reduction.

### Human Rights Issues

The BME Housing Strategy is about tackling inequalities and promoting equal opportunity. It does this through the main aims of the strategy:



- To eliminate unlawful racial discrimination
- To promote equal opportunities for all ethnic groups
- To deliver a high standard of service to people from black and minority ethnic communities within a framework of empowerment and Best Value
- To provide services that are sensitive to differences in needs, language and culture
- To recognise the diversity of local communities and to foster good relations between the communities
- To take positive action to address existing disadvantage and encourage a more inclusive society

### The Council's Priorities

The BME Housing Strategy is a tool to assist the Council in meeting the legal obligations to eliminate disadvantage, promote equality of opportunity and good race relations.

It will, therefore, contribute to the cross cutting issues of sustainable development, equalities and diversity, regeneration and crime and disorder as described above.

## 11. Background Papers and Consultation

The BME Housing Strategy and Monitoring group has been set up to give opportunity to BME community groups and in the future BME tenants to contribute to realising Rotherham's vision and its transformational goals by providing a forum which involves all housing interests in the Borough and seeks to develop the quality and choice of housing for all of its BME residents.

The group will take a much broader view of housing, looking at how housing provision and services effect BME people in the Borough, irrespective of whether they have their own home or are private, council or housing association tenants. The group will seek to influence, advise and assist at a strategic level as well as at service delivery level.

The Strategy and Action Plan have been reported to the Cabinet Member for Housing and Environmental Services and the Environment Scrutiny Panel. Comments from the Cabinet Member and Scrutiny Panel have been incorporated into the Action Plan.

- (i) Black and Minority Ethnic Housing Strategy 2005-2007
- (ii) Community Consultation Event  
Silverwood Miners Welfare Institute – 24<sup>th</sup> May, 2004
- (iii) Community Consultation Event  
Unity Centre, St. Leonard's Road, Rotherham  
20<sup>th</sup> July, 2004

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# **Rotherham BME Housing Strategy and Action Plan**

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## 1 Foreword

Rotherham Neighbourhoods has made a strategic commitment to identify the housing needs and requirements of Black & Minority Ethnic households and to develop a strategic approach to tackling these needs.

Our clear intention is to develop a strategy that addresses local Black & Minority Ethnic needs whilst contributing to regional and national priorities. This document has been influenced by the Government's agenda for building and maintaining sustainable communities, by housing market conditions at a regional and sub-regional level and by local housing issues

We recognise that Rotherham is a diverse community and that we have a particular responsibility to ensure our services are equally accessible to all. We need to support Black & Minority Ethnic individuals and groups who may be isolated and therefore more prone to social exclusion and more vulnerable to racist abuse and attacks. We have a responsibility to challenge the 'everyday racism' that Black & Minority Ethnic households and communities often have to put up with.

Rotherham is a multicultural town with a diverse Black & Minority Ethnic population, characterised by communities from different cultures, religions and with different languages. This Strategy sets out the priority housing needs of Rotherham's Black & Minority Ethnic communities and how housing providers in the Town can address these needs. It represents the outcome of extensive consultation and discussion around practical ways in which these needs can be met and demonstrates a strong commitment towards achieving this.

On behalf of Rotherham Metropolitan Borough Council we would like to thank all the partners who have contributed to the development of this document and look forward to seeing the effective delivery of the outcomes.



Sue Ellis  
Cabinet Member  
Neighbourhoods



Tom Cray  
Executive Director  
Neighbourhoods

## 1.2 Vision

Our Black and Minority Ethnic (BME) Housing Strategy and Action Plan seeks to contribute towards the achievement of Rotherham Metropolitan Borough Council's (RMBC) mission, which is as follows:

Rotherham Borough Council exists to provide community leadership – representing, serving and involving people and organisations throughout the Borough – so that the quality of life for everyone is improved.

The Council will seek to ensure that everyone benefits from high quality services that respond to the needs and priorities of all those who live, learn and work in Rotherham.

Our BME Housing Strategy and Action Plan also seeks to contribute towards the aim of the Council's Corporate Plan and its vision which is built around 5 priority themes which direct the future work of Council services and 2 cross –cutting themes which need to underpin everything the Council does.

### Our Priority Themes

#### Rotherham Learning

Rotherham people will be self-confident and have a sense of purpose. They will aspire and develop to achieve their full potential in their chosen careers, work, leisure and contributions to local life. Learning and development opportunities will be available and accessible to all, Rotherham people will be recognised as being informed, skilled and creative, innovative and constructively challenging.

#### Rotherham Achieving

Rotherham will be a prosperous place, with a vibrant mixed and diverse economy, and flourishing local businesses. Inequalities between parts of the borough and social groups will be minimised. There will be an excellent town centre known for the high quality design of its public spaces and buildings, specialist and quality shops, markets, and cultural life for all age groups. There will be a wide choice of sustainable transport. Villages and rural areas will be revitalised and provide wonderful quality of life amongst Rotherham's beautiful countryside

#### Rotherham Alive

Rotherham will be a place where people feel good, are active, live life to the full, and have fun. Rotherham will celebrate its history -building on the past, and creating and welcoming the new.

People will be able to express themselves and be involved in many high quality cultural, political, artistic, physical and creative activities. The media, arts and literature will flourish. People will enjoy good health and live healthy lives. As a society we will invest in the next generation.

## Rotherham Safe

A place where neighbourhoods are safe, clean, green and well maintained, with good quality homes for all, and accessible local facilities and services. There will be attractive buildings and public space; peaceful and thriving communities free from crime, drugs and fear of crime and anti-social behaviour. Environments and people will be protected and nurtured, children will be safe from harm and neglect; a preventive approach will be taken to minimise crime, accidents and hazards; and to further strengthen resilience and thus safeguard all Rotherham citizens.

## Rotherham Proud

Rotherham people and pride in the borough are at the heart of our vision. Active citizenship and democracy will underpin how Rotherham works. Equalities and diversity will be highly valued. We will be renowned for our welcome, our friendliness and commitment to the values of social justice. Rotherham will be a caring place; the most vulnerable will be supported. Rotherham will be made up of strong, sustainable and cohesive communities, both of place and interest, and there will be many opportunities to be involved in civic life and local decision making.

## **Cross Cutting Priorities**

There are two themes, which underpin and cut across all the priorities in the vision

### Sustainable development

Ensuring all development is sustainable, does not harm the environment or people both now and for the future.

### Fairness

All individuals in Rotherham will have equality of opportunity and choice. We will treat each other with fairness and respect, and our diverse needs and qualities will be understood and valued. Rotherham will actively challenge all forms of prejudice and discrimination and ensure that all the priorities encompass an equalities approach.

In addition, our BME Housing Strategy and Action Plan seeks to:

- Ensure housing services are accessible to all
- Ensure provision is based on both identified needs and informed choice
- Realise the potential of everyone in Rotherham to take up opportunities and influence the future of the area in which they live and work
- Promote Rotherham as a place where people from all backgrounds want to live, responding to the future needs and aspirations of existing communities and attracting new people into the area
- Celebrate diversity, taking account of and responding to particular needs of all groups and individuals whilst promoting cohesive communities



## **2 Introduction**

### **2.1 Why we need a Black and Minority Ethnic Housing Strategy**

The foreword clearly indicates our commitment to meeting the local needs of people from our Black and Minority Ethnic communities.

We have a legal obligation to provide services in such a way that they contribute towards the elimination of unlawful discrimination and the promotion of equality of opportunity and good race relations. Legislative requirements are detailed in section 6 of the Strategy. The development of our local strategies, sensitive to differences in the needs and preferences of local communities, will achieve these aims.

Our BME Housing Strategy and Action Plan is essential to ensure we meet these requirements.

Our BME Housing Strategy and Action Plan sets out how RMBC will realise its vision ensuring that all communities will wish to live in the Rotherham area and have access to suitable and appropriate housing. The first part of the Strategy outlines the objectives that RMBC is working towards. These are, in broad terms, what the Strategy is seeking to achieve. An Action Plan is then presented providing a range of actions that work towards achieving the objectives outlined above. Many of these actions will have corresponding Indicators that can be used to measure progress against the action and, taken together, against the Strategy as a whole.

It should be noted that this Strategy is concerned primarily with equality in relation to colour, race, and nationality, ethnic or national origins. Unless stated otherwise, where we refer to 'groups' or 'communities' we are referring to all those that are covered by the above categories. However, the principles underlying the Strategy and the good practice suggested can be applied to any group who may be disadvantaged or have differing needs.

Our BME Housing Strategy and Action Plan addresses the fundamental factors that led to the disturbances in Bradford, Burnley and Oldham in the summer 2001, where different communities in the same city were leading parallel lives, living, working and socialising separately.

The differences between the communities were further accentuated by inequalities in opportunities in housing. This Strategy contributes towards Rotherham's Community Cohesion Strategy to address these inequalities.

### 3 Background Information

#### 3.1 Context

Both nationally and locally Black and Minority Ethnic communities face discrimination in accessing services. Nationally, over two-thirds of the BME population live in the 88 most deprived wards (Census 2001). This deprivation is linked to factors such as low income and lack of access to employment and training opportunities, amongst others. Housing is one of many factors, therefore, that is important in improving the situation and life chances of disadvantaged communities.

#### 3.2 Rotherham's context

This draft Strategy has been developed in response to the recommendations of the REC's 'Barriers to Accessing Housing Services Report', findings of surveys carried out locally', (e.g. the Housing Needs Survey and the Holmes Housing Market Renewal Survey) and feedback received from the consultation process described in paragraph 3.3.

The 2001 Census<sup>1</sup> puts the population of Rotherham at just over 248 000. In terms of ethnicity, the large majority of the population class themselves as 'White'. The table below shows the proportion of the population by ethnicity for both Rotherham and the UK – using the five broad ethnic group headings.

Table 1 – Rotherham and England Population by Ethnic Group (%)

	<b>Rotherham</b>	<b>England</b>
White	96.89	90.92
Mixed	0.49	1.31
Asian/Asian British	2.23	4.57
Black/Black British	0.16	2.30
Chinese or Other Ethnic Group	0.23	0.89

Clearly Rotherham has a relatively small non-White population compared to England. The largest ethnic group is Pakistani at 4704 people (1.9% of the population).

With regard to religion in Rotherham, the most common religion is Christianity (79.4%) with Islam the second most common (2.2%).

The Black and Minority Ethnic population in Rotherham has a younger age profile than the White population with a higher proportion of young people generally. However, there are differences between groups, for example the Black British population has the lowest proportion of population under 24 years old.

In relation to housing, the Asian/ Asian British population in Rotherham has a higher level of owner occupation than all other ethnic groups (73%). The White and Chinese/Other communities have similar levels (68% and 66% respectively), as do the Black/Black British and Mixed population (55% and 53%).

The proportion of the Asian/Asian British population living in council accommodation is significantly lower than the level for the population as a whole - 9% compared to 21.5%.

With regard to types of housing, a larger proportion of the Asian community live in a house or bungalow with larger proportions of the Black and Chinese/other communities living in a flat, maisonette or apartment.

There are a number of housing related issues that affect minority ethnic communities to a greater extent than the White population. Table 2 shows the levels of overcrowding and having no central heating for different communities.

Table 2 – Extent of No Central Heating and Overcrowding (%)

	White	Mixed	Asian/Asian British	Black/Black British	Chinese/ Other
No Central Heating	3.1	4.7	11.2	3.5	4.2
Overcrowding	5.0	10.9	23.1	14.1	20.7
No Central Heating and Overcrowding	0.2	1.9	4.5	0.7	2.3

Clearly these issues affect Black and Minority Ethnic communities to a greater extent than the White population. The proportion of 'non-white' ethnic groups living in accommodation classed as overcrowded is significantly higher than the district average. This is particularly true of the Asian community where 23% are living in overcrowded accommodation.

Settlement patterns of BME communities in Rotherham show the largest concentration of BME communities to be in the Central, Park, Broom, Boston and, to a lesser extent, Herringthorpe.

### 3.3 The Consultation Process

An initial draft of our Strategy and Action Plan was developed in April 2004. This draft was widely circulated for comments and in advance of the first of two consultation events, held on 24th May 2004 at the Silverwood Miners Welfare Centre in Rotherham.

The purpose of the first event was to involve stakeholders in developing the Strategy and was attended by over 70 delegates from the public, private, community and voluntary sectors. Interpreters were also in attendance and the event was introduced by Zafar Saleem the Council's Equalities and Diversity Manager. Following an opening address by Councillor Sue Ellis, Cabinet Member for Neighbourhoods, 'the purpose of the day' speech was delivered by Tom Cray, Executive Director of Neighbourhoods.

The day was split into two sessions. In the first session, delegates formed groups identifying potential barriers and improvements to previously identified key areas of the service. In the second session, delegates formed groups to consider the key areas of the draft Strategy in detail.

The draft Strategy and Action Plan was revised to take account of feedback from the event.

The second consultation event was held on 20<sup>th</sup> July 2004 at the Unity Centre, Rotherham. This event was again well attended with delegates from the public, private, community and voluntary sectors and was held in a workshop format to review the key areas of the revised draft Strategy and Action Plan. The draft was again revised to take account of feedback from the event.

Following the events, the draft Strategy and Action Plan was again widely circulated and revised in the light of further comments and amendments.

<sup>1</sup> Census and other data in this section taken from *Rotherham's Ethnic Minority Communities: An Analysis of Data from the 2001 Census*, 2003

## 4 Objectives of the Strategy

In this section we have identified initially some of the key issues that are required to take the work forward. We then go on to present four key objectives for the Strategy.

### 4.1 Key Priorities and Actions

**Achieve Vision** – The key priority for this Strategy is to work towards the vision set out at the start of this document. All of the subsequent objectives and actions are intended to contribute to this Vision.

**Appointment of an Equality & Diversity Officer** – The appointment of an Equality & Diversity Officer is needed to take forward many of the actions outlined in this Strategy and Plan and to ensure the implementation of others. The Officer will have responsibility for producing or amending policies, monitoring their implementation and producing quarterly data and annual reports on performance against the Strategy. The Officer will also have responsibility for providing support to services other than Housing, in delivering their agreed actions, emphasising the value of the Strategy and Action Plan in capturing and recording all progress in relation to equality and diversity.

**Reporting on Equality Performance** – The responsibility of the Performance & Quality Team, this report would measure progress against the Strategy and Action Plan. Monitoring data, as well as local contextual data, would be presented. Monitoring data would be analysed and presented to ensure services were reaching all sections of the community. Progress against each action would be updated, and the Action Plan reviewed where appropriate. It is recommended that monitoring takes place quarterly and a report published annually. Performance measured would include both legislative and locally identified requirements.

**Community Engagement Strategy** – The issues of equality and community engagement are often closely linked. The production of a Community Engagement Strategy would clarify the position of RMBC Housing Services with regard to how it engages with, consults with, and, informs communities and individuals. Many of the actions outlined in this plan depend on timely and appropriate communication and engagement with communities. There are actions around community engagement in this document, and although these do not form a comprehensive approach, these actions and objectives should inform any Community Engagement Strategy that is produced. This strategy should be integrated within RMBC's Communication and Consultation Strategy and Community Empowerment Strategy.

### 4.2 Strategic Objectives:

- **Leadership** - Rotherham MBC Neighbourhoods is committed to prioritising and, wishes to benefit from, the development of a framework to ensure the inclusion of Black & Minority Ethnic communities and the reduction of inequalities across all it's functions and activities and thereby contribute to the Corporate Vision of Rotherham as a 'prosperous, inclusive and attractive Borough, where people choose to live, learn and work'.
- **Policies and Procedures** - All policies and procedures will seek to eliminate inequality and unlawful discrimination, recognise and capitalise on the rich

resources BME communities offer and, promote community cohesion, good community relations and equal opportunities.

- **Service Delivery** - To ensure services are provided that support and meet the needs and aspirations of diverse communities.
- **Community Engagement** - To ensure that local residents from all communities are able to influence and shape the delivery of Housing Services in Rotherham and that all decisions are open and transparent and accountable to all Rotherham communities

## 5 Relationship to Structures, Strategies and Plans

The BME Housing Strategy is an example of how Housing Services is striving to achieve the Council's corporate objectives. The Strategy is based on existing sound and reliable data and enhances the Council's Corporate Housing Strategy.

The Strategy has important links to and complements wider key strategies including those listed below:

- Rotherham MBC Corporate Plan
- Rotherham MBC Corporate Housing Strategy
- Rotherham MBC Race Equality Scheme
- Rotherham MBC Community Empowerment Strategy
- Rotherham MBC Community Strategy
- Rotherham MBC Comprehensive Equality Policy
- Rotherham MBC Corporate Equality Plan
- Rotherham MBC Compact BME Code of Good Practice
- Rotherham REC Barriers to Accessing Housing Services
- Transform South Yorkshire Prospectus
  - Rotherham MBC Housing Market Renewal Pathfinder Area Development Frameworks
  - Rotherham MBC Neighbourhoods Performance Plan
- Rotherham MBC Community Cohesion Strategy
- Rotherham MBC Consultation and Communication Strategy

The BME Housing Strategy has been informed by these strategies as well as other research undertaken in the area, for example the Housing Needs Survey and the Housing Market Renewal Research into the Housing Needs and Aspirations of BME Communities in Holmes, carried out by Sadeh Lok Housing Group with RBA Research. More detail is provided in paragraph 7 and Appendix 1 is a list of document references.

## 6 Legislative Requirements

The **Race Relations Amendment Act (2000)** places a duty on public authorities to tackle unlawful discrimination and promote good race relations between people of different races. Local authorities and other public bodies have duties under this Act and would seek to carry these out through the work they undertake.

The duties set out in the Act and Code relate as much to policy, planning and the delivery of services as employment issues. Under the general duty to promote race equality public bodies must consider the need to:

- eliminate unlawful discrimination;
- promote equality of opportunity;
- promote good race relations between people of different racial groups.

There is a specific duty for public bodies to publish a Race Equality Scheme which

- states the functions and policies that have been assessed as being relevant to the general duty to promote race equality; and
- sets out arrangements for meeting the duty by:
  - (i) monitoring policies for any adverse impact on race equality;
  - (ii) assessing and consulting on, the likely impact of proposed policies;
  - (iii) publishing the results of assessments, consultation and monitoring;
  - (iv) making sure that the public have access to information and services;
  - (v) and training staff on the general duty

Under the specific duty on employment, public bodies must monitor existing staff, and applicants for jobs, promotion and training by their racial group. They also need to monitor and analyse, by racial group: grievances; disciplinary action; performance appraisals (when they lead to benefits or penalties); training and staff leaving the organisation. They are required to publish the results of these ethnic monitoring results every year and also to review their Race Equality Scheme every three years.

Rotherham MBC has produced a Race Equality Scheme which goes into detail on how this duty is to be met by the authority as a whole.



## 7 Key Concerns and Issues

There are a number of issues faced by BME communities in Rotherham that this Strategy will seek to address. These include:

- Ensuring BME communities have access to information, support and guidance on all aspects of housing service provision. This must be in appropriate languages and formats and available in different locations.
- Ensuring all staff have an awareness and understanding of issues facing BME communities and their needs and aspirations.
- Ensuring there is a clear policy on racial harassment and support for victims.
- Develop partnership working with community and voluntary sectors as well as other statutory bodies, to ensure the housing needs and aspirations of BME communities are met.
- Ensure that staff working within Housing Services reflect the communities of Rotherham.

Some of the key concerns and issues identified in Rotherham REC's report 'Barriers To Accessing Housing Services', which the Strategy seeks to fully or partially address, include the following:

- Lack of language skills
- Loneliness and isolation
- Discrimination and racial harassment
- Low incomes
- Lack of knowledge of available services
- Diet.
- Few opportunities to acquire property
- Access to public sector housing
- Severe overcrowding
- Negative images
- Meeting religious, cultural and social needs

The Housing Market Renewal Pathfinder research undertaken in the Holmes area identified further issues relevant to the Strategy. Some of the key ones include:

- Although over a third of BME households felt that racism and discrimination needs to be tackled, (28% of White residents also gave this answer) other issues were more important priorities such as crime.
- There is a higher level of owner occupation, particularly amongst the Asian community, with 50% owner occupied and a further 15% saying their property is owned by a family member. With regard to aspirations in this community, 86% would choose owner occupation.
- BME residents were more likely to highlight problems with the repair and maintenance of their homes.
- Asian residents were particularly likely to say they need more bedrooms and were more likely to consider themselves overcrowded.
- Of the BME households that said they were likely to move away from the area, over half gave a housing related reason for doing so. Reasons given included wanting a bigger house.

These issues, and others that impact on BME communities, are explored further and addressed through the implementation of this Strategy and its Action Plan which is presented at Appendix 2.

## 8. EQUALITY and DIVERSITY POLICY STATEMENT

The Neighbourhoods Directorate is committed to  
Rotherham Metropolitan Borough Council's  
**Corporate Equality Strategy  
and priorities within the  
Corporate Plan**

The aim of the EQUALITY AND DIVERSITY POLICY of the Neighbourhoods Directorate is to:

- Create a Rotherham where people have equal and fair access to opportunity and choice so that no-one will be disadvantaged by where they live or who they are.
- Understand the factors which create a cycle of decline in neighbourhoods and to identify the strategies which can turn areas around and set neighbourhoods on the path to stability and prosperity.

We will achieve this by:

- Overcoming barriers to our services so that everyone lives in a neighbourhood that offers work, a home and a secure and attractive quality of life.
- Mainstreaming neighbourhood spending and joined up working to achieve renewal.
- Putting local communities at the heart of decision making drawing on the strengths of the public, private and voluntary sectors.

Performance will be monitored and managed through:

- Compliance with anti-discrimination legislation
- Our service business plans
- National and local equality and diversity performance measures
- Community Cohesion Plan
- 2010 Rotherham Delivery Plan
- Race Equality Scheme and Action Plan
- Corporate Equality Policy and Action Plan
- BME Housing Strategy

All individuals in Rotherham will have equality of opportunity and choice. We will treat each other with fairness and respect, and our diverse needs and qualities will be understood and valued. Rotherham will actively challenge all forms of prejudice and discrimination and ensure that all the priorities encompass an equalities approach. This will be achieved through our role as **community leader, service provider** and **employer**.

The Neighbourhoods Directorate will achieve this by:

- Setting local equality objectives and targets in service plans, improvement plans, service reviews and personal development plans.
- Specific actions to ensure our services meets the needs of disabled people, lesbian, gay, transgender and bisexual people, people with family and caring responsibilities, women and men, younger people and older people whilst also addressing race and religious belief.
- Building on the success of our racial harassment policies and practices to incorporate all hate crime.
- Listening and responding to the views of all Rotherham's communities by consulting widely about needs and priorities and delivering outcomes through the establishment of Local Area Agreements and Neighbourhood Plans.
- Implementing the Local Government Equality Standard and Audit Commission Key Lines of Enquiry as a public sector improvement tools
- Being a fair employer who values Equality and Diversity for everyone, is representative of the community and ensures that the resources and training required to carry this out are available
- We will operate fair contracting and procurement policies that monitor compliance with equality requirements and we will encourage and support contractors to develop best practice in equality.

The Executive Director and Programme Area Management Team of Neighbourhoods shall ensure that:

- All personnel follow this Policy at all times
  - **Employees** through their work and relationships with customers, colleagues and partners.
  - **Managers** - through their responsibilities for managing people, performance and partnerships.
  - **Executive Directors and Heads of Service** - through leadership, development and performance management of all Council strategies and policies.
  - **Councillors** - through ward roles, decision making and scrutiny.
  - **Cabinet Member** - through leadership, strategic decision making and performance management.
  - **Partners, contractors and voluntary groups** - through complying with their own equality responsibilities and developing good equality practice.

- A performance management culture exists so that we can celebrate outcomes on a personal and organisational level, monitor and evaluate equality, initiate recovery action early and continuously improve
- Equality and diversity is at the heart of our change management and improvement planning processes
- The policy involves the communities we serve and the staff we employ through systematic consultation to ensure that it meets the needs of current and potential customers
- The policy is updated quarterly and evaluated, with customer involvement, annually.

**APPENDIX 1****DOCUMENT REFERENCES**

The following documents have been referred to and used to inform the development of our BME Housing Strategy and Action Plan:

- Rotherham MBC Race Equality Scheme, RMBC (2002)
- Rotherham's Ethnic Minority Communities: An Analysis of Data from the 2001 Census, RMBC (2003)
- Rotherham's Corporate Housing Strategy 2003-2006: Defining the Future, RMBC
- Rotherham Housing Services Race Equality Improvement Plan
- Manchester City Council's Black and Minority Ethnic Housing Strategy 2003
- Middlesbrough Borough Council's Black and Minority Ethnic Housing Strategy 2004-2006
- Sunderland Housing Group's Racial Equality Strategy 2002-2006
- Chesterfield Race Equality Scheme 2002-2005, Chesterfield Borough Council
- The London Borough of Barking and Dagenham Corporate Equalities and Diversity Policy Framework, (2003)
- Blackaby, B. & Chahal, K. (2000) Black and Minority Ethnic Housing Strategies: A Good Practice Guide, Chartered Institute of Housing
- ABCD (Wolverhampton New Deal for Communities) Equalities Strategy and Action Plan (2004), unpublished.
- Rotherham REC's Barriers to Accessing Housing Services report

South Yorkshire Housing Market Renewal Pathfinder Research into the Housing Needs and Aspirations of Black and Minority Ethnic Communities in Holmes, Rotherham

## Action Plan

Key Objective 1		Leadership – An Effective framework for inclusion of BME communities and reduction of inequalities across all Housing Services is developed					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
1.1	Develop a BME Housing Strategy that recognises and understands the benefits and needs of all the diverse communities and individuals in Rotherham	Dec 2004	Andrew Leigh	Complete	<ul style="list-style-type: none"> <li>• Strategy consultation held (July 04)</li> <li>• Draft Strategy Produced (Aug 04)</li> <li>• Strategy approved by Cabinet (Sept 04)</li> <li>• Equality targets agreed and set (Dec 04)</li> </ul>		<ul style="list-style-type: none"> <li>▪ BME Housing Strategy in place</li> </ul>

Key Objective 1		Leadership – An Effective framework for inclusion of BME communities and reduction of inequalities across all Housing Services is developed					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
1.2	Establish a Cabinet Member Champion to lead on equality issues	August 2004	Zafar Saleem	Complete	<ul style="list-style-type: none"> <li>Cabinet Member identified (Aug 04)</li> <li>Cabinet Member attends Corporate Equalities Group (Aug 04)</li> </ul>		<ul style="list-style-type: none"> <li>Cllr Terry Sharman appointed</li> </ul>
1.3	Appoint Housing Equality and Diversity Officer	July 2004	Odette Stringwell	Complete	<ul style="list-style-type: none"> <li>Recruitment and Selection process (June 04)</li> <li>Appoint successful candidate (June 04)</li> <li>E &amp; D Officer in post (July 04)</li> </ul>		<ul style="list-style-type: none"> <li>Mahmood Hussain appointed</li> </ul>



Key Objective 1		Leadership – An Effective framework for inclusion of BME communities and reduction of inequalities across all Housing Services is developed					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
1.4	Establish a Performance Management Framework to ensure that the BME Housing Strategy is delivered	Apr 2006	Mahmood Hussain	On Target	<ul style="list-style-type: none"> <li>BME customer group established (Jan 05)</li> <li>Monthly updates to BME Advisory and Monitoring Scrutiny Group (March 05)</li> <li>PA Equalities monthly reports (April 05)</li> <li>Quarterly reports to Members (Sept 05)</li> <li>Bi-annual progress reports to Cabinet Member (April 06)</li> </ul>		<ul style="list-style-type: none"> <li>Customer group established (Jan 05)</li> </ul>
1.5	Strategy is informed by up to date information on ethnicity, faith, gender and disability	Dec 2005	Andrew Balchin	On Target	<ul style="list-style-type: none"> <li>Baseline review completed (Feb 05)</li> <li>Strategy is reviewed in the light of new data (July 05)</li> <li>Findings are integrated into BME Housing Strategy (Dec 05)</li> </ul>		

Key Objective 1		Leadership – An Effective framework for inclusion of BME communities and reduction of inequalities across all Housing Services is developed					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
1.6	All stakeholders are informed on progress against the implementation of the BME Housing Strategy on an annual basis	Sept 05	Mahmood Hussain	On Target	<ul style="list-style-type: none"> <li>BME Advisory and Monitoring Scrutiny group established (Jan 05)</li> <li>Annual report is delivered to all stakeholders detailing progress against a) performance indicators b) the action plan c) impact that the Strategy is having (Sept 05)</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>
1.7	BME Housing Strategy is reviewed and updated annually by all stakeholders	March 06	Mahmood Hussain	On Target	<ul style="list-style-type: none"> <li>Stakeholder forums are in place to ensure full consultation and review (Feb 05)</li> <li>Progress reports are established to all stakeholders (Sept 05)</li> <li>Position Statement is available to inform review (Sept 05)</li> <li>Annual Review complete (Jan 06)</li> <li>Review reported to Members (Feb 06)</li> <li>BME Housing Strategy revised (March 06)</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>

Key Objective 1		Leadership – An Effective framework for inclusion of BME communities and reduction of inequalities across all Housing Services is developed					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
1.8	Equalities and Diversity Training is provided to all staff and members to ensure that everyone has a better understanding and are responsive to the diverse needs in the communities they serve	Dec 2005	Alan Swann (HR)	On Target	<ul style="list-style-type: none"><li>• Corporate Training programme established (Mar 05)</li><li>• All Member training completed (Dec 05)</li><li>• All staff training completed (Dec 05)</li></ul>		•

Key Objective 2		Policies and Procedures – Eliminate inequalities and unlawful discrimination and promote community cohesion, good community relations and equal opportunities through the development of policy and procedures which embrace equalities and diversity.					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
2.1	Recruitment is carried out compliant with the Race Relations Amendment Act	Mar 05	Odette Stringwell	On Target	<ul style="list-style-type: none"> <li>Recruitment process reviewed (June 04)</li> <li>Process updated and implemented (July 04)</li> <li>Programme of quality checks established (Mar 05)</li> </ul>		<ul style="list-style-type: none"> <li>Recruitment process reviewed and implemented.</li> </ul>
2.2	Ethnic origin of all employees is recorded	Aug 04	Odette Stringwell	Complete	<ul style="list-style-type: none"> <li>Review current level of information (July 04)</li> <li>Information on all employees is collected (Aug 04)</li> <li>100% accuracy of data on ethnicity of workforce (Aug 04)</li> </ul>		<ul style="list-style-type: none"> <li>Ethnic origin is recorded against all employees</li> </ul>

Key Objective 2		Policies and Procedures – Eliminate inequalities and unlawful discrimination and promote community cohesion, good community relations and equal opportunities through the development of policy and procedures which embrace equalities and diversity.					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
2.3	Policies and Procedures which support recruitment, retention and progression of all staff are revised	June 05	Alan Swann	On Target	<ul style="list-style-type: none"> <li>Recruitment strategy revised and updated to take into account diversity issues (Mar 05)</li> <li>Strategy developed which balances the needs of existing staff with open recruitment and equal opportunities (May 05)</li> <li>Develop staff mentoring schemes (June 05)</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>
2.4	Establish a code of conduct for staff to work towards eliminating racial discrimination from all employment and training practises	Dec 04	Odette Stringwell	Complete	<ul style="list-style-type: none"> <li>Review recruitment, training and development processes to ensure they comply with RMBC Race Equality Scheme (Nov 04)</li> <li>Code of Conduct for all staff implemented (Dec 04)</li> </ul>		<ul style="list-style-type: none"> <li>Code of conduct for staff implemented</li> </ul>

Key Objective 2		Policies and Procedures – Eliminate inequalities and unlawful discrimination and promote community cohesion, good community relations and equal opportunities through the development of policy and procedures which embrace equalities and diversity.					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
2.5	Impact assessments carried out on all policies and procedures	Mar 07	John Mansergh	On Target	<ul style="list-style-type: none"><li>All polices and procedures are screened for relevance for race, gender and disability discrimination (Dec 04).</li><li>Policies prioritised under the Race Equality Scheme for Year 1, Year 2 and Year 3 (Feb 05).</li><li>Specific requirements of the ALMO compliance with the Race Equality Scheme detailed within the Delivery Plan (April 05).</li><li>3 year impact and need requirement assessments completed and action plans completed<ul style="list-style-type: none"><li>Year 1 (Mar 06)</li><li>Year 2 (Mar 07)</li><li>Year 3 (Mar 08)</li></ul></li><li>3 year impact and need requirement assessments completed and action plans completed (March 06).</li><li>Outcomes communicated to customers and members, with adjustments to policies and procedures (March 07)</li></ul>	1. Race Equality Scheme and Action Plan. 2. Corporate Equality Policy and Action Plan. 3. 2010 Rotherham Delivery Plan. 4. Neighbourhoods 2005/08 Performance Plan.	<ul style="list-style-type: none"><li>Baseline completed in line with the equality standards (Oct 04).</li><li>Screening assessments completed (Dec 04).</li><li>Policies prioritised (Feb 05).</li><li>ALMO requirements captured in 2010 Rotherham 'draft' Delivery Plan (Feb 05).</li></ul>

Key Objective 2		Policies and Procedures – Eliminate inequalities and unlawful discrimination and promote community cohesion, good community relations and equal opportunities through the development of policy and procedures which embrace equalities and diversity.				
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans
2.6	Equality Group established to scrutinise legal requirements	Mar 06	Andrew Balchin	On Target	<ul style="list-style-type: none"> <li>Equality group established (Aug 04)</li> <li>100% of legal requirements complied with (Mar 06)</li> </ul>	<ul style="list-style-type: none"> <li>Equalities group re-established</li> <li>On target with progress towards                             <ul style="list-style-type: none"> <li>Corporate Equality Policy</li> <li>Race Equality Scheme</li> <li>Equality Standard</li> </ul> </li> </ul> Action Plan (Level 1 by March 05).

Key Objective 2		Policies and Procedures – Eliminate inequalities and unlawful discrimination and promote community cohesion, good community relations and equal opportunities through the development of policy and procedures which embrace equalities and diversity.					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
2.7	Develop Corporate Racial Incident Policy, Neighbourhoods to ensure that all incidents are dealt with effectively.	Mar 05	Myriam Berrda Supported by John Mansergh	On Target	<ul style="list-style-type: none"> <li>Draft policy developed (Nov 04)</li> <li>Policy approved by Cabinet (Jan 05)</li> <li>Neighbourhoods to establish PMF to ensure that it is being delivered (Mar 05)</li> <li>Train staff on new policy with the support of E &amp; D unit (Dec 05)</li> </ul>		<ul style="list-style-type: none"> <li>Policy developed (Nov 04) and approved (Jan 05).</li> </ul>
2.8	Conditions of tenancy include the provision for taking action specifically for racial harassment	Mar 05	Richard Walker	On Target	<ul style="list-style-type: none"> <li>Review current conditions of tenancy (Feb 05)</li> <li>Specific tenancy condition included (Mar 05)</li> <li>100% of racial harassment and racist incidents are dealt with effectively (Mar 06)</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>



Key Objective 2		Policies and Procedures – Eliminate inequalities and unlawful discrimination and promote community cohesion, good community relations and equal opportunities through the development of policy and procedures which embrace equalities and diversity.					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
2.9	Neighbourhoods to train their officers with the support of the E & D unit on how to deal with racist incidents and racial harassment	Dec 05	Myriam Berrada	On Target	<ul style="list-style-type: none"> <li>Training programme established (Mar 05)</li> <li>Definition training is included (Mar 05)</li> <li>100% are trained and are aware (Dec 05)</li> </ul>		▪
2.10	Establish a racist incident and racial harassment complaint service standard	Mar 05	Myriam Berrada	On Target	<ul style="list-style-type: none"> <li>Service Standard developed in conjunction with all stakeholders which covers time-limits, action against perpetrators, victim feedback (Mar 05)</li> </ul>		▪

Key Objective 2		Policies and Procedures – Eliminate inequalities and unlawful discrimination and promote community cohesion, good community relations and equal opportunities through the development of policy and procedures which embrace equalities and diversity.					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
2.11	Communicate policies around racial harassment to all customers	Mar 05	Myriam Berrada	On Target	<ul style="list-style-type: none"> <li>Draft Racial harassment policy leaflet developed (Dec 04)</li> <li>Racial harassment policy is part of the tenants handbook (Mar 05)</li> <li>Open House article produced to inform tenants of the policy (Mar 05)</li> </ul>		<ul style="list-style-type: none"> <li>Draft leaflet produced</li> </ul>
2.12	Reduction in reporting of racist incidents	Mar 2007	Mahmood Hussain	On Target	<ul style="list-style-type: none"> <li>Establish baseline figures (Mar 05)</li> <li>Reduce levels by 10% (Sept 06)</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>

Key Objective 2		Policies and Procedures – Eliminate inequalities and unlawful discrimination and promote community cohesion, good community relations and equal opportunities through the development of policy and procedures which embrace equalities and diversity.					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
2.13	All contractors and consultants are committed to the BME Housing Strategy	Dec 2005	Gary Whitaker	On Target	<ul style="list-style-type: none"> <li>Develop a database of consultants and contractors (Mar 05)</li> <li>Review equality policies for all consultants and contractors (Mar 05)</li> <li>BME Housing Strategy is named as part of the contract to ensure it is adhered to (Jul 05)</li> <li>Mechanisms for ensuring compliance are established (July 05)</li> <li>Test satisfaction with service users to ensure consistency of service (Dec 05)</li> <li>Introduce penalties for non-compliance with strategy (Dec 05)</li> </ul>		▪

Key Objective 2		Policies and Procedures – Eliminate inequalities and unlawful discrimination and promote community cohesion, good community relations and equal opportunities through the development of policy and procedures which embrace equalities and diversity.					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
2.14	Provide procurement opportunities for BME owned businesses and increase ethnic diversity of consultants and contractors	Mar 2006	Gary Whitaker	On Target	<ul style="list-style-type: none"><li>Develop an approved list of BME consultants and contractors (Mar 05)</li><li>Open event/information day to raise awareness of procurement opportunities for BME owned businesses (Sept 05)</li><li>Increase BME consultants/contractors from 0% to 3% (Mar 06)</li></ul>		▪

Key Objective 3		Service Delivery – Services are provided that meet the needs and aspirations of diverse communities					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
3.1	Establish location of existing BME communities	October 05	Steve Holmes Supported by Asim Munir	On Target	<ul style="list-style-type: none"> <li>Mapping exercise undertaken (May 05)</li> <li>Information from areas and datasets collated (July 05)</li> <li>Clear information on location of communication available (Oct 05)</li> </ul>		▪
3.2	Ensure needs and necessary support for the Rotherham Asylum Project Team and NASS contract holders are considered throughout the Strategy	July 2005	Andrew Crowley	On Target	<ul style="list-style-type: none"> <li>Set up residents group for Asylum Seekers. (April 05)</li> <li>Develop an Asylum Seeker/Refugee Strategy (July 05)</li> </ul>	Community Cohesion Strategy	▪

Key Objective 3 Service Delivery – Services are provided that meet the needs and aspirations of diverse communities						
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans
3.3	Information is gathered to establish the needs and aspirations of BME communities concerning housing requirements	Dec 05	Mahmood Hussain	On Target	<ul style="list-style-type: none"> <li>Establish information gathering framework (Feb 05)</li> <li>Establish learning forum to ensure that information is used to feed into service improvement (Mar 05)</li> <li>BME Housing Strategy and Corporate Housing Strategy has been informed by using the information (Sept 05)</li> <li>Revised Strategy implemented (Dec 05)</li> <li>Widen choice of properties available (Dec 05) – Angela Smith</li> </ul>	Completed Task Outcome
3.4	Identify appropriate types of accommodation for victims of domestic violence	May 05	Angela Smith	On Target	<ul style="list-style-type: none"> <li>Identify current appropriate types of accommodation (Mar 05)</li> <li>Identify opportunities for development (Mar 05)</li> <li>Identify opportunities for other housing provision e.g RSL (Mar 05)</li> <li>Development programme established and implement (May 05)</li> </ul>	Completed Task Outcome

Key Objective 3 Service Delivery – Services are provided that meet the needs and aspirations of diverse communities							
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
3.5	Provide translation services and produce information in community languages and suitable formats	Mar 05	Myriam Berrada	On Target	<ul style="list-style-type: none"> <li>Current information reviewed (Jan 05)</li> <li>Literature produced in community languages (Jan 05)</li> <li>Translation services in place (Mar 05)</li> <li>Monitoring systems implemented to measure use of and take up of these systems to ensure value for money (Mar 05)</li> </ul>		<ul style="list-style-type: none"> <li>Report going to CMT on ITS.</li> </ul>
3.6	Provide an outreach service in community settings to advise and deal with housing enquiries and concerns	Dec 05	Mahmood Hussain	On Target	<ul style="list-style-type: none"> <li>Identify scope of the service based on customer needs and requirements (June 05)</li> <li>Establish mechanisms for rolling out the service ie. Surgeries (July 05)</li> <li>Develop programme (July 05)</li> <li>Advertise outreach service in appropriate areas (Aug 05)</li> <li>Develop measures to ensure that they are being uses effectively (Dec 05)</li> </ul>		<ul style="list-style-type: none"> <li></li> </ul>

Key Objective 3		Service Delivery – Services are provided that meet the needs and aspirations of diverse communities					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
3.7	Provide homelessness advice to all communities to ensure that their needs are understood and addressed	June 2005	Angela Smith	On Target	<ul style="list-style-type: none"> <li>Establish mechanisms for monitoring provision of advice by ethnicity (Mar 05)</li> <li>Findings are fed into service improvement (June 05)</li> </ul>		▪
3.8	Increase the amount of choice and suitability to BME homeless applicants	Mar 2006	Angela Smith	On Target	<ul style="list-style-type: none"> <li>Increase area choice to BME homeless applicants from 1 to 4 (Mar 06)</li> <li>Establish baseline figure for BME homeless lettings (Mar 05)</li> <li>Increase by 10% (Mar 06)</li> </ul>		▪



Key Objective 3 Service Delivery – Services are provided that meet the needs and aspirations of diverse communities							
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
3.9	Ethnic origin of all service users, applicants for housing, complainants and other instances where individuals come into contact with housing is recorded and monitored	Mar 05	Jasmine Speight	On Target	<ul style="list-style-type: none"> <li>Mechanisms established to record information (Feb 05)</li> <li>Monitoring mechanisms are established (Mar 05)</li> <li>100% of service users have been asked about their ethnic origin (Mar 05)</li> <li>Information is used to improve service delivery (Mar 05)</li> </ul>		▪
3.10	Carry out satisfaction surveys of service users to test that services are being delivered equally and to assess satisfaction levels	Dec 05	Jasmine Speight	On Target	<ul style="list-style-type: none"> <li>System developed for testing satisfaction against ethnic origin, age and gender (Mar 05)</li> <li>Information analysed (July 05)</li> <li>Report to Members (Sept 05)</li> <li>Targets are set to ensure a consistent service is delivered to all service users (Sept 05)</li> <li>Report finding and action to customers annually (Dec 05)</li> </ul>		▪

Key Objective 3		Service Delivery – Services are provided that meet the needs and aspirations of diverse communities					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
3.11	Develop a Community Engagement Strategy, with emphasis on BME communities and other 'hard to reach' groups to enable everyone to influence and shape the delivery of the service	April 06	Steve Holmes	On Target	<ul style="list-style-type: none"> <li>Community Engagement Strategy developed in conjunction with all stakeholders and customers (Jan 06)</li> <li>Strategy approved by Members (Mar 06)</li> <li>Community Engagement Strategy implemented (April 06)</li> </ul>		▪
3.12	Contribute towards the funding and organisation of community events which celebrates diversity and promotes harmony	Dec 05	Mahmood Hussain	On Target	<ul style="list-style-type: none"> <li>Annual events programmed (Mar 05)</li> <li>Annual events organised and attended by a mix of racial groups (Apr 05)</li> <li>Satisfaction with event is 85% (Dec 05)</li> </ul>		▪

Key Objective 3 Service Delivery – Services are provided that meet the needs and aspirations of diverse communities							
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone	Links to Other Plans	Completed Task Outcome
3.13	Use the existing VAR and REMA database of community organisations, groups and networks more effectively	July 05	Angela Smith	On Target	<ul style="list-style-type: none"> <li>Establish database of groups (Mar 05)</li> <li>Establish links and contacts within those groups (June 05)</li> <li>Develop a programme of consultation and communication with these groups (July 05)</li> </ul>		▪
3.14	Improve decision making process and information at Area Assemblies	April 05	Andrew Balchin	On Target	<ul style="list-style-type: none"> <li>Review current roles of Area Assembly (Feb 05)</li> <li>Implement mechanisms to ensure that decisions are open and transparent (Mar 05)</li> <li>Area Assembly Panels receive regular information (Apr 05)</li> </ul>		▪

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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1.	Meeting:	<b>CABINET MEMBER FOR COMMUNITY PLANNING AND SOCIAL INCLUSION</b>
2.	Date:	<b>6th May, 2005</b>
3.	Title:	<b>ROTHERHAM'S HOUSING STRATEGY 2004 - 2007 WARDS AFFECTED - ALL</b>
4.	Programme Area:	<b>NEIGHBOURHOODS</b>

### 5. Summary

All Local Authorities that have a strategic housing responsibility must produce a Housing Strategy that is “Fit for Purpose”. This means it must reach the Government’s defined standard in relation to 10 specified criteria. Rotherham’s Strategy has been developed in partnership with customers and stakeholders. It has now been assessed by Government Office for Yorkshire and the Humber who have confirmed that it meets the “Fit for Purpose” standard. This achievement will contribute positively to the Council’s CPA score at the next assessment.

### 6. Recommendations

#### NOTE REPORT

## **7. Proposals and Details**

Production of a “Fit for Purpose” Housing Strategy must reach the Government’s defined standard by demonstrating that it meets the needs of Rotherham whilst at the same time addressing regional and national priorities.

There are 10 specified criteria that must be met :-

- Demonstrates a Corporate context
- Contributes to wider priorities
- Evidence of partnership working
- Based on Needs analysis
- Resources identified and allocated
- Priorities identified
- Options considered
- Action Plan produced to deliver
- Information on previous progress
- Accessibility to a wider audience

To achieve “Fit for Purpose” we must achieve the maximum score of 30 in the Government Office for Yorkshire and the Humber’s assessment by scoring 3 for each element. We have now received confirmation that our Strategy has achieved this high standard for the first time.

In addition, three key national regional and local documents form the background to shaping the Housing Strategy :-

- Sustainable Communities: Building for the future
- Yorkshire and the Humber Regional Housing Strategy
- Rotherham’s Community Strategy

These, together with the South Yorkshire Housing Market Renewal Pathfinder and the successful bid for ALMO status to achieve our Decent Homes target, have led to the setting of priorities and the development of the Housing Strategy.

## **8. Finance**

Production of the Strategy has been contained within existing budgets. Delivery of the Strategy is based on anticipated revenue and capital resources for the next 3 years and, in projects such as meeting the Decent Homes standard, beyond. Annual reviews of capital programmes and revenue budgets and priorities may result in amendments to plans during the life of the Strategy. The capital contribution through the ALMO forms a significant proportion of the overall budget for Council properties.

## **9. Risks and Uncertainties**

We have worked directly with Government Office for Yorkshire and the Humber in relation to the Strategy and as a member of the Strategic Housing Partnership to minimise the risk of not meeting the required standard.

The Strategy is dependent on some longer term funding in relation to Housing Market Renewal (from 2006/07 onwards) and Decent Homes (2005/06 to 2009/10) that is still to be confirmed or is subject to achieving a 2 star rating to unlock the additional ALMO funding.

We will work closely with Government Office for Yorkshire and the Humber to monitor progress against the Action Plan and undertake periodic reviews of the Action Plan to take account of developments in national, regional and sub-regional policies.

## **10. Policy and Performance Agenda Implications**

Successful delivery of the Housing Strategy is a key contributor to the overall sustainability of Rotherham, in particular :-

Regeneration - Providing sustainable neighbourhoods of quality, choice and aspiration by ensuring high quality neighbourhoods with access to housing across all tenures.

Equalities - By the approach to fair access and choice, ensuring that we respond to demographic change and meet the needs of minority and disadvantaged groups by ensuring the mix of housing changes over time, and that new development is targeted at identified housing need.

Sustainability - By tackling those areas in danger of market failure and the most deprived neighbourhoods. This will clearly contribute to Rotherham's Neighbourhood Renewal Strategy, which is an integral part of Rotherham's Community Strategy. It will also contribute to the overall regeneration of the South Yorkshire area in partnership with our sub-regional partners. It will also make a significant contribution to the Council's Decent Homes strategy and ensure that there is a continued supply of high quality affordable housing for rent in the area in the long-term.

Alignment with other strategies and plans - The Strategy will contribute to the Community Strategy theme to "provide safe and inclusive communities", the Neighbourhood Renewal Strategy and the Corporate Plan priority "Rotherham Safe".

CPA Service Score - This achievement will contribute positively to the Council's CPA score at the next assessment.

Performance Indicators - The Strategy will underpin improved performance against a range of BVPI's in both the public and private housing fields. Specific references are made to these within the Action Plan.

## **11. Background Papers and Consultation**

- Rotherham's Housing Strategy and Action Plan 2004 - 2007
- GOYH letter confirming "Fit for Purpose" assessment - 30<sup>th</sup> March 2005

Development of the strategy is a key element of the Neighbourhoods Programme Area Performance Plan. It has been developed in consultation with customers and other stakeholders.

Consultation has included :-

- Strategic Housing Partnership - representing all stakeholder groups.
- Housing Strategy Policy Panel - representing Area Housing Panels and Tenants and Residents Associations.
- Government Office for Yorkshire and the Humber.

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## **ROTHERHAM HOUSING STRATEGY**

### **2004-2007**

*Building Sustainable Neighbourhoods; places where people want to live, in communities they want to be part of.*



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## 1. FOREWORD

This document sets out Rotherham's strategy and plans for delivering decent homes in decent neighbourhoods and for meeting housing needs, especially those of vulnerable people.

It has been influenced by the Government's agenda for building and maintaining sustainable communities. Therefore, our clear intention is to develop a strategy that addresses local needs whilst contributing to regional and national priorities.

Importantly, the views and perceptions of our partners and key stakeholders have helped to shape the strategy.

Two years ago Rotherham was given a zero star rating for housing services. We were not performing well and we were not engaging with our partners effectively. Today we have in place:

- A Housing Strategy that sets out a multi-agency vision for the future
- A Strategic Housing Partnership with all major stakeholders
- New opportunities to develop the local economy and improve life long learning
- Effective consultation mechanisms with our tenants and residents
- The go-ahead from central government to radically change the way we manage council housing
- Opportunities for new investment into our most deprived areas
- A positive response to issues raised in the Comprehensive Performance Assessment

It is important that we recognise the progress that has been made and the contribution that has been made by housing officers, tenants, partner organisations and Council Members. It is equally important that we are not complacent. There is still a lot to do and this strategy sets out how we intend to build on the successes of the last two years.

*PHOTO*

Councillor Sue Ellis  
Cabinet Member  
Neighbourhoods

*PHOTO*

Tom Cray  
Executive Director  
Neighbourhoods

## **2. EXECUTIVE SUMMARY**

Our vision is to build a thriving economy, developing healthier, safer and more inclusive communities. Our aspirations are set out in the Community Strategy, of which Housing is a key component. The Housing Strategy sets out how these aspirations will be achieved.

Improving the quality of our neighbourhoods is a key objective of the Housing Strategy. Investment in housing can help reduce deprivation and tackle a range of quality of life issues within neighbourhoods. The Housing Service has begun to take a lead in developing neighbourhood management approaches, to bring about much greater co-ordination of services and investment streams.

The establishment of an Arms Length Management Organisation (ALMO) provides an opportunity to develop a Neighbourhood Management Company to enhance the quality of services.

Rotherham's housing market offers real opportunities for future investment, but it currently lacks balance. One of the key challenges is to restructure the housing market and use this process to kick start the local economy and maintain population levels.

Our Housing Strategy considers the key challenges that face the Council and its partners over the next three years and beyond. It identifies significant achievements in the development of housing and explains what needs to be done to build on these achievements. The Housing Strategy focuses on four key themes:

### **Develop Neighbourhoods**

There is a need to address the root causes of deprivation in Rotherham and in order to achieve this we will need to deliver housing investment, neighbourhood management and partnership working to support neighbourhood regeneration.

Our key objectives are:

- Ensure investment supports neighbourhood sustainability
- Reduce crime and the fear of crime
- Tackle the inequalities between neighbourhoods
- Develop a community focused, multi-agency approach to neighbourhood management

### **Ensure Decent Homes**

We are required to, ensure that all social housing meets the Decent Homes standard by 2010 and support the most vulnerable households in the private sector to achieve the same standard.

Our key objectives are:

- Achieve the Government's Decent Homes targets for both social and private sector housing
- Establish an ALMO to deliver Decent Homes and other High Quality Services
- Improve thermal comfort and energy efficiency levels across all tenures of housing
- Ensure effective links between Decent Homes and Transform South Yorkshire

### **Renew the Housing Market**

The Housing Market Renewal Pathfinder (HMRP) programme is a real opportunity for Rotherham to tackle significant areas of housing that are suffering from weak housing market conditions. It will play a pivotal role in renewing housing markets across South Yorkshire and will offer real choice and quality in areas currently dominated by poor quality housing.

Our key objectives are:

- Improve the character and diversity of neighbourhoods
- Provide high quality, iconic housing in the Borough
- Create a new urban community in the Town Centre
- Increase the range and diversity of accommodation

### **Provide Fair Access and Choice**

The Council will build on the success of the Supporting People programme, ensuring that there is a choice of suitable housing and support available to those that need it.

We will put significant emphasis on developing customer focused housing solutions. This is wider than homelessness and access to council accommodation, our approach will also ensure that people receive the support they need to maintain their own home and remain independent.

Our key objectives are:

- Prevention of Homelessness
- Securing suitable, quality housing
- Supporting individual needs and hard to reach groups
- Improving accessibility and choice for those with lower incomes

### 3. STRATEGIC CONTEXT

The Housing Strategy is set within a national, regional and local framework. It's development has taken into consideration the aims and objectives of other key strategies. Figure 1, shows how they fit together.

#### 3.1 National Framework

Government targets require all social housing to meet decency standards by 2010. There is also a fresh commitment to neighbourhood renewal in which the Government makes the connection between developing sustainable communities and tackling deprivation. It does this through a national programme of nine Housing Market Renewal Pathfinder (HMRP) areas as part of the Sustainable Communities Plan. South Yorkshire has been selected as one of these areas.

A number of national policy documents relate directly to housing market renewal. These include the Sustainable Communities Plan: Building for our Future<sup>1</sup>, the National Strategy for Neighbourhood Renewal<sup>2</sup> and the Urban White Paper - Our Towns and Cities: the Future<sup>3</sup>.

"The Urban White Paper: Our Towns and Cities: The Future", sets out the Government's vision of "Urban Renaissance" which will benefit everyone by making towns and cities vibrant and successful places where people will chose to live. The HMRP will develop new housing in the town centre. This will meet high design standards and be set in a quality urban environment. This will enhance the quality of life of both residents and visitors to the town centre.

#### 3.2 Regional Strategic Framework

Advancing Together<sup>4</sup>, the Strategic Framework for Yorkshire and the Humber presents an agreed vision for the region, to which regional strategies align. These include - Regional Planning Guidance<sup>5</sup>, Regional Economic Strategy<sup>6</sup> and The Regional Housing Strategy<sup>7</sup>. All of these influence our approach to the local housing strategy.

The main priorities of the Regional Housing Strategy are;

1. **Regeneration and Neighbourhood renewal.** Clearance, re-modelling and modernisation of current housing stock will enhance the quality, popularity and sustainability of deprived neighbourhoods.
2. **Provision of sufficient new homes, creating mixed-income and sustainable communities.** A key vision within the strategy is to plan for sufficient new housing across Rotherham and deliver affordable housing provision for local people.

3. **Improving homes to meet decent standards and people's aspirations.** The strategy aims to meet and sustain the decent homes target in all social housing. There will be an increasing focus on bringing all private sector homes up to a decent standard, with priority to vulnerable groups.
4. **Fair access to quality housing for all groups.** The strategy aims to improve housing opportunities for all groups that experience disadvantage in accessing quality housing.

These regional objectives will be addressed through Rotherham's major housing related programmes.

The Housing Market Renewal Pathfinder<sup>8</sup> will kick start development of new housing in areas of deprivation. It will increase choice within the housing market, improve quality and act as a key driver for regenerating the local economy.

The development of the Rotherham ALMO and its Decent Homes programme will also assist in the regeneration of Rotherham and enable the Council to achieve its Decent Homes targets. The extra investment that accompanies the ALMO will stimulate the local economy and provide the resources required to improve the quality of the Council's housing stock. The ALMO will also act as a vehicle for the development of new and innovative approaches to housing management, including the development of a neighbourhood management approach.

Progress towards neighbourhood management and the development of supported housing schemes will promote social inclusion and the sustainability of deprived neighbourhoods.

The Supporting People programme, which has just been awarded a 2 Star rating with Promising Prospects for further improvement will play a key role in ensuring that there is fair access to quality housing for all groups, especially those who are disadvantaged in the housing market.

The Strategic Housing Partnership will play a role in ensuring that vulnerable people are protected at a time when there are significant changes in the housing market. The active involvement of the Primary Care Trust, Social Services and the voluntary and community sector will ensure that the right balance between aspirational and affordable housing is developed within the Borough.

### **3.3 Community Strategy<sup>9</sup>**

The Community Strategy plays a key role in setting the broad strategic direction of partner organisations. It is developed by the Local Strategic Partnership (LSP), "Rotherham Partnership", which oversees the work of the Strategic Housing Partnership (SHP). Significant progress has been made on the targets to 2006 and the strategy is currently undergoing a refresh. Its four current priorities are:

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

Rotherham Partnership and it's partner organisations will continue to work towards achieving the current targets as well as developing the priorities and actions to take Rotherham forward to 2010 through the following 5 new themes:

- Rotherham Learning
- Rotherham Achieving
- Rotherham Alive
- Rotherham Safe
- Rotherham Proud

The Housing Strategy is committed to these priorities and will help to deliver them. It will particularly contribute to the development of sustainable communities and will improve local quality of life. It includes specific measures to respond effectively to the diverse needs of communities and individuals. Extra investment through the HMRP, will both boost the housing market and stimulate economic activity, increasing wealth and prosperity for all. It will contribute most significantly to the new "Rotherham Safe" theme by helping to create an environment where neighbourhoods are clean, green and free from crime with decent homes for all.

The Decent Homes and Supporting People programmes will improve health and social well being by addressing the link between poor housing standards and poor health and helping people to maintain their own homes. Finally, initiatives linked to the "Developing Neighbourhoods" theme within the Housing Strategy should create safe and more inclusive communities.

### 3.4 The Council's Corporate Plan<sup>10</sup>

#### **The Council's Mission**

Rotherham Borough Council exists to provide community leadership – representing, serving and involving people and organisations throughout the Borough – so that the quality of life for everyone is improved.

The Council will seek to ensure that everyone benefits from high quality services that respond to the needs and priorities of all those who live, learn and work in Rotherham.

#### **The Council's Vision**

The Council aims to make Rotherham a prosperous, inclusive and attractive Borough, where people choose to live, learn and work.

The Council's Corporate Plan 2005-2010, identifies priorities relating to economic, social and environmental issues. The Council's corporate priorities have been aligned with the New Community Strategy themes:

- Rotherham Learning
- Rotherham Achieving
- Rotherham Alive
- Rotherham Safe
- Rotherham Proud

In addition we have two cross-cutting themes:

- Sustainable Development
- Fairness

The Council has also produced its 'Year Ahead Statement'<sup>38</sup> for 2004 / 05. This is the first of what will be an annual statement of RMBC's key priorities for the coming year. The major themes are prosperity, performance and partnership.

To ensure that the Council meets its strategic objectives it has produced a Capital Planning framework<sup>11</sup>, up to 2006/07, which will help meet these objectives. The Council's Housing Capital Programme is incorporated within the Corporate Capital Strategy. Further detail is provided in Section 7.

The themes and priorities identified in the Housing Strategy are influenced by the above. The extra investment in housing, improvements in the quality of all housing across tenures and the introduction of new systems of housing management will have an impact on economic development, community safety and quality of life. Matching housing to local need is a specific programme of work that will deliver the priority of "Rotherham Safe".

Working closely with our colleagues involved in planning and land use is also vital to the successful delivery of quality and sustainable housing. We have jointly developed our revised Affordable Housing Policy<sup>12</sup> and are currently working together to develop plans for Housing Market Renewal, the Local Development Framework and the development of key regeneration sites such as the Waverley site.

### **3.5 Neighbourhood Renewal Strategy<sup>13</sup>**

The Housing Strategy addresses the four themes set out in the Neighbourhood Renewal Strategy (NRS). These are:

- Improving the life chances of children and young people
- Enabling everyone to achieve functional skills for life



- Improving the position of the economically disadvantaged through sustainable employment
- Ensuring resources and service delivery are aligned with community needs, across target neighbourhoods and for communities of interest

It improves the life chances of children and young people by committing the Council to the development of a Young Persons Housing Strategy. This will consider ways in which young people can gain access to appropriate accommodation. It will look at the accommodation and support needs of young parents, care leavers and young people who are estranged from their parents.

The NRS will bring all social housing into a decent condition by 2010. This is one of the key themes of the Housing Strategy and will be a major area of investment throughout its life.

The role of Area Assemblies is an important one in engaging communities. Their emphasis has evolved from consultation and involvement towards area based co-ordination of service improvements and regeneration priorities in line with the objectives of the Council. There has been extensive consultation on the Community Strategy resulting in the production of Area Plans that reflect the priorities of each of the Area Assembly areas. These form the framework for community planning. This together with consultation for all Rotherham's citizens is now the responsibility of Housing and Environmental Services.

The Housing Strategy will play a significant role in supporting the effective delivery of the NRS through the developing neighbourhoods priority and the Decent Homes programme. Delivery of the NRS and Housing Strategy will deliver significant and lasting improvements for Rotherham's most deprived neighbourhoods.

### **3.6 The Regeneration Plan<sup>14</sup>**

The Council has identified regeneration as one of its top priorities. It underpins the Council's vision and the nine corporate priorities. Rotherham's Regeneration Plan has been produced within the context of the Community Strategy. It sets out the Council's regeneration priorities for the next five years:

- Improve and promote the image of Rotherham
- Provide an excellent and sustainable environment for business
- Provide sustainable neighbourhoods of quality, choice and aspiration
- Provide an excellent environment for people to fulfil their potential
- Achieve Rotherham town renaissance

The Housing Strategy will tackle the priorities on neighbourhood development, the town centre and sustainable environments. It will also have a positive impact on business development, the image of Rotherham and increasing aspirations.

### 3.7 Local Housing Related Strategies

There are a number of related strategies, which support the Housing Strategy. These form part of the strategic framework of partner organisations, including Social Services, Health, Planning and Probation. They focus particularly on the “Fair Access” theme of the Housing Strategy. They also address some of the key targets set out in the Regional Housing Strategy, Community Strategy and Corporate Plan.

- **Extra Care Housing Strategy<sup>15</sup>**

This sets out plans for the future development of Extra Care Housing and Sheltered Accommodation. It aims to provide an integrated system of assessment, allocation and service delivery that will address the housing and support needs of older people. A key objective is to enable older people to live independently for as long as possible, reducing the need for hospital / residential care but still providing a better quality of life. It considers the aspirations of future generations and ensures that the new structure of sheltered accommodation is future proof.

- **Homelessness Strategy<sup>16</sup>**

This was developed in consultation with supported housing providers, statutory organisations and the voluntary sector and with regard to the Regional Housing Strategy objectives. It was introduced in July 2003 and its main aims have been to reduce the need for bed & breakfast accommodation, provide an effective preventative service and address the needs of homeless people with multiple needs. In particular, it has been successful in developing emergency accommodation for the single homeless, young parents and women fleeing domestic violence, with new schemes already in place to meet the needs of these client groups.

- **Supporting People Shadow Strategy<sup>17</sup>**

This was developed in September 2002 and is currently being reviewed. It has been developed as a partnership between Social Services, Housing, Health and Probation. It has also set in place the commissioning and partnership - working arrangements for supported housing, identified priority areas for future development and provided a more integrated approach to assessment and service delivery.

- **Older People’s Housing Strategy<sup>39</sup>**

The Council is currently preparing an Older Person’s Housing Strategy. This will be developed as a complementary document to this strategy and is due to be completed by July 2005.

- **Young Person’s Housing Strategy<sup>40</sup>**

The Council is currently preparing a Young Person's Housing Strategy. This will be developed as a complementary document to this strategy and is due to be completed by December 2005.

- **Private Sector Housing Assistance Policy<sup>41</sup>**

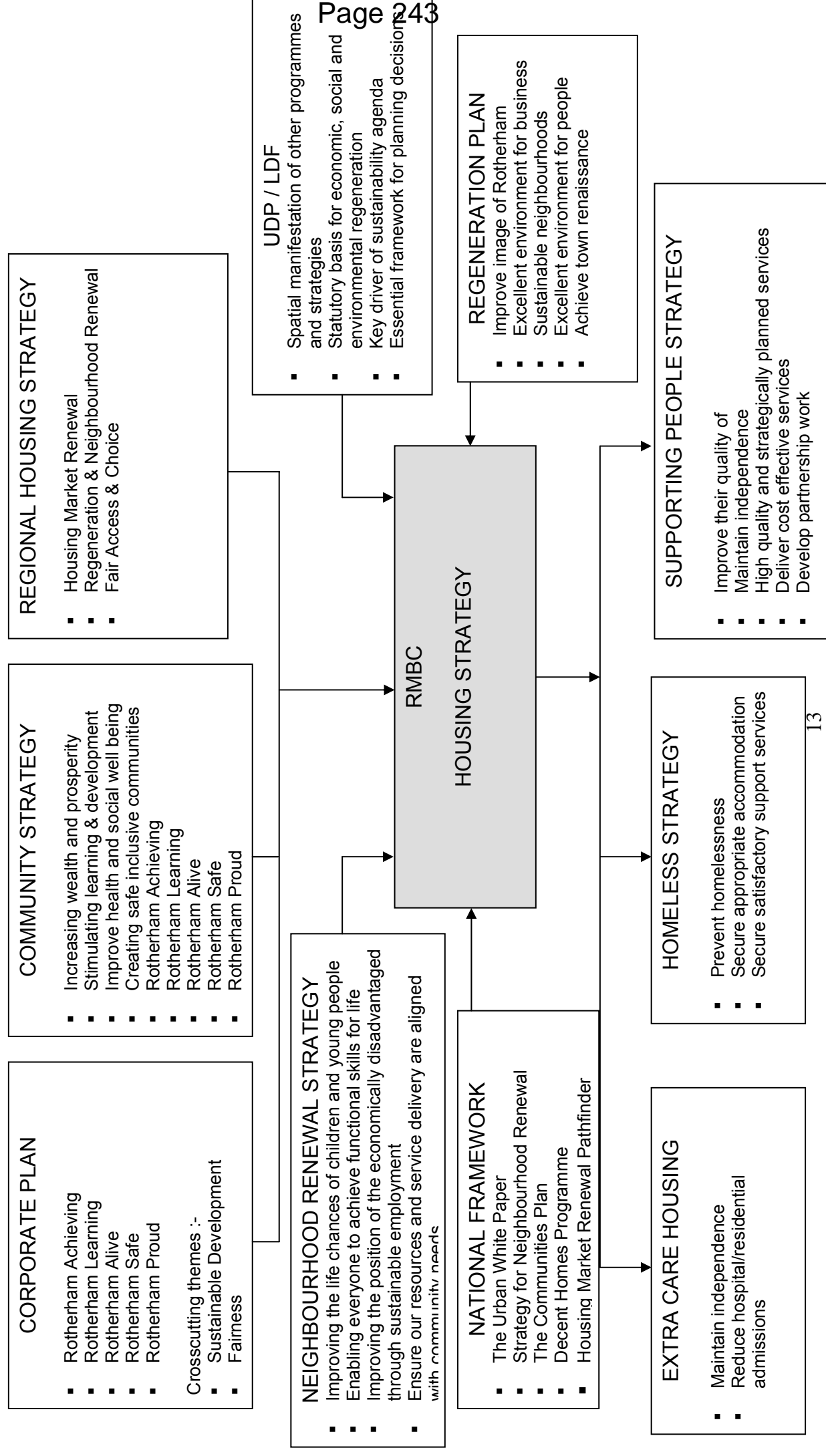
This policy is aligned to the strategic objectives of the Corporate and Community Plans and contributes to the strategic objectives of this strategy. It is aimed at addressing the problem of poor quality housing and disadvantaged neighbourhoods and will complement the Housing Market Renewal activity.

- **Rotherham's Unitary Development Plan (UDP) / Local Development Framework (LDF)<sup>37</sup>**

This was adopted in June 1999. The UDP now requires updating to reflect changing local circumstances and the Government's new agenda for planning, of which Planning Policy Guidance Note 3 (PPG3) is a key driving force. It will see the UDP replaced in due course by a Local Development Framework (LDF). It is important to note that the statutory development plan will continue to be the starting point in the consideration of planning applications for the development of land use. In essence, the development plan provides the essential framework for planning decisions.

The LDF when it is adopted in 2007 will differ from the existing UDP in that it is intended to provide clearer and more wide ranging visions and strategies for spatial development. The development of a joined-up set of policies and frameworks for action is a key objective of the new system. It is important that in producing the LDF, consideration is given to other relevant policies and strategies at the local and regional levels. Therefore, spatial expression will be added to those elements of other strategies and programmes, including the Housing Strategy and the Community Strategy, which relate to the use and development of land.

**Figure 1 : National, Regional and Local Strategic Framework - Key Themes and Objectives.**



## 4. MAIN CHALLENGES

### 4.1 Theme A: Develop Neighbourhoods

Alongside improvements to the quality of social housing and the restructuring of the housing market, we must address the root causes of deprivation in Rotherham. Rotherham ranks as the 63<sup>rd</sup> most deprived Local Authority area in the country based on the average of super output areas (SOA) scores. 19 of Rotherham's 166 SOA's are in the top 10% deprived in the country based on the National Index of Deprivation<sup>18</sup>.

Rotherham has low levels of educational attainment, low Gross Domestic Product, high levels of long-term illness and a reducing and ageing population. These indicators of deprivation need to be tackled within a broader strategic framework.

To address these issues we have to work at a neighbourhood level to develop sustainable communities. The key elements of a sustainable neighbourhood are:

- A flourishing local economy to provide jobs and wealth
- Strong leadership to respond positively to change
- Effective engagement and participation of local people, groups and businesses
- A safe and healthy environment with well-designed public space
- Sufficient size, scale, density and layout to support basic amenities
- Good transport infrastructure
- Buildings that can meet needs of the community
- An appropriate mix of tenure and household type
- Good quality local public services
- A diverse and vibrant local culture, encouraging pride and cohesion
- The right links with the wider regional, national and international community

The challenge that we face is to develop communities with these characteristics. This can only be done by ensuring that investment supports neighbourhood sustainability. We must reduce crime and the fear of crime and we must tackle the inequalities between communities within the Borough. We must encourage and facilitate the development of local partnerships that can contribute to the sustainability of neighbourhoods. We must work alongside partner organisations to develop integrated transport, social - care, education and health services on a neighbourhood level.

These measures would ensure that planning, investment and service delivery address inequalities between neighbourhoods. This compliments the NRS in seeking to tackle underlying causes of deprivation and drive forward service integration to promote the development of sustainable neighbourhoods.

## 4.2 Theme B: Ensure Decent Homes

The Public Service Agreement (PSA) on Decent Homes requires all Local Authorities to ensure that all social housing meets set standards of decency by 2010. This is a major challenge for all Local Authorities but it is particularly challenging for Rotherham. Registered Social Landlords (RSL's) in Rotherham are confident that they will meet the decent homes standards by 2010 but for Council stock the situation is less certain. Government has also set a target of 70% of homes occupied by vulnerable people, in the private sector, achieving the decency standard by 2010.

There were 23,517 Council properties in April 2004, representing 22% of the total housing stock within the Borough. The number is expected to fall significantly each year as a result of Right to Buy, disposal and demolitions. There are 3,440 RSL properties in Rotherham.

Figure 2, provides a breakdown of the Council's stock as at the 1<sup>st</sup> April 2004:

<b>Figure 2: Number of dwellings owned by the Authority at the 1<sup>st</sup> April 2004</b>	
<b>Traditional Dwellings</b>	
Pre 1945 small terrace houses	465
Pre 1945 semi detached houses	3850
All other pre 1945 houses	1334
1945 – 1964 small terrace houses	44
1945 – 1964 large (70sqm or more) terrace / semi detached / detached houses	4517
1965 – 1974 houses	829
Post 1974 houses	1094
<b>Non traditional dwellings</b>	
All houses	695
<b>Traditional and non traditional</b>	
Pre 1945 low rise (1 – 2 storey) flats	17
Post 1945 low rise (1 – 2 storey) flats	3737
Medium rise (3 – 5 storeys)	2051
High rise (6+ storeys)	48
Bungalows	4836
<b>Total All dwellings</b>	<b>23517</b>

Stock Condition surveys<sup>19</sup> have recently been completed for both the Council and private sector. These show that 78% of Council housing (18,750 homes) were non - decent at December 2003 and 72% of private sector housing (59,949 homes) were at risk of failing to meet the decent homes standard by 2010. It is estimated that £351 million of capital investment is required if all Council properties are to reach the required standard before 2010. (For details of available resources section 7)

This recent sample survey of the **Council's stock** comprehensively updated information about the condition of the housing stock and gave a clear picture of the

level of decency and investment needs over the next 30 years. Both surveys were carried out following and complying with Office of the Deputy Prime Minister (ODPM) guidance, utilising a 10% sample of the stock.

This survey, undertaken by FPD Savills, has resulted in a fundamental reassessment of our programme with the stock condition in a much worst condition than previously estimated. The main findings of this survey were:

- 30 year investment needs of £894million
- The stock has suffered from a lack of sustained planned maintenance investment and there are a number of major components that have reached or are reaching the end of their useful life
- A significant programme of re roofing, new windows and doors will be required
- 3% failed under the fitness criteria
- 45% failed under the major repair criteria
- 24% failed under the modern homes criteria
- 28% failed on thermal comfort

In the **private sector**, unfitness is concentrated in pre-1919 terraced houses (65%) and in specific geographical areas such as around the Town Centre. Council Wards with disproportionate numbers of unfit housing also tend to be areas of multiple deprivation and are the poorest performing areas when monitoring geographical distributions of ill health. The main findings of the survey were:

- £172 million needed to make property decent by 2010
- Largest number of dwellings unfit (1568) are within the owner occupied sector
- Largest percentage of unfit dwellings (11.8%) are within the private rented sector
- 9% of dwellings were borderline unfit
- 7523 dwellings are likely to become unfit within the next 5 years
- 3% failed under the fitness criteria
- 56% would fail under the major repair criteria by 2010
- 33% would fail under the modern homes criteria by 2010
- 28% failed on thermal comfort

One consequence of the problems with stock condition is affordable warmth. Although significant work has been undertaken to address affordable warmth, Rotherham still has a high level of elderly deaths in winter months.

The trajectory for delivery of Decent Homes expressed as a proportion of vulnerable households in the private sector living in Decent Homes has set the following target percentages; 65% by 2006, 70% by 2010 and 75% by 2020.

According to the private sector stock condition survey 10% of unfit dwellings are occupied by households where a person has a disability, 83% are occupied by people with an income of less than £200 per week and 21% by people over the age of 60.

With regard to achieving 70% decency standards for vulnerable households by 2010 the survey calculates that 21% of the relative population would require investment in their homes and this is estimated to cost £11 million.

We have prioritised funding for Decent Homes work in the public sector over the last 3 years to ensure we achieve our targets for BVPI 184. Private sector activity has been focused on our Group Repair scheme in the Eastwood area. When ALMO funding is introduced from January 2006 this will give us the required funding stream to meet our public sector Decent Homes target by 2010. Other capital resources will be directed to vulnerable households within the private sector to enable the Council to meet it's private sector decency PSA target.

This will complement the energy efficiency measures already being delivered via the Warm Front Scheme. This scheme is targeted at the 11.5% of households identified as in fuel poverty in the private sector stock condition survey.

The Sub-regional Partnership will allocate Regional Housing Board funding for new investment based on Sub-Regional priorities and target financial assistance to the improvement of property to the Decent Homes standard. We will look to prioritise work in the former Coalfield communities that fall outside of the HMRP.

In order to address these challenges we must meet the Government's Decent Homes targets for both social and private sector housing. We must change the way that we manage and maintain the Council's housing stock and must generate a sufficient amount of investment to do this. We must improve the thermal comfort and energy efficiency levels across all tenures of housing and we must establish strong links between decent homes and other housing initiatives.

#### **4.3 Theme C: Renew the Housing Market**

There are two reasons why this is a main theme in our strategy:

- Rotherham has significant areas of low demand housing, creating weak housing markets, which are vulnerable to abandonment and collapse. Over 34,000 dwellings have been identified as being at risk of market failure (CURS)
- For Rotherham significant capital resources are available to carry out new interventions that will strengthen the housing market through the HMRP

The Centre for Urban and Regional Studies (CURS)<sup>20</sup> has assembled data on a range of indicators, identifying the current issues which affect South Yorkshire's housing market.

Rotherham's population is declining. There are increasing numbers of elderly, frail elderly and single households. Household sizes have gone down from an average of 2.71 in 1981 to 2.38 in 2001 and within these households there are a high proportion of residents with significant health problems. The proportion of Black and



Minority Ethnic (BME) households is growing, as are the number of refugee households.

In Rotherham, there is an oversupply of obsolete terraced housing in the private sector and an oversupply of social family housing. There is a shortage of affordable housing for specific client groups such as single people and young people. There is also a lack of aspirational private housing. This is evidenced in the Housing Needs Survey<sup>21</sup> where the analysis clearly identifies affordability issues that are a problem due to low income against housing market prices and rents. There is a demand mismatch between the supply type and need/demand for single people/families and the elderly.

In April 2004 there were 3158 properties standing empty in Rotherham. Of these 2700 are within the private sector or owned by RSL's representing 2.5% of the housing stock. 1599 of these had been empty for over 6 months.

There is an ample supply of new housing sites for development across the Borough. A large proportion of these sites are brownfield sites and some will require significant remediation work prior to development. Under utilised public open space is creating poor first impressions of neighbourhoods.

House prices are failing to keep up with the average increasing value and are therefore rising slower than the national and regional average.

Low demand dwellings experience associated problems such as a lack of investment in repairs and maintenance, abandonment, vandalism and anti social behaviour. Low demand areas include former coalfield townships to the south and west of Rotherham in addition to the housing market renewal intervention areas, which extend across much of central, western and eastern Rotherham and to the north including urban areas in the Dearne Valley adjacent to Barnsley and Doncaster.

There is currently a significant amount of work underway looking at the reasons for housing market failure in Rotherham and how it might be addressed. The Town Centre Housing Aspiration Study examines the relationship between the Town Centre Area DF and the housing and development market within Rotherham. It's prime objective was to test the validity of public sector intervention, through the Housing Market Renewal Pathfinder.

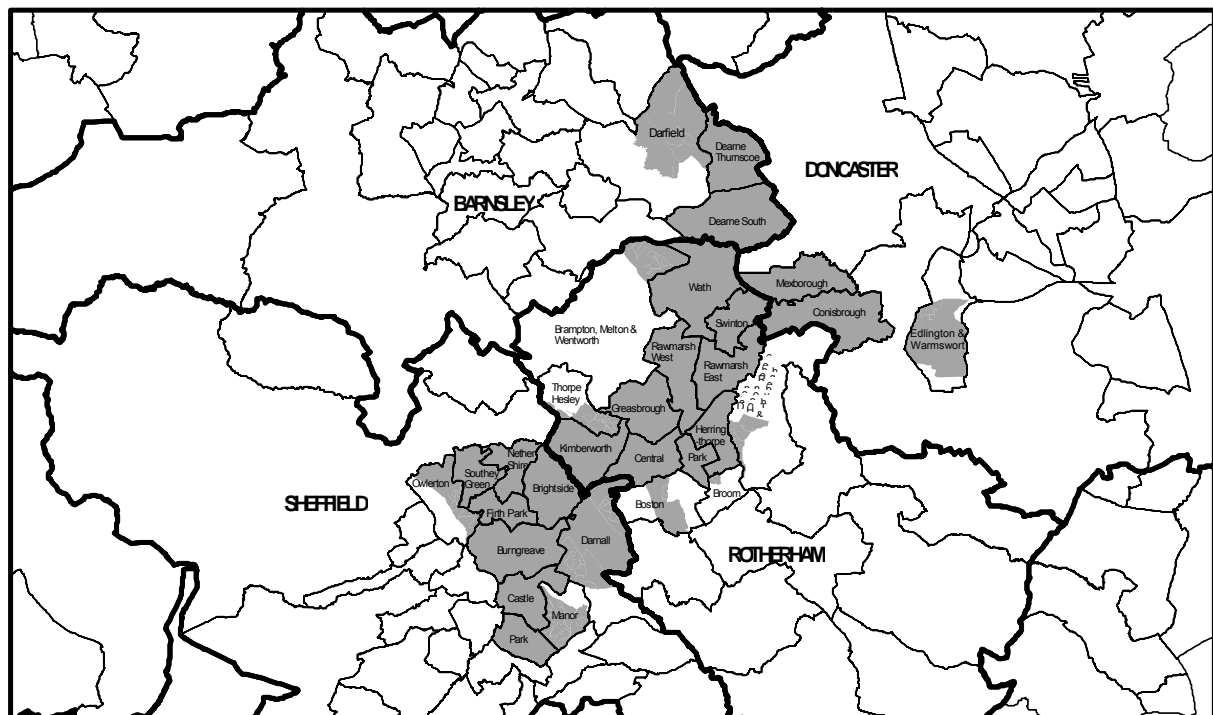
The study highlighted the predicted population decline within the town centre, a growth in the number of households and a decline in household size. It anticipates a growth in the local economy, particularly in the service sector. It raises concerns over the retail heart of the town that continues to suffer due to intense competition from larger regional centres.

The study recognises that housing supply is a reflection of an earlier pattern of economic structure and development, which does not meet the current needs for accommodation. 700 private sector units are constructed annually across the Borough but only 31 of these have been in the town centre.

In July 2004 there were 99 units in the pipeline, comprising; 18 units under construction, 47 units with an outline planning consent and 34 units with applications lodged but as yet undecided. There are currently three planning applications pending in the Westgate Demonstrator Project area.

An estate agent survey revealed strong support for the provision of town centre accommodation and a recognition that the lack of demand for high quality accommodation close to the town centre stems primarily from the lack of provision of high quality accommodation at the current time.

**Figure 3 : Map of HMRP area for South Yorkshire**



The main challenges affecting the housing market are:

- Economic - restructuring of the economy and labour market with a decrease in dependence on traditional industry.
- Demographic - changes in population through economic migration, changes in birth and death rates and changes in household formation.
- Aspirational - changes in people's aspirations as incomes and wealth increase in relation to property types, tenures and neighbourhoods.

These have had a significant impact on the housing market and require significant intervention.

Through careful analysis of housing market data and by working in partnership with stakeholders we have a good understanding of what needs to be done. In order to address these challenges we must:

- Create neighbourhood visions through the development of area based master plans in areas of housing market weakness. This will enable area based investment strategies to be drawn up around priorities
- Reduce the amount of family social housing in areas of oversupply
- Replace obsolete stock with high quality aspirational housing
- Offer increased housing choice, range and type within neighbourhoods
- Improve the quality and design of housing
- Create a new urban community in the Town Centre
- Align our programme with the Renaissance Strategic Development Framework being developed by the Town Team
- Align our programme with the Urban Renaissance Strategic development Framework being developed by the Town Team
- Make neighbourhoods more attractive places to live

#### **4.4 Theme D: Provide Fair Access and Choice**

There are a number of factors that have an impact on access to appropriate housing. These are shown in Figure 4.

##### **Housing Needs Analysis**

In order to understand the pattern of supply and demand for housing we conducted our latest Housing Needs Assessment in November 2003.

In total 1.6% of all residents households in Rotherham have taken part in the survey. It gives clear up to date evidence of housing demand and the findings will help support the development of complimentary activity and co-ordinate a corporate approach to our enabling role across the Borough.

There are 35% of households in Rotherham with an income less than £10,000 per year and over 40% are in receipt of benefits. 75% of households are unable to afford a weekly rent of £50 and over 50% of all owner-occupiers cannot afford to pay a mortgage of more than £400 per month. 46% of households cannot afford to move or buy another house (from Rotherham's Housing Needs Survey 2003).

More than 33% all households in Rotherham have one person with a disability and 15.3% have two disabled household members. 58.4% of all disabled household members are over 60 years of age. More than 50% have care or support needs. 34% of households that have someone with a disability require further adaptations to the home.

Within the Holmes neighbourhood we have recently carried out a BME housing study<sup>22</sup> to better understand specific housing issues within minority communities. This has indicated that more than 80% of the BME community identify their present home as too small. Properties have a higher incidence of damp and heating problems. These lead to health problems such as arthritis / rheumatism and asthma / bronchitis.

It is estimated that 3% of all households living in the Borough are in housing need. There is a lack of supply of social housing for single people and those with special needs. The growing elderly population is likely to have a significant impact on the housing market and there are high proportions of people with limiting long-term illnesses.

The Housing Needs Survey arrived at the following conclusions:

- There is a continued demand for Council housing
- The demand for affordable housing is significantly higher than supply
- Council stock is diminishing due to unprecedented levels of Right to Buy
- There is increasing demand for single persons accommodation
- There is increasing demand for elderly persons accommodation
- There is increasing demand for special needs accommodation
- There is a mismatch between those properties desired and those available
- There are pockets of low demand housing

The Unitary development Plan (UDP)

The Unitary Development Plan identifies a need to develop a variety of dwelling types on sites distributed throughout the Borough in order to meet future need. It highlights the need for Special Needs Housing, recommending that the Council facilitate housing provision which caters for single people with disabilities and members of the BME community. It highlights the demographic changes that have led to a growing demand for this type of accommodation.

The UDP also highlights the increasing numbers of frail elderly people in the Borough. This, together with the implementation of the National Health Services and Community Care Act have, made the provision of sheltered or supported accommodation a significant issue.

The UDP encourages the provision of affordable housing for sale or for rent where a local need for such housing has been demonstrated. The UDP highlights setbacks in the local economy, low household incomes and low levels of owner occupation and supports the expansion of affordable housing provision to tackle these issues.

Analysis

Whilst overall supply and demand of affordable housing remains reasonably in balance, there are still a number of mismatches in both location and type of housing. Across all tenures we recognise that there are a number of negative factors reducing the overall demand for housing in some neighbourhoods. These are:

- A lack of diversity
- A need to expand the range of housing
- A need to raise the quality and energy efficiency of accommodation

- Poor quality environment and neighbourhood service centres

There is evidence that certain communities of interest are finding it more difficult to access housing. Young people and BME Groups are examples of where there are significant barriers to obtaining appropriate housing and in accessing the support required to maintain independence. We need to develop specific strategies or initiatives to enable communities of interest to access appropriate housing.

Whilst the Supporting People programme has made substantial progress the challenges presented in the field of supported housing now is to ensure that these extra resources are being used effectively and that the Supporting People programme is addressing the strategic objectives of partner organisations.

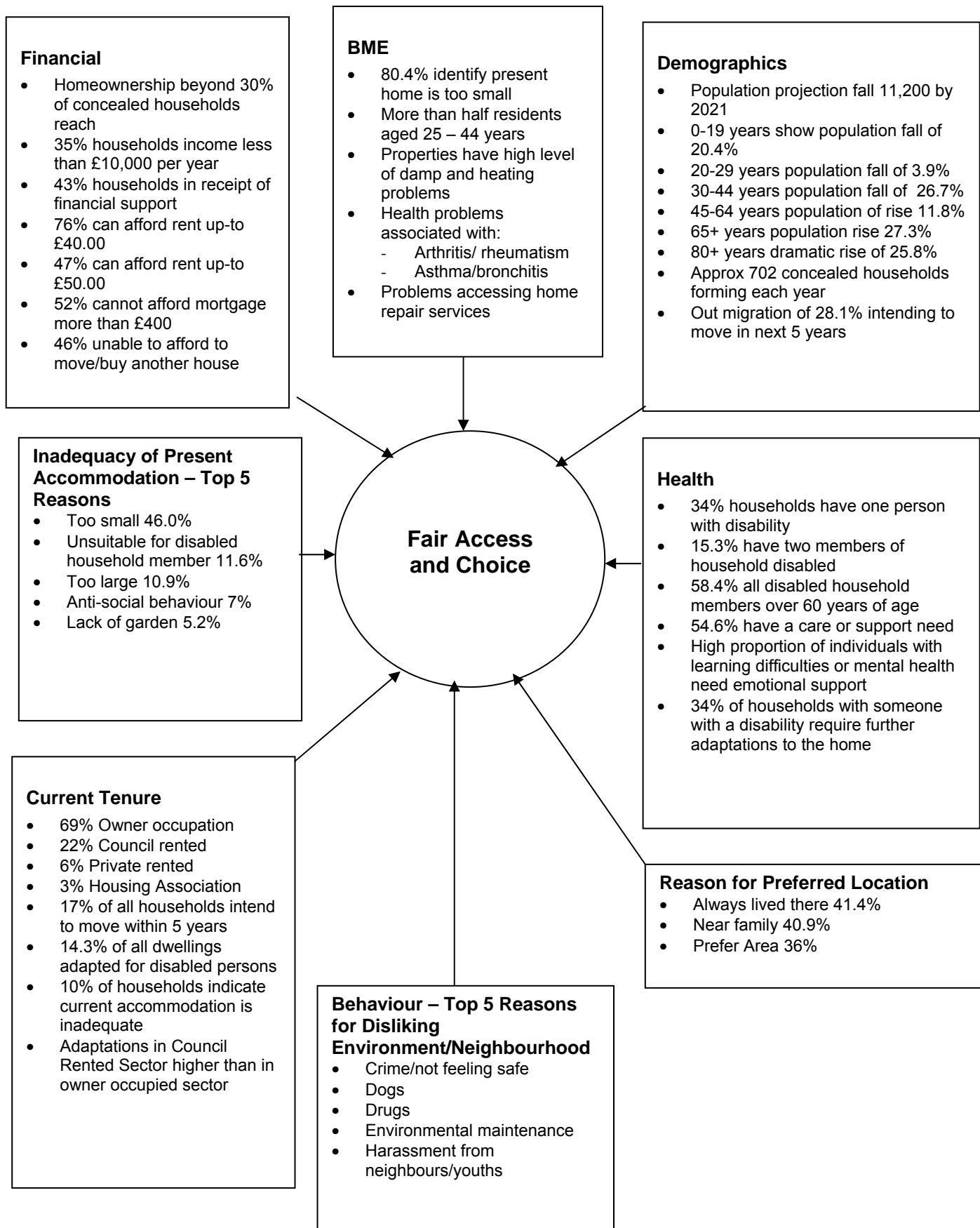
#### **4.5 Conclusion**

There are significant challenges facing the Council over the next three years and it is important that we adopt a strategic approach to tackling these. It is necessary for the Council to intervene because failure to do so would result in the following consequences:

- We will not be able to make the first step towards restructure of the market as agreed through the South Yorkshire Housing Market Renewal Fund
- Residents of Rotherham would not have a choice of accommodation to meet their current and future housing aspirations and therefore be forced to remain in inadequate housing, which is detrimental to economic, educational and health outcomes
- Weak housing markets will continue to stifle economic growth and have a negative effect on resident's quality of life
- We will not be able to secure the most appropriate affordable housing through planning gain
- We will be unable to support the Housing Corporation strategic investment priorities
- We will forego match funding opportunities available through regeneration funding streams and from partner organisations
- There will be a steep rise in housing need, homelessness and social exclusion as a direct result of an insufficient supply of suitable homes
- Leaving properties standing empty deprives the Authority of Council tax revenue
- Population will continue to decline
- The proportion of economically inactive households will continue to increase
- Housing development will run separately to economic development activity
- We will continue to have an oversupply of obsolete terraced housing in the private sector
- We will continue to have an oversupply of social family housing
- We will continue to have a lack of quality, well designed and innovative housing
- Supported housing provision will become unresponsive to changing needs and aspirations

- Housing development will fall out of line with broader strategic objectives

Before considering the ways in which the Council can address these issues, it is important to consider what has been achieved so far.

**Figure 4 : Fair Access and Choice - Key Factors / Housing Needs Analysis**

## **5. ACHIEVEMENTS SO FAR - WHAT WE HAVE DONE**

We have seen a step change in performance and the way we deliver services and this section provides a summary of our achievements over the past two years. It includes our progress against the actions identified in our previous Housing Strategy. This is also demonstrated in our Action Plan that identifies completed actions to date against each objective for the 4 themes of our strategy.

A significant part of this progress has been achieved due to the project management and close monitoring of our capital programme. This ensured that we achieved 103% spend against the programme for 2003/04 and are on target to achieve 100% spend for 2004/05.

We have also monitored our progress and it's effectiveness through initiatives such as "Learning from Customers" which directly engages our customers in feedback regarding our provision of services.

We are also involved in a number of benchmarking clubs with other service providers and have continually evaluated the effectiveness of our Decent Homes programme to both deliver customer priorities and improve value for money.

Our Performance Management Framework has ensured that we remain focused on meeting both National and local performance indicators and our improvement to the end of 2003/04 has achieved the best ever results with 77% of our targets met or exceeded. As at December 2004 89% of indicators were on target for 2004/05.

We also undertake detailed post scheme evaluation of regeneration and Decent Homes projects with 100% surveys being undertaken to feed into future service delivery.

<h3><b>5.1 Theme A: Develop Neighbourhoods</b></h3>
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The Council's Corporate Plan prioritises making Rotherham a safe place. Our strategic housing objectives reflect this priority. Concern about anti-social behaviour has been increasing and has been highlighted by our tenants as a major issue. We have responded to these concerns by working with RSLs and the private sector to combat anti-social behaviour across all tenures. We have now obtained 12 Anti-Social Behaviour Orders (ASBOs). We have set up 8 Safety Forums that participate in decisions on serious cases of anti-social behaviour. We have introduced introductory tenancies and are currently reviewing tenancy enforcement procedures. We have developed a Community Caretaker Scheme in the North and South of the Borough.

With the Safer Rotherham Partnership we are working with tenants and residents to "design out" opportunities for nuisance vandalism and crime. We have introduced secure by design principles for regeneration projects and decent homes work. We have made full use of our legislative powers to combat disorder and nuisance,



caused by noise, music, dogs and abandoned vehicles. We are reviewing and developing the use of mediation services to help in neighbour disputes. Using CCTV, we are monitoring areas of high crime risk and we are continuing to develop the Neighbourhood Warden scheme. We are also working with the “Keep Safe” initiative to install home security devices for vulnerable people.

The development of neighbourhoods is not just about community safety though. It is also about delivering services at a local level, developing local economies and ensuring that people are more involved in the way their services are structured.

We have introduced and expanded the Neighbourhood Wardens scheme and Streetpride. These initiatives monitor and maintain the street environment, tackling issues such as littering, graffiti and the removal of abandoned cars.

We have developed local lettings policies and made changes to our affordable housing policy to balance housing needs of the community with the business needs of developers. As a result we are seeing greater investment by developers and private landlords in previously declining areas. The revitalisation of private sector terraced properties at Brinsworth is a good example of this.

We are now starting to develop a neighbourhood management approach to the delivery of Housing and Environmental Services. Pilot projects, which include the “Going Local” project in the Greasebrough and Kimberworth areas and the Neighbourhood Management Pathfinder at Eastwood and Springwell Gardens are the first steps towards a Borough wide approach to neighbourhood management.

We are continuing to revise and re-prioritise our enforcement functions to provide a more integrated service to meet both local and national agendas. We have been focusing on neighbourhood enforcement and anti-social behaviour activities and will continue to prioritise these issues across all housing sectors to ensure services are consistent and contain the right mix of information, education, advice and enforcement.

The impact of these initiatives is evidenced in the Housing and Environmental Services Programme Area Performance Plan <sup>32</sup>

**Customer Involvement** - In recognition of the importance of customer involvement and the need to deliver customer focussed services, we have strengthened the role of the customer in both day to day and strategic decision making.

There are a range of forums in place, which give tenants and residents the opportunity to put forward their views on operational and strategic issues:-

- Area Assemblies and the community planning process.
- Area Housing Panels.
- Private Landlord Forums.
- Housing Strategy Policy Panel.

- Council Housing Futures Group.
- Tenant panels for Rents, Estate Management, Repairs and Vacancies.

Community Plans<sup>25</sup> have been produced for each Area Assembly Area and these will inform service prioritisation. Community Planning is developing across the Borough in a number of communities - in the last year Maltby has published its Community Plan and this is forming the basis of discussions with service providers to consider how best to meet the priorities of the local community. Community Plans will be reviewed and updated due to changes in Ward boundaries.

As well as the panels, customer involvement is further promoted by seminars and workshops, customer satisfaction surveys, regular newsletters and specific work with minority and hard to reach groups.

The framework for participation is shaped by the Tenant Compact<sup>26</sup>, the Community Empowerment Strategy<sup>27</sup> and the Consultation and Communication Strategy<sup>28</sup>. These strategies set out the principles for customer involvement operational and strategic decision making. The Housing Option Appraisal is a good example of the way that Council tenants have had a major influence over decisions of the Local Authority.

## 5.2 Theme B: Ensure Decent Homes

There is a partnership that has been developed between private construction companies and the Council established in 2002 which has continued to successfully deliver Decent Homes in Rotherham. As a result of the partnership we have met our Best Value Performance Indicator target.

**Development of the Arms Length Management Organisation** - In January 2002, the Council commissioned consultants to carry out an initial study on the prospects and options for the Council's rented housing. Following this piece of work a steering group of tenants and leaseholders, supported by an independent tenant advisor, was established to explore and make recommendations to the Council about the future of Council housing. The Option Appraisal identified that Rotherham is unable to ensure all its stock meets the Decent Homes Standard utilising its current resources alone. It concluded that:

- **Stock Retention** with existing resources is not feasible in Rotherham. The results of the Stock Condition Survey suggest that there is a large investment gap. The Council would be unable to increase its resource base and would not meet the Decent Homes Standard
- A successful bid for **ALMO** resources could provide additional capital resources to meet decency standards and ensure the Decent Homes standard will be met by 2010. Forming an ALMO will also provide a route to increase the empowerment of tenants and improve efficiency

- **Partial stock transfer** could bring in investment to the transferred stock but would not resolve, and could worsen, the problems within the Council's Housing Revenue Account
- **Whole stock transfer** could generate the full investment necessary but is not feasible due the negative market value of the stock. The tenanted market value of the housing stock has a negative value of £170 million
- **The Private Finance Initiative (PFI)** will not, in its current form, provide a whole stock solution. The Option Appraisal has identified that tenants in Rotherham wish to see a whole stock solution

The group recommended a whole stock option should be pursued and sees ALMO as the only viable option to meet their needs and aspirations.

The Housing Revenue Account is in a deteriorating position, with projected stock reductions of on average 1000 units per year through the Right to Buy. Our view is that because of this and the high investment levels required, a whole stock option appears to be the only way to deliver the capital investments and improvements necessary to achieve the Decent Homes Standard. In addition to the above the whole stock option allows the delivery of consistent service standards across the Borough, keeps administration and overhead charges to a minimum and ensures economies of scale in the purchase and delivery of services.

The stock option consultation exercise took place over three phases in December 2002, May 2003 and December 2003. This included newsletter, roadshows, public meetings, free independent telephone helpline, study visits and a consultation 'information bus'. Residents were asked which of the four options for the future management and maintenance of their homes they would like to see in Rotherham, their priorities for future service delivery and how they would be interested in getting directly involved with developing the housing service in the future.

Tenants recommended that the Council actively pursue the Arms Length Management Option. This was subsequently accepted, by Council, as the preferred option for the future management of council housing in Rotherham.

In May 2004 we were given permission to develop an Arms Length Management Organisation. This means that although the Council retains ownership of the housing stock, management of council housing will be transferred to a separate organisation controlled by tenants, council members and stakeholders. The ALMO will potentially have access to an additional £215 million.

More detail can be found in the Housing Option Appraisal - Delivering Decent Homes<sup>23</sup> and Building Sustainable Neighbourhoods - Proposal for Arms Length Management<sup>24</sup>.

In the private sector we have focused our attention on delivering the group repair scheme in Eastwood Village together with selective demolition in a number of areas to remove 134 units of unsustainable non-decent stock in the last 3 years. This has

produced development opportunities for new housing, additional environmental improvements and a new school. We also have a track record of working with other stakeholders in the private sector and our Private Sector Housing Assistance Policy targets the limited resources we have available outside of the Eastwood Renewal Area towards tackling unfitness affecting vulnerable households.

The Rotherham Residential Landlords Association currently has 44 members and have been instrumental in developing the Private Landlord Accreditation Scheme<sup>29</sup> with the prime aim of improving and maintaining the highest possible standard of accommodation within the private rented sector.

**Energy Efficiency** - The South Yorkshire Energy Efficiency Advice Centre (SYEEAC) continues to attract external funding and support. This has resulted in our 'Save and Warm' scheme providing residents with the cheapest installation costs of cavity wall and loft insulation in the country.

Energy Efficiency is recognised as an important contributor to decent and affordable homes. The Council continues to prioritise this area of work. It has successfully improved domestic energy efficiency in all tenures and is on target to deliver the achieved 30% improvement in domestic energy efficiency since the introduction of the Home Conservation Act 1995 (HECA). Rotherham's overall improvement to 31/3/03 was 16% - the second highest in the region. The Council's work on energy efficiency has been enhanced by:

- Being part of the South Yorkshire Energy Efficiency Advice Centre, who offer free home advice, training, presentations, grants and discount schemes.
- Being awarded £80,000 from the Energy Saving Trust for a combined heat and power programme for one of it's district housing schemes.
- Access energy efficiency funding such as the British Gas HELP scheme alongside partner organisations.
- Introducing the Affordable Warmth Strategy<sup>31</sup>, which aims to eradicate fuel poverty in Rotherham by 2015.
- Introducing the Health through Warmth Programme in partnership with Age Concern.
- Launching a pilot freephone helpline with the Primary Care Trust (PCT).

Throughout the last two years we have targeted support towards older people and other vulnerable groups. This has enabled us to identify fuel poverty and energy inefficiency problems at an early stage and take remedial action either by identifying unclaimed benefit entitlement, assisting people to take advantage of discounted schemes or direct provision of energy saving measures.

Work with the PCT will ensure that front line staff in the health sector, who are visiting vulnerable households on a regular basis, are able to obtain advice and support for people. This will minimise the risk of poor energy efficiency and lack of adequate heating from contributing to illness and death.

We have made a significant contribution to reducing CO<sup>2</sup> emissions through our Decent Homes Programme. This has generated additional income to enable further reinvestment in additional energy efficiency methods.

We have developed a range of partnerships in the energy efficiency field with the utilities and other private companies in the energy saving field. More detail can be found in the Energy Efficiency section.

### **5.3 Theme C: Renew the Housing Market**

Transform South Yorkshire is an excellent example of sub regional partnership working. This is a partnership between the four South Yorkshire Authorities to deliver the Housing Market Renewal Pathfinder Programme.

The HMRP has set aside £16.5 million for housing investment in Rotherham during the next two years. The focus is on private sector development in Rotherham's 5 Area Development Frameworks (ADFs).

A significant proportion of the Pathfinder funding, for the first two years, has been set aside for the development of the town centre. Town Centre investment will be £8.75 million and will enable the housing demonstration zone to be constructed creating the first new high quality residential units. Also funding will enable a living over the shop initiative to be started along with some strategic site acquisitions. New urban living will not only be very beneficial to the town centre renaissance programme but it will be influential in helping to strengthen the weak housing market across the whole of Rotherham.

Across the other 4 ADF's a total of £7.3 million has been allocated to develop area based masterplans and subsequent investment to address non traditional and low demand housing, strategic site acquisitions, writing development briefs and 2 into 1 conversions. Following masterplanning we will be in a strong position to bid for more funding to deliver interventions in these areas.

Rotherham is an active member of The South Yorkshire Housing and Regeneration Partnership (SYHARP) and have helped shape sub regional housing issues and programmes. We have recently played a co-ordination role in submitting sub-regional bids to the Regional Housing Board and are confident approved schemes will benefit the whole sub-region.

As part of this process, the Regional Housing Board have approved a Private Sector Commissioning Bid of £2 million across South and West Yorkshire to assist vulnerable householders to renovate their homes through an equity release programme. Officers from Rotherham have been active in enabling this to come about and we anticipate the scheme will complement our Decent Homes programme.

Housing Investment Programme resources have continued to support housing market renewal activity across a number of area based regeneration schemes in Rotherham. Significant progress has been made on the White City at Kiveton and we plan to begin reconstruction soon. On the White City at Laughton Common we have agreed contract terms and anticipate a successful planning decision this year to enable the construction of new housing to begin. Decent Homes plus activity at Wharncliffe Flats and Birks Holt has proved very successful with a sharp increase in demand. At White Bear in Wath regeneration activity continues to improve the quality of life for residents and we plan to dispose of the cleared site there this year with the benefit of a planning brief.

#### **5.4 Theme D: Provide Fair Access and Choice**

There has been a significant expansion of supported housing provision in Rotherham during the last year, primarily through Transitional Housing Benefit. The Supporting People programme, working alongside Housing Services has developed 43 new supported living schemes, generating over £4 million of additional revenue using this funding. The new schemes target hard to reach groups which include young people, ex-offenders, BME groups and people with learning disabilities. The additional money raised was transferred into the Council's Supporting People Grant and will continue to be paid on an annual basis.

The Local Authority has recently developed an Extra Care Housing Implementation Group, which oversees the development of sheltered accommodation and extra care housing for frail elderly. The group includes representation from Social Services, Health, Housing, Supporting People and RSL's.

The Council has been successful in leveraging in nearly £3 million of capital to fund an Extra Care Housing scheme at Dalton House. This includes a £1.6 million Housing Corporation grant. The project will redevelop an existing sheltered scheme, delivering integrated support and care services to the frail elderly in well designed and properly adapted accommodation. The scheme represents an innovative approach to maintaining older peoples independence and is due to be completed in September 2005.

New facilities for women who have suffered domestic abuse are also currently being developed due to an innovative partnership between voluntary sector organisations, the Housing Corporation and the Council. More emergency and move-on accommodation is being made available for Rotherham women, providing better quality accommodation and additional facilities for children. The scheme is being funded by a capital grant from the Housing Corporation of £890,000. This will help build an emergency refuge and two move on properties. Completion for all properties is scheduled for February 2005. The projects will double the current capacity in Rotherham for victims of domestic abuse. The revenue costs for this scheme will be met from the Supporting People Programme.

Access to the private sector has been improved through the expansion of the ROBOND scheme<sup>33</sup>, which makes available bonds and support for those vulnerable people accessing private rented accommodation.

The Council recognises the difficulties that certain communities of interest have in accessing appropriate housing. We are responding to this by developing strategies and initiatives that target specific client groups. We are developing a BME Housing Strategy. A key step in developing the BME Strategy was the holding of a full day conference, which ran a series of workshops on housing issues and looked at developing the draft strategy.

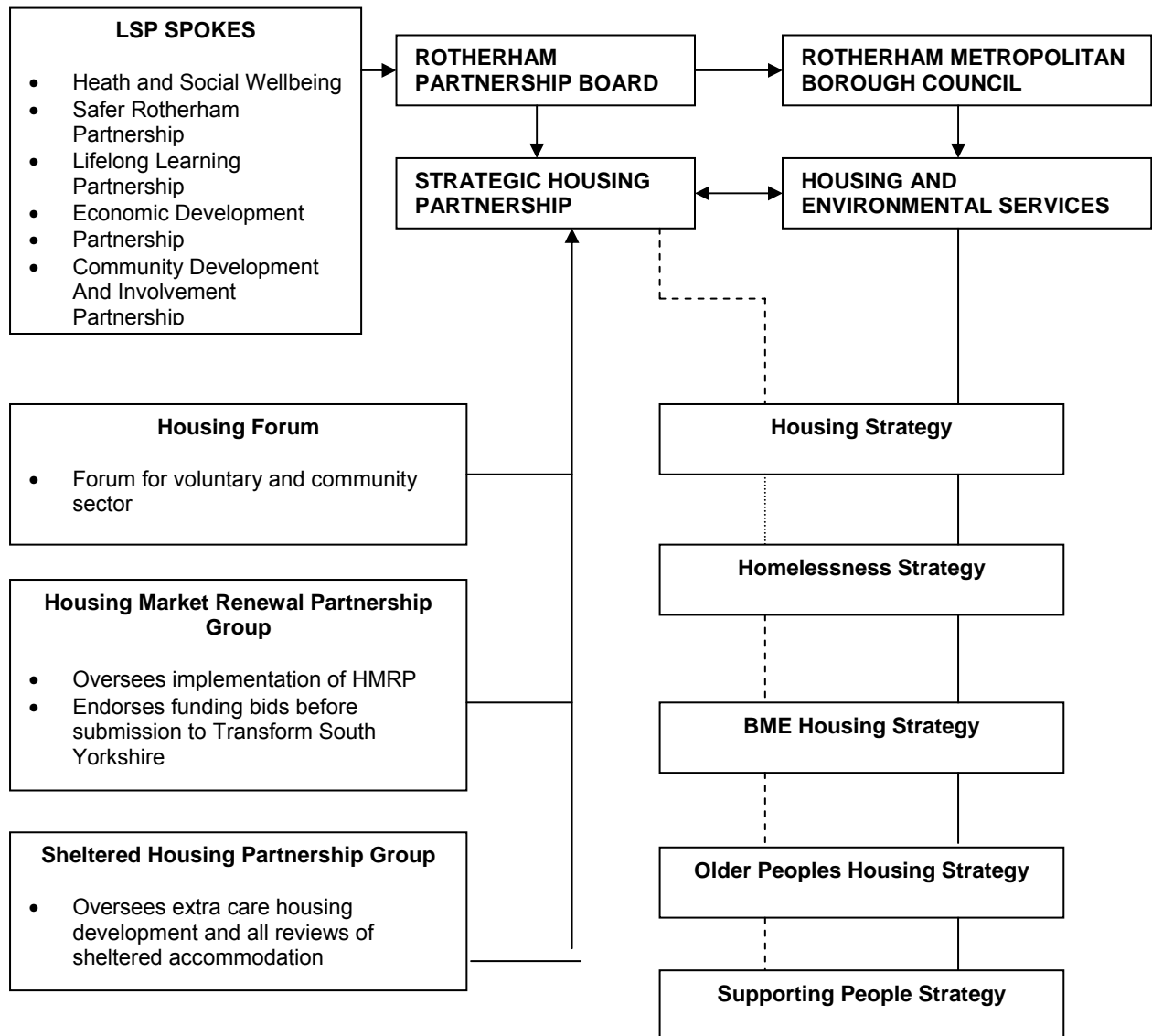
The implementation of the Homelessness Strategy has almost eliminated the Housing Departments dependence on the use of Bed and Breakfast for emergency accommodation and our local performance indicator target is zero dependence.

## 5.5 Summary of other Key Initiatives

- We have developed a **Strategic Housing Partnership (SHP)**<sup>30</sup>, which oversees the development and implementation of the Rotherham Housing Strategy. The SHP includes representation from statutory organisations, Registered Social Landlords, private sector developers, local landlords, tenants associations and voluntary organisations. The SHP is the housing partnership group of the Local Strategic Partnership and its remit is to:
  - Act as the main point of reference for partnership work on housing strategic development
  - Ensure that the Housing Strategy addresses the strategic objectives of partner organisations
  - Co-ordinate task groups to assist with the implementation of specific elements of the Housing Strategy
- Achieved a **one star (fair) with promising prospects for improvement** rating from the Housing Inspectorate, for the Council's Repairs and Maintenance Service. This represents a significant step change in performance over the last two years.
- Developed a **Performance Management Framework** that has been recognised as an example of best practice within the Local Authority. Our framework has allowed us to deliver our best results ever on our KPI's. In 2003/04 77% of our KPI's achieved challenging and stretched targets that were set with 84% improving on performance achieved since April 2003. 87.5% of our KPI's are now in the top or middle quartile.
- Our performance on **void turnaround times** continues to go from strength to strength. We have been determined to achieve a complete turnaround from "worst in the country" to top quartile performance. This was achieved during 2003 / 04. We are currently achieving 22 days which exceeds our 29 days stretched target. This high level of performance also ensures that performance on void rent is also good.

- Regular tests of **tenant satisfaction** are taken right across the housing service. The 2004 tenants satisfaction survey found that overall satisfaction with the housing service is 75.5%.
- Introduction of the **Landlord Accreditation Scheme** which will actively promote good standards and management practice by landlords in the private rented sector and promote better understanding between landlords and tenants. It will recognise and incentivise landlords who are committed to providing good quality, properly managed accommodation to rent.
- A **Registered Social Landlord Charter**<sup>34</sup> has been developed between neighbouring Local Authorities and RSLs, which sets standards for our RSL partners.
- **Construction Jobs** are being created by sub regional working co-operation on training and job creation. This includes the provision of 20 new apprenticeship placements per annum from the Direct Services Organisation.
- **Spatial Development** Research is being carried out across the sub-region to develop a picture of current and future settlement patterns.
- **Health Impact Assessments** have been designed to assist in assessing the impact of housing policies, projects and programmes on health.
- **Furnished accommodation** provided by the Council has been introduced which is “benefit eligible” with a range of 3 levels of furnishing for applicants to chose from. To date this has been successful and more furnished units are planned.
- **Objective 1, European Regional Development Fund and European Social Fund** are helping to stimulate economic growth.



**Figure 5 : Links between LSP and RMBC**

## 6. FOCUSING ON DELIVERY - WHAT WE ARE GOING TO DO

We have conducted a significant amount of research and subsequent analysis to determine our priorities for future action. National, regional and local issues have further informed these priorities, as have the views expressed by our partners.

The key actions that we will take to ensure delivery of our strategic objectives are summarised below. The measures of achievement, resources, lead officers and monitoring arrangements are set out in the Action Plan which accompanies this strategy.

## 6.1 Theme A: Develop Neighbourhoods

In order to achieve the objectives set out under this theme we will need to deliver housing investment, which supports neighbourhood regeneration. What became clear from the consultation during the Housing Option Appraisal, is that whilst decent homes are important, other works which improve the environment and reduce the fear of crime are equally important. We will therefore, develop and implement neighbourhood management, encourage local regeneration partnerships and tackle anti-social behaviour.

Our tenants have identified community safety, environmental issues and additional works to homes, above the decency standard, as major issues. We will use some of the additional resources from our ALMO bid to address these priorities which benefit all of our communities.

The key objectives are:

**Ensure investment supports neighbourhood sustainability** by developing a local sustainability model, which will be used in area based master planning. This will help the Council identify neighbourhoods that are at risk of decline. We will continue the Area Based Regeneration Schemes, Eastwood Village Group Repair Scheme and small scale environmental improvements. All of which are aimed at increasing the sustainability and liveability of specific neighbourhoods.

**Reduce crime and the fear of crime** by establishing stronger links between the Safer Rotherham Partnership and the Strategic Housing Partnership. We will continue to adopt Secure by Design principles in all housing programmes. This means that we can reduce the opportunities for crime and anti social behaviour through housing and neighbourhood design. We will develop performance standards for tackling anti social behaviour.

**Tackle the inequalities between neighbourhoods** by implementing the housing elements of the Community Cohesion Action Plan<sup>35</sup>. We will identify and clear unwanted sites offering them for sale for RSL or private development. This will lead to a mix of tenure within neighbourhoods where sustainability is an issue. We will continue to develop the Landlord Accreditation Scheme, the aim of which is to improve the quality of private rented accommodation. We recognise that the inequalities between neighbourhoods cannot be addressed without substantial investment, therefore we will target investment from the HMRP into the most deprived communities of Rotherham.

Finally, the Neighbourhood Renewal Strategy will be used as one of the key drivers for tackling inequalities between neighbourhoods and we are committed to implementing the housing elements of this strategy.

**Develop a community focused, multi-agency approach to neighbourhood management.** We will undertake a Best Value Review to agree the scope for

Neighbourhood Management. We will develop a first contact approach to delivering services at Neighbourhood Offices and restructure Council Housing Services to include the lessons learned from the Going Local Pilot. We will produce seven Neighbourhood Compacts - agreements between the Council and the local community relating to service delivery and participation.

We will expand the Neighbourhood Warden Scheme across the Borough. Neighbourhood Wardens are a physical and visible presence on estates and provide a focal point for public queries about the neighbourhood.

The ALMO which will fit within the Council's partnership framework will be uniquely placed to act as a catalyst to drive forward the Council's Neighbourhood Renewal Strategy and take the lead in delivering neighbourhood management on behalf of the Council through formal contractual arrangements.

## **6.2 Theme B: Ensure Decent Homes**

In order to achieve the objectives set out under this theme we need to generate substantial additional income. In developing plans that meet the long - term objectives of decent homes and affordable warmth, we also need to meet our resident's aspirations and create strong partnerships.

The Council has used the findings from previous reviews, inspections and learning from others as the basis for driving improvements, to prioritise activities and target the use of resources. We have worked closely with the Housing Inspectorate to develop responses to areas of weakness in an atmosphere of genuine openness and honesty. This relationship has contributed significantly to our ability to use our time effectively to prioritise service improvements.

In light of the recent repairs and maintenance inspection, there is confidence in the ability of the organisation to deliver improvements to customers that will convince the Audit Commission that we have achieved two star status and have excellent prospects for progressing towards three star status.

The key objectives are:

**Achieve the Government's Decent Homes targets for both social and private sector housing.** We will develop and implement a programme of Decent Homes work for the Council stock and ensure that the RSL housing stock meets decency standards. A proportion of private sector stock that is non-decent will be demolished.

The Council Housing Repairs service will be opened up to external competition in order to ensure value for money and we will continue to explore partnering arrangements with neighbouring Local Authorities.

The Government's intention is that improvements to homes in the private sector should be mostly financed by owner occupiers but recognises that vulnerable households, both owners and privately renting will need support.

The Council will work towards achieving the ODPM targets for reducing the number of homes in the private sector that are non-decent and occupied by vulnerable households.

Our strategy for increasing the number of decent homes to meet the Public Sector Agreement target includes :-

- Targeting capital resources toward vulnerable households.
- Working in partnership with other Local Authorities across South and West Yorkshire to introduce Property Appreciation Loans to meet decency standards.
- External improvements to property through the group repair scheme.
- Working with private landlords to encourage refurbishment of housing to decency standards.
- Private sector demolition programme.

Rotherham's Neighbourhood Renewal Strategy has identified 7 areas of deprivation where funding is to be targeted and 5 of these areas match the HMRP areas. This will enable concentrated resources to be targeted in neighbourhoods experiencing high levels of deprivation and these are the very areas where the highest proportion of vulnerable households live.

In addition, the HMRP will make a significant contribution to these improvements and the Council will also make use of the opportunity presented by the Regulatory Reform Order to assist vulnerable people through our Private Sector Grant Assistance Policy.

The masterplanning exercises being undertaken for each of the ADF's will identify the areas where intervention is required. Funding will be allocated specifically to tackle non-decency in areas of deprivation that will ensure that vulnerable households receive support. Two main areas of activity will be the clearance of unsustainable housing and the introduction of an equity release scheme for remaining households where achieving the decency standard will be the minimum requirement to participate in the scheme. The outcome of the masterplanning will determine the allocation of resources to these projects in 2005/06 and support the bid for the next tranche of funding to cover 2006/08.

Private Sector Grant Assistance from the Local Authority amounts to £1.57 million. £1.52 million is currently targeted at the Eastwood Group Repair Scheme limiting our support elsewhere to £50,000 in 2004/05. This will continue into 2005/06 to enable the completion of the Eastwood scheme. We will be reviewing our strategy for private sector investment for 2006/07 onwards.

This will be developed in light of the allocation of resources for housing investment from the Regional Housing Board for South Yorkshire. Funding will be targeted towards meeting the private sector Decent Homes target and will be used to both supplement HMRP funding and kick start and support improvements in the

remainder of the Borough which falls outside the HMRP area. We will develop a plan to deliver improvements with the objectives of :-

- Reducing the number of vulnerable people occupying non-decent homes.
- Continue to set stretching targets to reduce unfitnes (BVPI 62) and empty properties (BVPI 64).
- Providing help and advice to property owners
- Provide support for the elderly and people with disabilities to ensure properties are adapted to meet their needs.

A successful bid to the Regional Housing Board from a consortium of South and West Yorkshire Local Authorities has secured £2 million in 2004-2006, with Sheffield acting as banker. This will provide low cost equity release loans to vulnerable private sector homeowners to fund works required to bring their property to the Decent Homes standard.

This is a new initiative and a mechanism for delivering the "loan product" is being developed through ART Homes, the Birmingham based regeneration trust.

**Establish an Arms Length Management Organisation (ALMO) to deliver decent homes and better housing management.** We will carry out consultation with all stakeholders and subject to tenant approval will establish the ALMO. We will develop an improvement plan for the ALMO to ensure that it achieves a 2 star rating when next inspected. This is critical to the achievement of the Governments target of all Council homes meeting the decency standard by 2010.

**Improve thermal comfort and energy efficiency levels across all tenures of housing** by completing the Housing Energy Saving Scheme as part of Decent Homes programme, this includes the installation and upgrade to efficient central heating systems. We will continue to maximise the benefits available via the Health through Warmth programme to provide energy efficiency improvements in the private sector. We will establish links with partner organisations to secure funding for solar water heating and community energy. We will also introduce an Energy Saving Company to provide low cost gas and electricity to Local Authority tenants. We will continue to seek additional external funding opportunities in order to address health and thermal comfort objectives.

We will continue to promote the "Save 'N' Warm" scheme which provides the cheapest means of obtaining cavity wall and loft insulation to the private sector. We will convert more District Heating schemes to Combined Heat and Power, this will ensure the more effective use of communal heating systems.

We are targeting the most vulnerable groups within the community through the Warm Front programme and will have completed 2,500 installations by the end of March 2005. This will make a significant contribution to meeting the Decent Homes targets in the private sector.

The current average energy efficiency (SAP rating) in the private sector is 53 and our target is to increase this to 55 by 2006.

To ensure that we continue to target vulnerable residents in the private sector we will write to all households in receipt of housing benefit to promote the system in future years. Funding levels for Warm Front will be increased between 2006 to 2008 and our HECA Officer will continue to target this group and we will use PCT front line staff to support this initiative.

We will continue to develop our Eco Homes Project. This initiative aims to develop fourteen properties that have extremely low energy needs. They utilise both solar and photo-voltaic power and are designed with high levels of insulation. The project's main purpose is to test the market for this type of property before embarking on a more ambitious programme of low energy housing development. Currently the scheme is being considered by the Regional Housing Board, who are assessing the cost-effectiveness of photo-voltaic electricity generation. In consultation with the Regional Housing Board we have refined the design of the dwellings to ensure that they are suitable for replication elsewhere and can be used as a model to encourage equivalent new build within the private sector.

**Ensure effective links between Decent Homes and Transform South Yorkshire** by producing five Area Development Framework (ADF) master plans and investment strategies that demonstrate alignment between the two programmes.

An option appraisal process will ensure that any regeneration is taken forward on a strategic and planned basis with the full involvement of the community. It will ensure that all of the options for intervention are considered and that the investment decisions are part of a comprehensive plan for long -term sustainability.

They will also inform the ADF's and allow the Pathfinder to explore mechanisms to bring in grants to contribute to the improvement of private sector dwellings and ensure long - term sustainability of cross - tenure estates.

### **6.3 Theme C: Renew the Housing Market**

The HMRP Programme will play a pivotal role in strengthening weak housing markets and can offer real choice and quality in residential areas currently dominated by poor quality housing.

There are several ways in which this can be done. Firstly it is important to link Housing Market Renewal with Decent Homes, neighbourhood renewal activity and economic development. It is important that it is aligned closely to planning and that partner agencies including housing associations, developers, contractors, financial organisations and neighbouring local authorities are involved at all levels.

Single Regeneration Budget (SRB), Neighbourhood Renewal, Neighbourhood Management and Objective 1 programmes are already being used to compliment

housing interventions such as Decent Homes and private sector renewal area activity. This is helping to build safe, healthy, stable and self-sufficient communities and neighbourhoods and it is also stimulating the housing market.

However the main vehicle for delivering on housing market renewal will be the Housing Market Renewal Pathfinder. This will release over £16.5 million of public sector money over the next two years to invest in Rotherham.

The key objectives are:

**Improve the character and diversity of neighbourhoods.** We will develop and implement the Empty Homes Strategy. One of the main aims of this strategy is to encourage property owners to bring vacant dwellings back into use. We will carry out sustainability assessments on all neighbourhoods in Rotherham. These assessments will identify areas at risk of housing market failure or economic decline. We will implement an Affordable Housing Policy, which will provide opportunities to access appropriate accommodation at a reasonable price.

We will prepare planning and development briefs as a basis for the redevelopment of specific areas. In addition we will help set general standards for new build across Rotherham and South Yorkshire. Following consultation with local communities, we may remodel or demolish unsustainable stock.

We will support the development of brownfield sites across the Borough. Planning is already underway in the Town Centre ADF and will become a feature of the other ADFs within the HMRP.

We have cleared a number of sites previously containing unsustainable, mostly Council owned stock, these sites are earmarked for private sector redevelopment with agreed numbers of affordable units being provided by our RSL partners, primarily based on the requirements of displaced residents who wish to return to the redeveloped sites. Some of these sites require land assembly from a number of owners and Housing services are taking the lead role in this process. Negotiations are at an advanced stage for the 2 largest sites.

**Provide high quality, iconic housing in the Borough** by encouraging developers to raise development standards. We will promote sustainable building practice, innovation and off site manufacture. We will develop an Eco Housing Scheme supported by funding allocated by the Regional Housing Board. This is a new development, which utilises the latest in design and energy efficiency technology.

The Board is also providing funding (£250,000) to support the provision of Alley Gating Schemes. Areas have been identified in the private sector with the highest crime rates in partnership with South Yorkshire Police to introduce this scheme. The pilot project proposed for Eastwood will meet "Secure by Design" standards and match funding is currently being sought to expand the programme.

**Create a new urban community in the Town Centre** by completing our Aspirations Housing Study. This is a survey, which identifies the types of housing that would attract people to live in the town centre. We will also set up a “Living Over the Shop” programme, making use of under used commercial properties. We will gain control of strategic sites for housing development by land acquisition and we will complete work in demonstration areas. Demonstration Areas pilot different types of housing to test demand. We will also establish the Town Centre as a delivery vehicle for economic regeneration.

We will facilitate Rotherham’s urban renaissance by working with the Town Team and Yorkshire Forward, the Regional Development Agency, to ensure that new housing development in the town centre is of the highest design quality.

The Strategic Development Framework being developed by Rotherham’s Town Team to deliver Urban Renaissance will set out how the goals proposed in the Town Charter will be achieved by setting out the physical structure for the future development of the town. The Housing Strategy sets out how it can contribute to increased town centre living and promotion of investment that will assist the renaissance of Rotherham town centre.

We will co-ordinate new housing developments proposed by the Housing Market Renewal Pathfinder with developments proposed within the Town Team’s Strategic Development Framework to maximise the potential for investment by partners in both the public sector and private sector.

One of our priorities is to raise design standards and achieve a step change in the quality of new residential development. To achieve this we will be more proactive and have introduced a design coding project in the town centre which is supported by £75,000 funding from ODPM. This work will benefit from our already having progressed plans which include the provision of new town centre living opportunities. The aim is that the design code will influence quality design of town centre sites leading to urban design excellence. This will contribute to some of our strategic goals for town centre renaissance. Good practice identified will be rolled out into the rest of the town centre and other housing areas within the HMRP.

**Increase the range and diversity of accommodation** by developing shared equity housing schemes, increasing the number of new build “high income” homes and improving our understanding of rural housing issues in Rotherham.

Our RSL partners are working to provide a mixture of refurbishment of existing sustainable dwellings and provision of new housing to meet identified need. As a result of this our Approved Development Programme (ADP) programme has grown to £2.533 million for 2004 / 05. We will continue to work in partnership to identify schemes in the future which aim to address the current mismatch between supply and demand for social housing identified in the Housing Needs Survey.

The introduction of our new Affordable Housing Policy has allowed us to be more



proactive in achieving the provision of affordable housing. Provision increased to 131 dwellings in 2003 / 04 (including 81 units provided through Planning Policy PPG3) and we already have plans in place, which are expected to provide 57 dwellings in 2004 / 05 and a further 89 dwellings in 2005 / 06.

#### **6.4 Theme D: Provide Fair Access and Choice**

The approach we plan to adopt in addressing Fair Access and Choice will put significant emphasis on developing customer focused housing solutions. This goes much wider than homelessness or access to Council accommodation. This approach addresses housing need in its widest context by regenerating and transforming communities, installing aids and adaptations, building lifetime homes and promoting community safety and community cohesion. Our approach will also ensure that people receive the support they need to maintain their own home and remain independent.

The key objectives are:

**Prevention of Homelessness** by preventing crises before they develop by a combination of new initiatives and strategic development. We will develop overnight and interim accommodation for people who are at risk of sleeping rough. This type of accommodation will include additional support to prevent further incidents of homelessness. We will develop a “fast track” homeless assessment process and review the “out of hours” homeless service. We will also introduce Personal Housing Plans and aim to reduce the use of temporary accommodation. We will also develop and implement a Homelessness Prevention Strategy.

There are a number of hard-to-reach or vulnerable groups who are more at risk of becoming homeless. We will develop specific strategies to assist these groups. We will develop accommodation strategies for young people, ex-offenders and women fleeing domestic violence. Support for these groups is a key component in developing our 5 year marketing plan to reduce the level of homelessness presentation, the number of repeat homelessness applications and reduce the dependence on bed and breakfast accommodation.

**Secure suitable, quality accommodation** for specific communities of interest using a number of measures. We will increase the amount of furnished accommodation and dispersed homeless units. We will introduce a Choice Based Lettings Scheme, which will provide a greater degree of choice to people who want to move into a council house.

We want to help people who own their home to access home improvement grants and adaptations. Home Improvement Agencies (HIAs) can assist with this so we will be carrying out a cost benefit analysis of HIAs with a view to developing one in Rotherham.

We do not want people to move home because they are ill or because they are less mobile. Building design is an important factor here so we will be developing a Lifetime Homes Strategy aimed at maintaining people in their own homes for as long as possible. To compliment this we will conduct a Special Needs Housing Survey to examine the housing needs of people with specific needs.

The Housing Corporation Programme delivers additional investment into Rotherham through an agreed development programme. Key projects are the delivery of extra care accommodation at Dalton House and assistance with a scheme for emergency move on accommodation. We will be better placed to secure Housing Corporation investment in the future following the production of more comprehensive regeneration masterplans that are currently being developed.

**Supporting individual needs and hard to reach groups** that are both effective and provide value for money.

We will develop an Older People's Accommodation Strategy. This will incorporate the Extra Care Housing Strategy, the in-house review of sheltered accommodation and Supporting People service review recommendations. The main aims of the strategy will be to maintain independence, promote quality of life, reduce residential/hospital admissions and develop a structure of sheltered accommodation which will meet the aspirations of future generations. The strategy will include a single assessment and allocation process for Extra Care Housing and Sheltered Accommodation. We will develop three core and cluster Extra Care housing schemes over the next three years, providing more than 75 units.

We will be exploring alternative funding options for the future of our Sheltered Housing Stock. It may be necessary, through the use of Area Development Frameworks, as part of the Housing Market Renewal Pathfinder, to explore the potential use of PFI in relation to our sheltered housing and non-traditional housing stock.

We will develop a BME Housing Strategy aimed at improving the BME community's access to social and supported housing. We will consult with the BME community about making new developments culturally sensitive and inclusive. We will also increase the take-up of disabled adaptations by BME groups. We will expand our supported housing provision for women fleeing domestic violence by developing dispersed furnished accommodation for women from the BME community.

**Improve accessibility and choice for those with lower incomes** by introducing equality impact assessments and the promotion of move in packs with other social housing providers.

We will improve the fast tracking of housing agreements with grant funded agencies providing temporary accommodation, explore the feasibility of a common housing register and evaluate the effectiveness of the Affordable Housing Policy.

## **6.5 Partnership Working**

The Council already has good partnership arrangements in place. It has strong links with statutory organisations, community groups and the voluntary sector through the Local Strategic Partnership.

We now intend to develop this by moving towards a Joint Housing Strategy. Over the next year we will put in place an action plan which will enable partner organisations to have a major say in the development of the Housing Strategy. This will go beyond our current commitment to consult fully. Partners and stakeholders will directly shape the strategy.

The next Housing Strategy will be a Joint Housing Strategy, approved by the Strategic Housing Partnership and then by the Board of the Local Strategic Partnership Board. The LSP and RMBC will work together to develop partnership working groups that meet regularly and whose role is to oversee strategic development.

All sub-strategies, especially those that focus on particular communities of interest, will adopt a similar partnership approach.

## **7. HOW WE WILL RESOURCE THESE PRIORITIES**

The Council recognises that the Housing Strategy needs to be ambitious to make a significant impact on the housing conditions and circumstances of the people of Rotherham. At the same time we recognise that for the strategy to be implemented the vision must be underpinned by sound financial planning.

Financial planning has been based on realistic and prudent assumptions about the availability of future resources, including an assessment of the Council's own resources. The Housing Strategy supports and informs the Council's Capital Strategy and the annual capital and revenue programmes.

The Council's capital strategy lays out the key areas for Council investment. The priorities for housing investment are:

- Maintenance and modernisation of the stock to meet the decent homes target
- Housing market restructuring.
- Renewal and improvements to public and private sector housing.
- Adaptation of public and private sector housing to meet the needs of elderly and disabled people

Wherever possible we use capital and revenue funding as match funding in order to stretch resources. Also, priorities are aligned and resources combined with those of our partners to provide added value.

The Council also keeps abreast of external funding streams e.g. the Neighbourhood Management Pathfinder and Housing Market Renewal as well as the opportunities that will arise as a result of the Urban Renaissance initiative.

#### **7.1 Capital Resources Directly and Indirectly Available to the Council**

The capital resources required to deliver this strategy have been shown as direct and indirect funding. Direct funding includes the annual needs based element of the Single Regional Housing Pot (formally HIP). Indirect funding are allocations, which are bid for, such as Housing Corporation ADP or Neighbourhood Renewal Fund.

Our estimated capital resources, detailed in Figure 7 is based on current funding levels received by the authority for housing purposes in both public and private sectors. The funding levels take into account proposed reduction of the needs based element of the Regional Single Housing Pot.

In addition, following our Housing Option Appraisal, the level of funding required to deliver Decent Homes to the Council housing stock has been identified and is shown in Figure 6.

**Figure 6: Profile of expenditure and financing on Council Housing Stock**

	Year 1 2004.05	Year 2 2005.06	Year 3 2006.07	Year 4 2007.08	Year 5 2008.09	Year 6 2009.10	Year 7 2010.11	TOTAL
Average Stock	22,493	21,118	20,118	19,218	18,418	17,818	17,418	
Bal B/F Essential & Sustainability		9.837	20.173	30.807	41.411	49.411	3.635	
Bal B/F Decency Standard		28.609	52.474	39.092	20.620	0.168	0.000	
Decency Standard	20.506	24.757	61.536	66.064	67.551	20.642	20.515	281.571
Minimum Essential & Sustainability	0.000	0.000	0.000	0.000	2.914	45.755	3.635	52.304
<b>TOTAL</b>	<b>20.506</b>	<b>24.757</b>	<b>61.536</b>	<b>66.064</b>	<b>70.466</b>	<b>66.397</b>	<b>24.150</b>	<b>333.875</b>
Major Repairs Allowance	11.808	10.582	11.103	10.854	10.586	10.408	10.215	75.555
Supported Borrowing	1.891	1.980	1.215	1.215	1.215	1.215	1.215	9.946
Capital Receipts (Right to Buy)	6.313	4.295	3.818	2.607	2.657	1.679	1.724	23.094
Other Receipts/Grants	0.493	0.400	0.400	0.400	0.400	0.400	0.400	2.893
Revenue Contributions (RCCO)	0	0.000	0.000	0.988	0.608	0.694	1.210	3.500
<b>TOTAL</b>	<b>20.506</b>	<b>17.257</b>	<b>16.536</b>	<b>16.064</b>	<b>15.466</b>	<b>14.397</b>	<b>14.764</b>	<b>114.989</b>
<b>ALMO FUNDS REQUIRED</b>	<b>0</b>	<b>7.500</b>	<b>45.000</b>	<b>50.000</b>	<b>55.000</b>	<b>52.000</b>	<b>9.386</b>	<b>218.886</b>

Figure 7: Housing Strategy Projected Expenditure and Resources

	2003/04 Outturn £000's	2004/05 Proposed £000's	2005/06 Proposed £000's	2006/07 Proposed £000's
<b><u>Strategic/Private Sector</u></b>				
1. Decent Homes	0	0	0	0
2. Decent Homes - Private	0	0	0	0
3. Affordable Homes	0	0	0	0
4. Fair Access To All	1,879	2,422	1,182	1,000
5. Regeneration/Neighbourhood Renewal HMR Pathfinder Additional projects	347	3,873	13,156	0
6. Other ( including Local PSA £200k)	0	0	0	0
<b>Total</b>	<b>2,226</b>	<b>6,295</b>	<b>14,338</b>	<b>1,000</b>
<b><u>Public Sector Capital Programme</u></b>				
1. Decent Homes	21,838	16,931	11,888	11,997
2. Decent Homes - Private	0	1,000	1,000	1,000
3. Affordable Homes	1,340	1,350	1,000	0
4. Fair Access To All	1,317	400	400	250
5. Regeneration/Neighbourhood Renewal HMR Pathfinder Additional projects	2,859	2,582	1,607	4,192
6. Other ( including Local PSA £200k)	0	300	250	250
<b>Total</b>	<b>27,354</b>	<b>22,563</b>	<b>16,145</b>	<b>17,689</b>
<b>TOTAL HOUSING CAPITAL PROGRAMME</b>	<b>29,580</b>	<b>28,858</b>	<b>30,483</b>	<b>18,689</b>
<b><u>Resource Type/Category</u></b>				
<b>MRA</b>	15,021	11,808	10,582	11,103
<b>Borrowing</b>				
Supported Borrowing	2,351	3,383	3,382	2,368
Un-supported Borrowing	0	200	0	0
<b>Capital Receipts</b>	10,470	8,955	4,595	4,118
<b>Grants:</b>				
Pathfinder	388	3,355	13,049	0
Energy Efficiency (EEC)	416	100	100	100
<b>DFG's</b>	622	493	540	600
<b>GF Contribution</b>	415	322	360	400
<b>Tenants Contributions for Regeneration</b>	0	100	0	0
<b>Accruals</b>	-103	0	0	0
<b>TOTAL RESOURCES</b>	<b>29,580</b>	<b>28,716</b>	<b>32,608</b>	<b>18,689</b>
<b><u>Indirect Funding Available</u></b>				
Neighbourhood Renewal Fund	0	271	305	305
Transformation Projects	0	320	320	1,000

The Communities Plan has introduced new flexible ways of funding housing. With the introduction of the Single Regional Housing Pot there is now a move towards more discretionary funding. The Council has already been successful in attracting elements of discretionary funding to finance housing work, including:

- £2.533 million Housing Corporation ADP programme. This will support six projects developed with our RSL partners, which will contribute to the regional priorities of fair access and affordable homes.
- Successful Transformational Project bid for £640,000 to develop an eco - housing scheme over the next two years. This project has attracted a further £560,000 through private matched funding.
  - Neighbourhood Renewal Fund
    - 200,000 for Neighbourhood wardens in 2004/5.
    - £71,000 for the Anti-social behaviour unit in 2004/5.
- Housing Market Renewal
  - £71 million investment in South Yorkshire over the next 2 years which includes £16.5 million identified for a range of research, masterplanning and capital projects in Rotherham.

Bidding against the authorities single capital pot is based on project prioritisation. This uses an agreed scoring matrix to match bids to corporate priorities.

In addition the introduction of our new Affordable Housing Policy will bring additional resources into Rotherham. Our priority, however, through Section 106 Agreements will be the provision of built units on site rather than commuted sums.

## **7.2 Revenue Funding**

In addition a further £100,000 is allocated from the Housing Revenue Account to our Area Housing Panels to enable tenants to directly contribute to the selection of small environmental improvements to their estates.

We also aim to maximise our use of human resources through the restructuring of Housing and Environmental services to improve service delivery and enforcement.

## **7.3 Recent Revenue Spending**

Details of the revenue out-turn for 2003 / 04 is shown at Appendix A.

## **7.4 The Option Appraisal Process**

Wherever possible this strategy has been developed taking into consideration various options available. No where is the option appraisal process more relevant

than when identifying spending priorities.

In order to make the most effective use of resources, the HIP was aligned with our overall service plan and the priorities identified in the Regional Housing Strategy. The Council annually approves the Capital Programme to ensure that all schemes contribute to identified priorities. These are :-

- Meeting Decent Homes in the public sector
- Ensuring affordable homes in the public sector
- Schemes to fair access to all in both public and private sectors
- Regeneration and Renewal in both public and private sectors

This process has enabled the adaptation of ongoing area based projects to encompass the achievement of Decent Homes targets and specifically target energy efficiency improvements. Investment in the private sector will be influenced by the completion of masterplanning exercises for the HMRP. Both within and outside the HMRP area the provision of Decent Homes for vulnerable groups will be a priority in the private sector with the allocation from the Regional Housing Board for 2006 to 2008 for new investment being targeted in this area.

Our Public sector affordable homes programme targets both energy efficiency and fuel poverty. Since 2003 we have been funding programmes for conversion of solid fuel district heating schemes to gas fired, including the provision of a combined heat and power unit. In addition, the programme provides cavity wall insulation and a solar panel scheme.

From 2005 to 2008 our resources in this area will concentrate on district heating conversion and we are working to secure up to £1.2m per annum from Utilities providers to fund cavity wall insulation programmes. This represents a massive increase from the £50k per annum currently invested in this work.

In 2003 / 04 the percentage spent on meeting the Decent Homes Standard in the Public Sector was 74%. Whilst this remains a priority for the Council our aim is to address the imbalance within the capital programme in future years.

Therefore in 2004 / 05 59% of the programme is aimed at delivering Decent Homes in the public sector. This reflects both the Council's commitment to achieving the 2010 decency target and making the best use of the resources available to tackle neighbourhood renewal.

In future years further funding, such the HMRP, will enable our overall resources to be more evenly distributed against our priorities.

## **7.5 Reviewing the Housing Strategy and Performance Management**

The commitments contained in this strategy are set out in the RMBC Housing Strategy Action Plan<sup>36</sup>. The Action Plan explains how these commitments will be

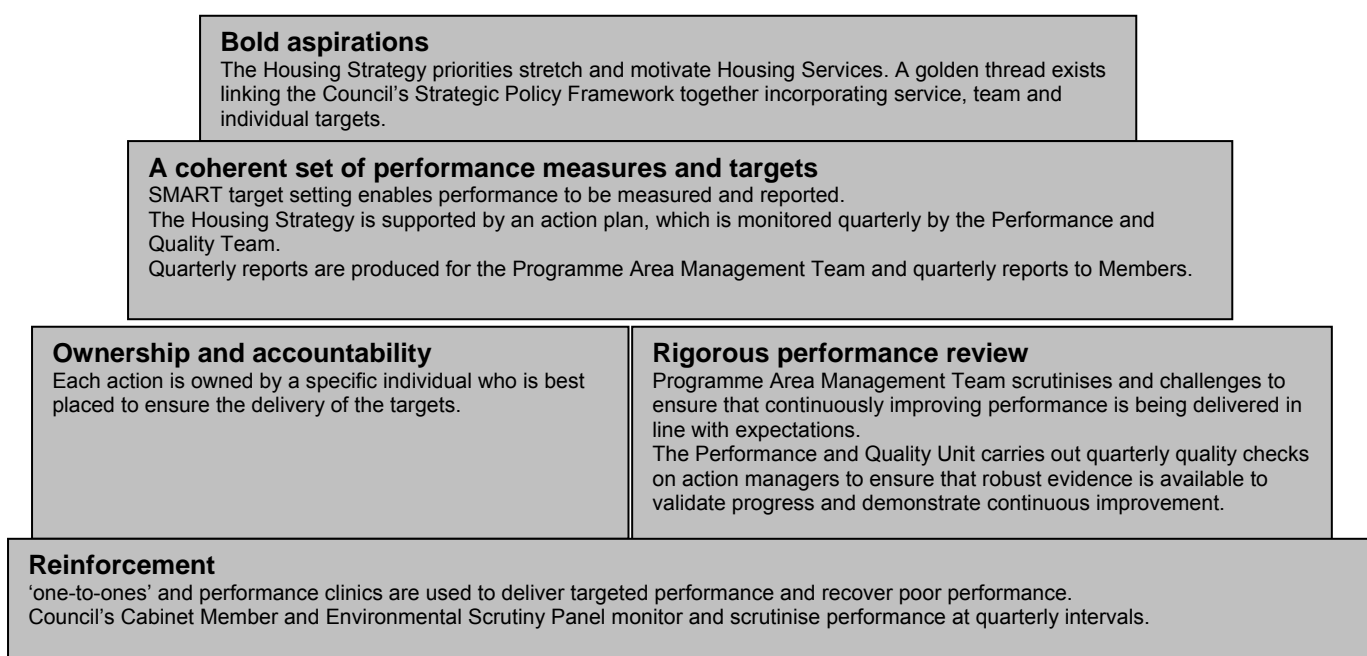


monitored and who is leading each project. It also show target dates for completion of the tasks.

The Housing Strategy will be reviewed on an annual basis by the Strategic Housing Partnership and the Tenants Strategy Policy Panel.

Effective performance management is critical to the success of a well run Housing Strategy. Housing and Environmental Service's Performance Management Framework describes in greater detail the building blocks of performance management, monitoring, reporting and scrutiny arrangements we have in place to deliver better performance. The model below describes in a visual format how we manage the performance of the Housing Strategy. The model is based on good practice outlined in the Audit Commission report 'Choosing the Right FABRIC'.

**Figure 8 : Performance Management Framework**



The Housing Strategy will be subject to a rigorous performance management arrangement. Like all effective performance management systems, this may change over time as the Strategy matures. However, the fundamental principles of target setting, performance monitoring, performance management and audits will remain features throughout the lifespan of this Strategy. The main focus of the Performance Management Framework is to evidence outcomes for the residents of Rotherham. By putting our customers at the heart of this strategy it ensures that we are in the best position to be able to demonstrate the impact of the strategy on neighbourhoods.

The Action Plan within the Strategy document is monitored using project management methodology. The Plan is owned by a project leader (Head of

Neighbourhood Development), delivered by accountable task managers and is sponsored by the Executive Director who is an integral player within the Strategic Housing Partnership (SHP) and Transform South Yorkshire.

The key features are described below:

### **Target Setting**

The Objectives of the Housing Strategy are longer term so it is important that we keep this in mind when reviewing and setting stretching annual targets. The SMART targets are set by the Programme Area Management Team (PAMT) following consultation with task managers, project manager and the involvement of other key stakeholders.

### **Monitoring Arrangements**

- All tasks have action plans, control targets and risk assessments to enable the target to be achieved.
- The task managers produce a quarterly progress report for each task within the plan.
- A monthly monitoring report is produced by the Head of Neighbourhood Development for PAMT, and quarterly reports for Cabinet Member and Scrutiny meetings. The reports use a traffic light system to identify good and poor performance. Recovery plans are requested from poor performers.
- The Scrutiny function challenges performance, questions decision making and re-enforces ownership and accountability for the project leader.
- The Performance & Quality Unit carries out quarterly quality checks (sometimes using our tenant inspectors) to verify progress on actions. This ensures that there is clear documentation behind them so that processes which produce measures can be validated. This verification process is particularly important for completing tasks. Only those completed tasks will be signed off by the Head of Neighbourhood Development following a successful validation exercise. All completed tasks are then reviewed for outcomes.

### **Management Arrangements**

- Task Managers meet with the Head of Neighbourhood Development on a quarterly basis to discuss details within their progress reports.
- Performance is managed in the one-to-ones and recovery plans are requested from managers where performance is slipping.
- The term 'one-to-one' is used here to drive performance improvement. It describes face to face discussions that take place between the task managers and project leader. This process is prepared for in advanced and is structured around the following questions:
  - Have targets been met?
  - If they have not been achieved, why?

- What can be done to turn this around?
- Is there another method of completing the work?
- Is the performance problem caused by a lack of capability?
- What needs to happen before the next session?
- Quarterly performance clinics are used to review and evaluate performance against objectives and targets. All task managers are required to present details of progress towards key objectives and present details of the actions they propose to make to address areas for improvement. The clinics offer the Management Team an opportunity to formally recognise good performance, creating ownership and accountability for performance management and service improvement.

### **Auditing Arrangements**

- The one-to-ones and performance clinic meetings are minuted and supported by documentation, action plans and recovery plans where necessary. Decisions taken on performance issues are highlighted for auditing purposes.
- Only the Head of Neighbourhood Development can personally 'sign off' tasks, which is subject to a robust verification process.
- An annual audit of information is undertaken by the Performance & Quality Unit to ensure an independent assessment. Any performance issues identified are reported to the Head of Neighbourhood Development for urgent action. This ensures that information reported to Members and other key stakeholders is robust and accurate. The Performance & Quality Unit have significant expertise in auditing performance information and this is a crucial role within the performance management arrangement as it informs the target setting process for the year ahead.

The Council will continue to evaluate the effectiveness of the projects that deliver the aims of the Housing Strategy. A major contributor to project evaluation is the 100% customer satisfaction surveys, which are undertaken for all of our Decent Homes and major area based regeneration projects. Results from these satisfaction surveys are analysed by the Council's "Learning from Customers" forum which then makes recommendations for continuous improvement in policy and practice.

## APPENDIX B - GLOSSARY OF TERMS

<b>ADF</b>	<b>Area Development Framework</b> – One of 5 geographical areas within the Housing Market Renewal Pathfinder
<b>ADP</b>	<b>Approved Development Programme</b> – The Housing Corporations funding provided to RSLs to aid their housing development programme
<b>ASBO</b>	<b>Anti-Social Behaviour Order</b> – A Court Order prohibiting behaviour or action which may be regarded as anti-social
<b>ALMO</b>	<b>Arms Length Management Organisation</b> – An not for profit organisation set up to manage and maintain council housing
<b>BME</b>	<b>Black and Minority Ethnic</b> – Refers to the identification of the household according to their ethnic origin
<b>CURS</b>	<b>Centre for Urban and Regional Studies</b> – Part of the School of Public Policy at the University of Birmingham and at the forefront of research in a variety of fields including housing, social exclusion, poverty and deprivation
<b>HECA</b>	<b>Home Energy Conservation Act 1985</b> – Introduced on 1 <sup>st</sup> April 1996. It places a requirement on Local Authorities to prepare and publish an energy conservation report and details of measures to improve the energy efficiency of residential accommodation in the area
<b>HIA</b>	<b>Home Improvement Agency</b> – An organisation set up to provide adaptations and grants for private sector housing
<b>HMRP</b>	<b>Housing Market Renewal Pathfinder</b> – One of 9 pilot projects set up in the North and Midlands tackle housing market failure
<b>HRA</b>	<b>Housing Revenue Account</b> – Is the account in which the financial resources within the Council are held for the management and maintenance of the Council's housing stock
<b>LDF</b>	<b>Local Development Plan</b> – Replacement for the UDP in 2007 aiming to provide clear and wide ranging visions and strategies for spatial development
<b>LSP</b>	<b>Local Strategic Partnership</b> – A partnership organisation involving the Council and several other organisations including the Employment Service, business and commercial interests working towards bringing in additional financial resources for regeneration activities and the creation of new employment opportunities
<b>ODPM</b>	<b>Office of the Deputy Prime Minister</b> – Created in May 2002 taking responsibility for policy area from both the old Department for Transport, Local Government and the Regions and Cabinet Office. The new office brings together regional and local government, housing, planning, regeneration, social inclusion and neighbourhood renewal
<b>PCT</b>	<b>Primary Care Trust</b> – Strategy body for the provision of local health services
<b>PFI</b>	<b>Private Finance Initiative</b> – A partnership for the management maintenance and improvement of public services
<b>PSA</b>	<b>Public Service Agreement</b> – An agreement between Central and Local Government which provides incentives for improved performance

<b>RSL</b>	<b>Registered Social Landlord</b> – Regulated by the Housing Corporation. Independent, not for profit, private sector organisations providing social housing for rent.
<b>RMBC</b>	<b>Rotherham Metropolitan Borough Council</b> – The Local Authority with strategic responsibility for housing
<b>SCP</b>	<b>Single Capital Pot</b> – The capital funding available to the Yorkshire and the Humber Region for distribution to Local Authorities to support housing projects
<b>SHP</b>	<b>Strategic Housing Partnership</b> – The housing spoke of the Local Strategic Partnership
<b>SRB</b>	<b>Single Regeneration Budget</b> – Provides funding to support regeneration initiatives in England carried out by regeneration partnerships
<b>SYEEAC</b>	<b>South Yorkshire Energy Efficiency Advice Centre</b> – An organisation set up by the four South Yorkshire Local Authorities and partly funded by the Energy Saving Trust to provide energy efficiency advice to householders
<b>UDP</b>	<b>Urban Development Framework</b> – Aims to provide appropriate levels of residential and non-residential development including the revitalisation of built up areas and improving the condition and environment of older housing areas. Allocation of land to meet additional requirements is one of it's major roles and it relies heavily on regional planning guidance to achieve this.

## APPENDIX C - SUPPORTING DOCUMENTS

1. **Sustainable Communities Plan: Building for our Future**  
Office of the Deputy Prime Minister - [www.odpm.gov.uk](http://www.odpm.gov.uk)
2. **National Strategy for Neighbourhood Renewal**  
Neighbourhood Renewal Unit - [www.odpm.gov.uk](http://www.odpm.gov.uk)
3. **Urban White Paper – Our Towns and Cities: the future**  
Office of the Deputy Prime Minister - [www.odpm.gov.uk](http://www.odpm.gov.uk)
4. **Advancing Together, the strategic framework in Yorkshire and the Humber**  
Government Office for Yorkshire and the Humber –  
[www.goyh.gov.uk](http://www.goyh.gov.uk)
5. **Regional Planning Guidance**  
Government Office for Yorkshire and the Humber –  
[www.goyh.gov.uk](http://www.goyh.gov.uk)
6. **Regional Economic Strategy**  
Government Office for Yorkshire and the Humber –  
[www.goyh.gov.uk](http://www.goyh.gov.uk)
7. **Regional Housing Strategy**  
Government Office for Yorkshire and the Humber –  
[www.goyh.gov.uk](http://www.goyh.gov.uk)
8. **Housing Market Renewal Pathfinder Strategy**  
Tom Bell, Housing Market Renewal Manager, RMBC.  
Tel: 01709 823466  
Email: [tom.bell@rotherham.gov.uk](mailto:tom.bell@rotherham.gov.uk)
9. **Community Strategy**  
Rotherham Partnership  
Tel: 01709 372782  
[www.rotherhampartnership@react.org.uk](http://www.rotherhampartnership@react.org.uk)
10. **Council's Corporate Plan**  
Rotherham Borough Council  
Tel: 01709 822785  
[www.rotherham.gov.uk](http://www.rotherham.gov.uk)
11. **Capital Planning Framework**  
Anne Ellis, Finance and Accountancy Manager, RMBC  
Tel: 01709 823421  
Email: [anne.ellis@rotherham.gov.uk](mailto:anne.ellis@rotherham.gov.uk)
12. **Affordable Housing Policy**  
Tom Bell, Housing Market Renewal Manager, RMBC.  
Tel: 01709 823466  
Email: [tom.bell@rotherham.gov.uk](mailto:tom.bell@rotherham.gov.uk)
13. **Neighbourhood Renewal Strategy**  
Rotherham Partnership  
Tel: 01709 372782  
[www.rotherhampartnership@react.org.uk](http://www.rotherhampartnership@react.org.uk)

- 14. Regeneration Plan**  
Andrew Towlerton, Principal Policy Officer, RMBC  
Tel: 01709 823819  
Email: andrew.towlerton@rotherham.gov.uk
- 15. Extra Care Housing Strategy**  
Angela Smith, Community Services Manager, RMBC  
Tel: 01709 823412  
Email: angela.smith@rotherham.gov.uk
- 16. Homelessness Strategy**  
Angela Smith, Community Services Manager, RMBC  
Tel: 01709 823412  
Email: angela.smith@rotherham.gov.uk
- 17. Supporting People Strategy**  
Supporting People Team  
Tel: 01709 820028
- 18. National Index of Deprivation**  
Office of the Deputy Prime Minister - [www.odpm.gov.uk](http://www.odpm.gov.uk)
- 19. Stock Condition Surveys**  
Housing Strategy Team  
Tel: 01709 823464
- 20. Centre for Urban and Regional Studies**  
Transform South Yorkshire  
Jonathan Dunk  
Tel: 01142 734664  
Email: jonathan.dunk@sheffield.gov.uk
- 21. Housing Needs Survey**  
Angela Smith, Community Services Manager, RMBC  
Tel: 01709 823412  
Email: angela.smith@rotherham.gov.uk
- 22. BME Housing Study**  
Mahmood Hussain, Equalities and Diversity Officer, RMBC  
Tel: 01709 823437  
Email: mahmood.hussain@rotherham.gov.uk
- 23. Housing Option Appraisal – Delivering Decent Homes in Rotherham**  
Alison Palmer, Landlord Client Manager, RMBC  
Tel: 01709 823788  
Email: alison.palmer@rotherham.gov.uk
- 24. Building Sustainable Neighbourhoods – Proposal for Arms Length Management**  
Alison Palmer, Landlord Client Manager, RMBC  
Tel: 01709 823788  
Email: alison.palmer@rotherham.gov.uk
- 25. Community Plans**  
Steve Holmes, Community Involvement Manager, RMBC  
Tel: 01709 822891  
Email: steve.holmes@rotherham.gov.uk

- 26. Tenant Compact**  
Sneh Soni, Principal Tenant Involvement Officer, RMBC  
Tel: 01709 336800  
Email: sneh.soni@rotherham.gov.uk
- 27. Community Empowerment Strategy**  
Sneh Soni, Principal Tenant Involvement Officer, RMBC  
Tel: 01709 336800  
Email: sneh.soni@rotherham.gov.uk
- 28. Consultation and Communication Strategy**  
Sneh Soni, Principal Tenant Involvement Officer, RMBC  
Tel: 01709 336800  
Email: sneh.soni@rotherham.gov.uk
- 29. Landlord Accreditation Scheme**  
Rob Pearce, Principal Policy and Planning Officer, RMBC  
Tel: 01709 823437  
Email: rob.pearce@rotherham.gov.uk
- 30. Strategic Housing Partnership**  
Dominic Blaydon, Strategic Housing Partnership Manager, Rotherham Partnership  
Tel: 01709 310489  
Email: d.blaydon@react.org
- 31. Affordable Warmth Strategy**  
Paul Maplethorpe, Senior Home Energy Advisor, RMBC  
Tel: 01709 823426  
Email: paul.maplethorpe@rotherham.gov.uk
- 32. Programme Area Performance Plan**  
Dave Roddis, Strategic Services Manager, RMBC  
Tel: 01709 334373  
Email: dave.roddis@rotherham.gov.uk
- 33. ROBOND Scheme**  
Tel: 01709 823791
- 34. Registered Social Landlord Charter**  
Angela Smith, Community Services Manager, RMBC  
Tel: 01709 823412  
Email: angela.smith@rotherham.gov.uk
- 35. Community Cohesion Action Plan**  
Mahmood Hussain, Equalities and Diversity Officer, RMBC  
Tel: 01709 823437  
Email: mahmood.hussain@rotherham.gov.uk
- 36. Housing Strategy Action Plan**  
Brian Marsh, Housing Strategy Manager, RMBC  
Tel: 01709 823789  
Email: brian.marsh@rotherham.gov.uk
- 37. The Year Ahead Statement**  
Chief Executives Office, RMBC  
Tel: 01709 382121  
[www.rotherham.gov.uk](http://www.rotherham.gov.uk)



- 38. Unitary Development Plan / Local Development Framework**  
Alan Mitchell, Forward Planning Manager, RMBC  
Tel: 01709 823834  
Email: alan.mitchell@rotherham.gov.uk
- 39. Older Person's Housing Strategy**  
Angela Smith, Community Services Manager, RMBC  
Tel: 01709 823412  
Email: angela.smith@rotherham.gov.uk
- 40. Young Person's Housing Strategy**  
Angela Smith, Community Services Manager, RMBC  
Tel: 01709 823412  
Email: angela.smith@rotherham.gov.uk
- 41. Private Sector Assistance Policy**  
Rob Pearce, Principal Policy and Planning Officer, RMBC  
Tel: 01709 823437  
Email: rob.pearce@rotherham.gov.uk

## **APPENDIX D – STAKEHOLDERS WHO HAVE CONTRIBUTED TO THIS STRATEGY**

- Age Concern
- Bramall Construction
- Government Office Yorkshire and Humber
- Housing Corporation
- Morthyng Training Ltd
- Voluntary Action Rotherham
- Racial Equality Council
- Rotherham Metropolitan Borough Council Staff and Elected Members
- RMBC Social Inclusion Unit
- RMBC Supporting People
- Rotherham Metropolitan Borough Council Tenants and Leaseholders
- RMBC Tenant Strategy Policy Panel
- Rotherham and District Residential Landlords Forum
- Rotherham Community Partnerships
- Rotherham Community Safety Partnership
- Rotherham Community Transport
- Rotherham Estate Agents
- Rotherham Ethnic Monitoring Alliance (REMA)
- Rotherham Partnership
- Rotherham PCT
- Rotherham Registered Social Landlords
- Rotherham Women's Refuge
- South Yorkshire Police
- Wates Construction
- Yorkshire Forward