

CABINET MEMBER FOR COMMUNITY COHESION

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

Date: Monday, 27 June 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. Apologies for Absence.
4. Declarations of Interest.
5. Minutes of the meeting of the Cabinet Member (Community Planning/Social Inclusion) held on 6th May, 2005 (Pages 1 - 5)
6. Neighbourhoods Service Plan (Pages 6 - 34)
7. Memberships of Sub-Groups and Panels (Pages 35 - 36)
8. R.M.B.C.'s Response to the Consultation on Compact Plus
9. Service Plans 2005-08 (Pages 37 - 74)
10. Work with Gypsy and Traveller Communities
11. Rotherham MBC Draft Community Involvement Position Statement (Pages 75 - 78)
12. Exclusion of the Press and Public
13. Voluntary and Community Sector Funding Issues (report herewith) (Pages 79 - 89)
(Exempt under Paragraph 5 of the Act – information relates to financial assistance provided by the Council)

The Chairman authorised consideration of the following item in order that appropriate arrangements could be made

14. Voluntary and Community Sector Funding Issues (Pages 90 - 92)
(Exempt under Paragraphs 5 of the Act – information relating to financial assistance provided by the Council)
15. Date of Next Meeting

Report now attached relating to Item 8 (Rotherham Compact) (herewith)

Report now attached relating to Item 10 (Gypsies and Travellers) (herewith)

COMMUNITY PLANNING AND SOCIAL INCLUSION
6th May, 2005

Present:- Councillor Robinson (in the Chair) and Councillor Ali.

Apologies for absence were received from Councillors Burton and Sangster.

41. MINUTES OF THE MEETING HELD ON 18TH MARCH, 2005

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

42. LEGAL ADVICE SECTOR STRATEGY

The Chairman welcomed Ian Slack (Community Legal Service Partnership Co-ordinator), Yvonne Woolley (Rotherham Advice and Information Network Manager) and Janet Scott (Welfare Rights and Money Advice Manager) who gave a presentation on the Legal and Advice Services Review. The presentation and report submitted drew specific attention to:-

- Overview of the work of the sector.
- Background on the Community Legal Service Partnership, including its development.
- Local Areas of Advice Need.
- Policy links to the Rotherham Neighbourhood Renewal Strategy and the Community Strategy.
- Benefits to local communities and the economy.
- Infrastructural Support to Sector.
- Local/Regional Policy Influences.
- National Policy Influences, including Best Value Performance Indicators.
- Funding Issues.
- Cost of Failure.
- Recommendations.

Consideration was given to the recommendations and it was noted that decisions on levels of finances would be made at a future meeting, after further consideration by Officers as would the request for Senior Officer support.

Some of the recommendations were already being addressed as part of links with the strategies for Older People, Supporting People and Customer Access.

Resolved:- (1) That the contents of the report be noted.

(2) That Ian Slack, Yvonne Woolley and Janet Scott be thanked for their

presentation and attendance at today's meeting.

(3) That the recommendations in the report submitted and the comments made be considered by appropriate officers and a report provided to a future meeting.

43. COMMUNITY INVOLVEMENT STRATEGY

Consideration was given to a report presented by Asim Munir, Principal Community Involvement Officer, which set out a position statement in relation to community involvement with the Council and sought agreement for the development of a strategic framework to deliver improvements in community involvement and consultation activity across the Council.

The report set out national policy in relation to community involvement, current community involvement activity and evidence of good practice from other local authorities. It was noted that improved community involvement was the key to delivery of the Rotherham Proud theme within the new Vision for Rotherham.

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

This report supported the Council's key strategic areas of activity to improve community involvement, in implementing the Council's Corporate Plan and the Rotherham Community Strategy. Central Government was 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 Papers on Modern Local Government, Civic Renewal and Sustainable Communities.

There were different levels of community participation from consultation through to full involvement. Each level was appropriate for a different purpose; involvement was not the same as consultation, although it could be seen to contribute to community participation.

A detailed analysis of the report was provided raising the national and local policy context, community involvement in Rotherham, the Council's approach to community involvement and decision making, community activity, performance management, organisational development, areas of good practice, areas for improvement and the recommendations.

Members welcomed this excellent report, pointing out the importance of public involvement and the need for an Elected Member to take lead responsibility for it.

Resolved:- (1) That the content of the position statement be noted.

(2) That the recommendations outlined in the Community Involvement Position Statement be agreed.

(3) That the report be referred to the Cabinet for approval.

44. COMMUNITY DEVELOPMENT STRATEGY AND ACTION PLAN FOR ROTHERHAM

Consideration was given to a report presented by Phil Rees, Partnerships Officer, which outlined the work that had now been completed to develop an Action Plan for the Community Development Strategy, undertaken in partnership with other Programme Areas and external partners.

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, developed the Action Plan and timeframe for the delivery of the action points.

The Executive Director, Neighbourhoods, had agreed to be involved as Champion for the Corporate Management Team to take this forward, in conjunction with the cross cutting theme across two Cabinet Member portfolios.

Resolved:- (1) That the contents of the draft Community Development Strategy and Action Plan be noted.

(2) That the draft Community Development Strategy and Action Plan be submitted to the Cabinet and Local Strategic Partnership Board for approval.

45. COMMUNITY BOUNDARIES

Consideration was given to a report presented by the Andrew Balchin, Head of Neighbourhood Development, which set 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.

An important part of responding to these challenges was to promote and develop activities at a neighbourhood level, harnessing people's interest in those local issues and which affected their daily lives.

South Yorkshire Police have further refined this work to define forty six community beat areas and the boundaries have been adjusted slightly to ensure a fit with the seven Area Assembly geography areas.

A similar report would be presented to the Local Strategic Partnership next week outlining what the proposed boundaries would be. Confirmation would be received as to whether the Partnership would like to be involved in work to look at this issue with the Neighbourhoods Programme Area and the Chief Executive's Office.

A further update would be provided for the next meeting on the expected timescale for implementation and the options for joint working.

It was noted that the adoption of neighbourhood boundaries would provide a firm basis for implementing the Government vision for new neighbourhood arrangements and meeting local aspirations from neighbourhoods through Area Assemblies to service providers.

The community plan boundaries appended to this report provided a quick assessment and snapshot of the progress in each of the neighbourhoods, which would help and define the approach to the community boundaries.

There was a need for further work on the definition of clear roles and responsibilities for each service provider with consideration to co-location where possible in the longer term.

Resolved:- (1) That the proposed neighbourhood boundaries be noted.

(2) That a further update be provided for the meeting of the Cabinet Member for Community Cohesion in June, 2005.

46. BLACK AND MINORITY ETHNIC HOUSING STRATEGY 2005 - 2007

Consideration was given to a report presented by Andrew Balchin, Head

of Neighbourhood Development, which outlined the Black and Minority Ethnic (B.M.E.) Housing Strategy which had been developed in partnership with customers and stakeholders, with the aim of ensuring that people from the B.M.E. community had access to suitable and appropriate housing.

This was Rotherham's first B.M.E. Housing Strategy, which would continue to evolve over time with the changing needs of B.M.E. communities with updates on a monthly basis.

Resolved:- That the contents of the report be noted.

47. ROTHERHAM'S HOUSING STRATEGY 2004 - 2007

Consideration was given to a report presented by Andrew Balchin, Head of Neighbourhood Development, which detailed the need for all Local Authorities, that had a strategic housing responsibility, must produce a Housing Strategy that was "Fit for Purpose". This meant it must reach the Government's defined standard in relation to ten specified criteria.

Rotherham's Strategy had been developed in partnership with customers and stakeholders. It had now been assessed by Government Office for Yorkshire and the Humber who confirmed that it met the "Fit for Purpose" standard. This achievement would contribute positively to the Council's C.P.A. score at the next assessment.

The Housing Strategy identified significant achievements in the development of housing and explained what was required. The Housing Strategy focused on four key themes:-

- Developing Neighbourhoods.
- Ensuring Decent Homes.
- Renewing the Housing Market.
- Providing Fair Access and Choice.

The Council would still be accountable for the housing stock following the development of the Rotherham A.L.M.O., which would assist in the regeneration of Rotherham, enable the Council to achieve its Decent Homes target and act as a vehicle for the development of new and innovative approaches to housing management.

Resolved:- That the contents of the report be noted.

48. DATE OF NEXT MEETING

Resolved:- That the next meeting of the Cabinet Member, Community Cohesion, would take place on Monday, 27th June, 2005 commencing at 10.00 a.m.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
--

1.	Meeting:	Delegated Powers – Community Cohesion
2.	Date:	27th June, 2005
3.	Title:	Neighbourhoods Service Plan and DVD, 2005/2008 and All Wards Affected
4.	Programme Area:	Neighbourhoods

5. Summary

The report details the Neighbourhoods Programme Area Service Plan for the next three years. The actions within the Service Plan will ensure the achievement of the outcomes prioritised by the Council and the Community.

6. Recommendations

THAT THE CABINET MEMBER AND ADVISERS ACCEPT THE NEIGHBOURHOODS SERVICE PLAN 2005-08 AND THE ACCOMPANYING DVD.

7. Proposals and Details

This 'Service Plan' details the actions that will take place over the next three years to help us get closer to achieving our mission of 'building sustainable neighbourhoods'. It recognises the changing environment in which we are now operating to ensure that we not only deliver excellent services, but deliver better quality of life in every neighbourhood in Rotherham. It contains sixteen strategic objectives that will put our vision into reality. In 2008 we will have improved quality of life for every resident and we will have reduced the inequalities that continue to exist in some parts and some communities in Rotherham. In short, this Service Plan is about making a difference, providing a highly personal service to customers and not merely providing excellent services. It is about places and people, neighbourhood and communities.

The Service Plan is much more ambitious and the actions are far more innovative than previous plans. This is part down to the sound performance levels that we have sustained recently, the need to 'raise the bar' and also recognising that our customers are getting used to receiving good services. What is clear from our customer feedback, however, is that their needs and aspirations are now greater.

This new Service Plan is an integral part of our performance management arrangements. It provides a solid foundation, keeping priorities and principles firm even in times of change. The Service Plan is split into three distinct parts

- Priorities ("Where do we want to be")
- Profile ("Where are we now")
- Actions Plan ("How do we get there")

The Service Plan shapes delivery away from our traditional core business to the 'neighbourhood' because this is what our customers have told us. This 'Service Plan' is about putting this into action. We will work in partnership both locally and regionally. ODPM research has proved that services on their own cannot deliver sustainable communities. Greater development of partnerships, especially in relation to address anti social behaviour, the health of communities, industry commerce and prosperity are essential to help deliver a better quality of life for all. Indeed, 2010 Rotherham Ltd is a major partner in the delivery of this Service Plan through the development of neighbourhood management techniques. '2010' will deliver strategic objectives 1-5, through its 'Delivery Plan'. This ensures that '2010' effectively delivers the Council's objectives and there are financial penalties for non-performance tied into the management agreement and management fee.

Our Service Plan provides a stronger link between national and regional policy drivers and the priorities of the Council and the Community. By focussing on the things that matter most to people, the 'neighbourhood', we will deliver safer and stronger communities through neighbourhood renewal and Local Area Agreements, and by doing this, improve community governance and customer satisfaction with the Council.

8. Finance

There is an administration cost to producing the reports. Communicating the change vision has involved costs but we felt that an innovative plan needed a launch with the 'wow' factor. The cost of the 'launch' was £5,000 involving an event, which attracted the biggest turn out of employees ever, and the production of a 'DVD'. This will be played throughout the year to staff and played in all reception points to ensure that our customers are informed of our priorities. This will have a positive impact on the Council's Investors in People re-assessment in June 2005, our Chartermark applications and the ALMO inspection in November 2005.

9. Risks and Uncertainties

There are three clear risks associated with service planning. Firstly, services need to work together and be delivered in a way that contributes to the sustainability of communities. This service plan provides crucial linkages to the priorities set out in both the Corporate Plan and Community Strategy so that we do not work in isolation and we maximise the use of public money.

Secondly, service plans must be understood by our own staff to ensure that the words are put into action. We have used the Council's new framework for developing service plans. This was vital, as it has provided a clearer link to community and corporate priorities. This framework enables each person in the Council to identify how their actions contribute to the Council's development and improvement. Each member of staff sits down with their manager to identify actions that they must deliver on to ensure that every employee spends their time on the priorities set by the Council. A 'Service Plan Launch Event' was held at 'Liquid' on 11 May 2005 involving over 750 staff within Neighbourhoods, members, '2010' board members and key partners involved in the delivery of the Service Plan. Key note speeches and a visual 'DVD' of our objectives for the year ahead led to high levels of staff satisfaction. The feedback suggests that the Service Plan is much clearer and more importantly 'owned' by the staff than in previous years.

Thirdly, service plans must not become 'shelf policies' and the words must be transformed into actions then outcomes. Our customers will judge us in our ability to deliver year on year improvements. Whilst our actions are ambitious, they are **specific, measurable, achievable and timebound**. Robust performance management arrangements and quarterly reports to members will ensure that outcomes are delivered and articulated to customers.

10. Policy and Performance Agenda Implications

The Neighbourhoods Programme Area contributed enormously to the improvement in the Council's Comprehensive Performance Assessment (CPA) score in 2004. This new 'Service Plan' will ensure that Neighbourhoods continue to lead the Council in its move up the CPA ratings and that we play our part in delivering against the themes within the new Corporate Plan and Community Strategy. However, this plan is different to previous plans. We have built up a clearer understanding of what our customers want and crucially, our resources and focus is on delivering on the things that matter most to our customers. This plan is about moving away from what we do to what we should do. Its focus is on people and the things that matter to people. The actions will ensure that we achieve excellent services and deliver better quality of life in Rotherham.

11. Background Papers and Consultation

The Service Plan was developed by learning from inspection, utilising customer feedback and listening to the views of members, staff and key stakeholders. The Service Plan was 'signed off' by the Corporate Management Team meeting held on 25 April 2005. The Service Plan was accepted by Cabinet Member for Neighbourhoods on 23 May 2005.

Contact Name: Tom Cray, Executive Director, Neighbourhoods, Extension 3402,
tom.cray@rotherham.gov.uk

Neighbourhoods

DRAFT Service Plan 2005/2008

Contents

Executive Summary

Executive Summary.....	2
Section 1 – Priorities.....	3
Mission and Vision	3
Strategic Framework	5
Our Objectives and Actions	8
Section 2 – Profile.....	12
Our Achievements	12
Developments	14
Performance	16
Resources	16
Section 3 – Plans.....	20
Appendices	

The 2005/08 Neighbourhoods Service Plan is an integral part of Neighbourhoods strategic framework. It outlines our strategic objectives, performance last year and sets targets for the next three years and describes how we will achieve them.

The document provides the Programme Area with an overarching plan for our service. It details how we are contributing to the Mission, Vision and Priorities that are set out in the Corporate Plan and Community Strategy.

We have used the findings from consultation with our customers, previous inspections and learning from others as the basis for driving improvements, prioritising activity and targeting resources. We have also systematically challenged previous thinking and approaches, involving a wide range of stakeholders in the changes.

The culture change that has taken place within the programme area is exceptional and the core business is beginning to look very healthy. External assessment of the service through inspection, external validation, stakeholder feedback and customer results provide evidence of the real success of the programme area and improvement in standards that are reflected in our key performance indicators.

Since August last year we have made a number of decisions that have had structural implications and have influenced the thinking behind the proposals, the most significant being:

- The decision to set up an ALMO to deliver housing management and repairs services and attract additional investment to improve homes and neighbourhoods
- Refocusing on taking the lead for neighbourhood issues across the council. In December 2004, we were renamed 'Neighbourhoods'.
- Restructuring of the Chief Executives service and the transfer of responsibilities to support area assemblies, neighbourhood

management and the implementation of the Council's contribution to the Neighbourhood Renewal Strategy with effect from April 2004.

The Neighbourhoods structure has now been split into three areas:

- Neighbourhood Management
- Neighbourhood Development
- Neighbourhood Services

Each area will provide wide ranging services that promote social inclusion, ensuring that nobody is disadvantaged by where they live, contributing towards the Government's 'Sustainable Communities' agenda. Our Arms Length Management Organisation, 2010 Rotherham Ltd will be the focus to deliver Neighbourhood Management in the Borough. It will deliver core housing management and repairs functions, but will develop Neighbourhood Management techniques to help meet the objectives set out in the Rotherham Community Strategy, and Neighbourhood Renewal Strategy.

The Neighbourhood Development Unit performs the strategic regulatory and enabling role of the housing authority. It will ensure that 2010 Rotherham delivers its promises to the Council and its tenants and through community planning will ensure that we deliver the neighbourhood agenda and deliver against customer priorities.

The Neighbourhood Services Unit provides a wide range of services, ensuring that communities are sustainable, stronger and safer. In particular the Waste Management, Neighbourhoods Standards Unit and Community Services Unit ensure that Rotherham is leading in relation to environmental sustainability and improving the quality of life for all citizens.

This restructure is key to the successful delivery of our mission, vision and our objectives and ultimately the council's key priorities. A full list of service provided can be seen later in appendix 1.

Section 1 – Priorities

Our Mission

'Building Sustainable Neighbourhoods'.

A place to live, where people have choice, quality and aspiration.

Our Vision

We will deliver Neighbourhood Management so that;

- ***People can see that someone is in charge and can get things done in every neighbourhood.***
- ***Neighbourhood plans, investment and services are all designed to ensure that no-one is disadvantaged by where they live.***
- ***Services are delivered in a way that contributes to the sustainability of communities.***

Tenants have said that they wish to see an emphasis on 'neighbourhoods' not just homes in the future and more co-ordination of services at a local level. The 'Going Local' neighbourhood management pilot and the Neighbourhood Management Pathfinder at Eastwood and Springwell have provided some valuable lessons about how we can introduce this change in emphasis.

The Neighbourhood Management service will initially concentrate on delivering housing management services and decent homes in new ways recognising the preferences expressed by residents. A programme of training and support will help develop better problem solving and influencing skills to help move towards a completely new way of working firmly based on Neighbourhood Management principles.

In May 2005, the Neighbourhood Management service will become an ALMO (Arms Length Management Organisation) '2010 Rotherham Ltd'. The establishment of this company will access the resources required to tackle the maintenance and improvement needs of our housing stock.

The Neighbourhood Development service area will perform the strategic regulatory and enabling roles of the housing authority and ensure that the ALMO delivers its promises to the Council and its tenants.

We have looked at how this is performed by other Council's and we have not underestimated the importance of the role and the resources required to perform the role effectively. It will define the standards for the ALMO and retained housing services, monitoring performance and releasing funding for work carried out.

The creation of Neighbourhood Services has involved the refocusing of a wide range of services to ensure that they make a stronger more focused contribution to the sustainability of communities, as well as providing sensitive and specialist services to our most vulnerable customers.

A strengthening of the Waste Management service will improve our strategic capacity, allow us to deliver waste minimisation initiatives and enable the service to build on the success of the last two years in achieving recycling targets. It will also help to improve the council's leadership in relation to environmental sustainability.

The creation of a Neighbourhood Standards Unit has brought together a range of regulatory and enforcement activities and help the Council develop consistent and effective regulatory services. These activities will benefit from a common management approach and will increasingly

focus on promoting good practice, self-help, and voluntary action. Greater development of partnerships, especially into areas to address anti social behaviour, health of communities, industry commerce and prosperity are essential to help deliver a better quality of life for all. Overall more efficient approaches to regulatory inspection and enforcement, without compromising regulatory standards or outcomes will be developed.

In this Service Plan we have set out higher standards for us to reach so that we can compete with the best in the country and receive formal recognition in areas where we believe we can achieve excellence, including:

- *Improve scores for Comprehensive Performance Assessment Housing Service Block and Environment Service Block by December 2005*
- *Three star Standard for Waste Management service by 2007*
- *Two star Standard for the Housing Management service by 2005*
- *Three star Standard for the Housing Management service by 2006*
- *Three star Standard for Repairs and Maintenance service by 2006.*
- *Three star Standard for Strategic and Enabling Housing Services by 2006*
- *Aim to achieve top quartile in all Programme Area Best Value Key Performance Indicators (KPI) by April 2006.*
- *Achieve our LPSA targets by March 2006.*
- *Achieve Charter Mark for Repairs and Maintenance, Neighbourhood Management, Environmental Health and Waste Management by March 2006*
- *Achieve 'Beacon Status' for Waste Management by 2006.*
- *Be recognised externally as a 'Best In Class' provider by April 2006*
- *Receive external recognition for Innovation by December 2006*
- *Neighbourhoods Environmental Management System is developed and receives EMAS accreditation by 2006*

We have adopted an action learning approach which should help us maintain the pace of change up to and during a number of critical reviews that will take place in the next twelve months including:

- ALMO Housing Management Inspection
- The Access to Service inspection
- Best Value Review of Retained Housing Functions
- Best Value Review of Neighbourhood Management

- Charter Mark Assessment
- CPA 2005
- Base Budget Review of the Council

Several themes continue to run through the changes being made:

- reshaping services to provide a customer focus and modern means of access
- ensuring services are efficient and effective, and delivering value for money
- delivering services fairly and in a way which recognises equality of opportunity and choice
- aligning and integrating with the activities of other programme areas and external partners
- developing a culture of continuous improvement and promoting innovation by placing customer aspiration at the heart of all decision making through consultation and involvement

Strategic Framework

With a population of 251,500, Rotherham Borough is made up of a diverse and vibrant mix of people, cultures and communities. Many of the challenges facing the Borough stem from the decline in the traditional coal and steel industries, resulting in significant change within the local economy, changing jobs and businesses as well as the environment, communities and social conditions.

Rotherham is a Borough characterised by high levels and concentrations of disadvantage:

- 63rd most deprived local authority area in the country based on the average of super output area (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
- low levels of educational attainment
- high proportion of people with limiting long - term illness compared with the national average and a reducing and ageing population
- higher domestic burglary rates compared to the national average
- 78% non decent council housing

- 12% unfit private sector housing

Links to our corporate strategies

The Neighbourhoods Service Plan is an integral part of the range of strategies and plans developed by the council to underpin its core principles and meet corporate objectives, ensuring that a 'Golden Thread' exists throughout. These include the Community Strategy, Corporate Plan, Housing Strategy, Neighbourhood Renewal Strategy and Rotherham's Regeneration Plan.

The Community Strategy

Rotherham has risen to its challenges through partnership working. Rotherham Partnership (the LSP) and the people of Rotherham have contributed towards the development of a new long-term vision for the Borough through our Community Strategy:

The Rotherham 2020 Vision will encompass a focus on:

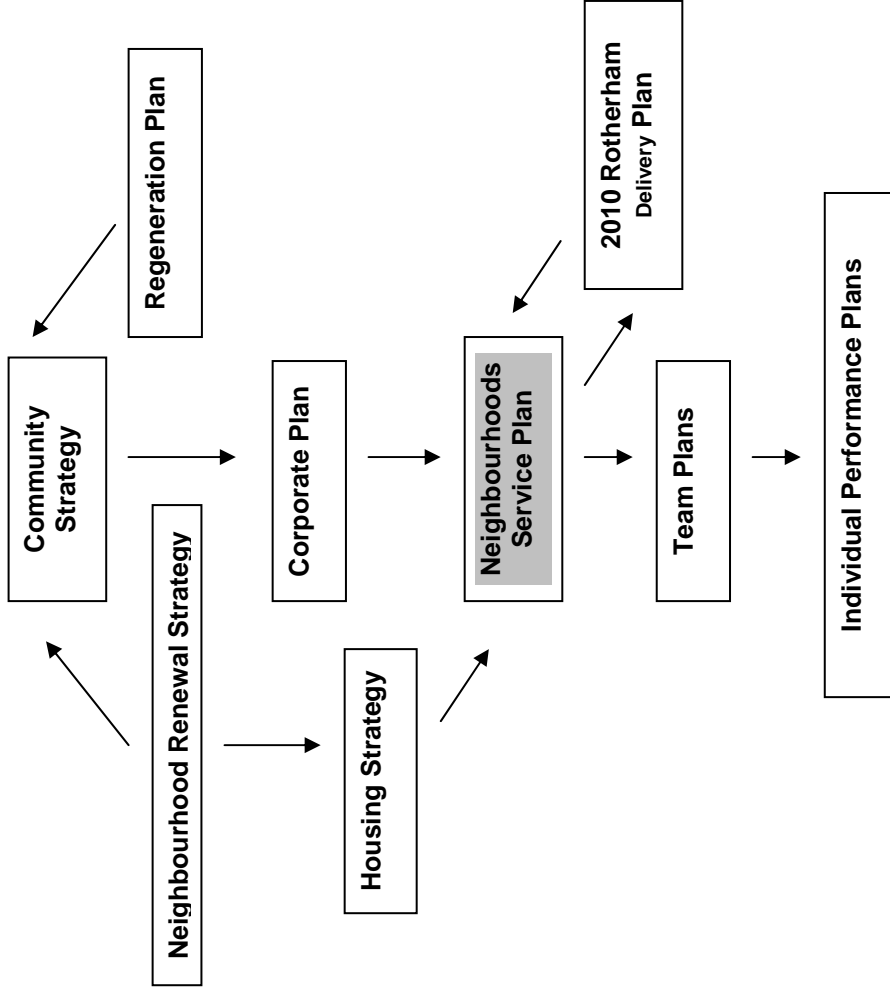
- *Rotherham ACHIEVING*
 - *Rotherham LEARNING*
 - *Rotherham ALIVE*
 - *Rotherham SAFE*
 - *Rotherham PROUD*
- And cross-cutting themes:*
- *Sustainable Development*
 - *Fairness*

The 2020 vision for Rotherham presents a significant challenge for the Borough. The Community Strategy sets out the steps that will be taken over the next five years and the priorities that will drive partnership working within the Borough.

By making significant progress in four priority areas, the Community Strategy seeks to focus its direction of activity within Rotherham, improve the quality of life, promote sustainable development and reduce inequalities in the Borough.

It is vitally important that housing market renewal is fully integrated into Rotherham's vision for an economic, environmental and socially sustainable borough.

Neighbourhoods 'Golden Thread'



The Corporate Plan

During 2004, the Council and its partners worked together to develop a new vision for the Borough which would steer progress across the

Borough over the next five years, and still further to the year 2020. This vision is built around:

- 5 priority themes which direct the future work of Council services
- 2 cross-cutting themes which need to underpin everything the Council does.

These themes are interrelated with action in one theme influencing action and outcomes in the others. The sum is therefore more than the parts; the vision will be brought about by action across all of the themes.

CORPORATE PLAN PRIORITY THEMES	
Rotherham Learning	Rotherham people will be recognised as being informed, skilled and creative, innovative and constructively challenging. They will be self-confident and have a sense of purpose. They will aspire to develop and 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. Through this enabling, learning environment, involvement and entrepreneurship will be encouraged.
Rotherham Achieving	Rotherham will be a prosperous place, with a vibrant, mixed and diverse economy, and flourishing 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. Rotherham will be accessible from other areas and will have a wide choice of integrated transport options available. Villages and rural areas will be revitalised and provide high quality of life amongst Rotherham's beautiful countryside.
Rotherham Alive	Rotherham will be a place where people feel good, are healthy and active, and enjoy life to the full. Health services will be accessible and of a high quality for those that require them. Rotherham will celebrate its history and heritage – building on the past, and creating and welcoming the new. People will be able to express themselves and have opportunities to be involved in a wide range of high quality cultural, social and sporting activities. The media, arts, literature and sport will flourish. As a society, we will invest in the next generation by focusing on children and young people.
Rotherham Safe	Rotherham will be a place where neighbourhoods are safe, clean, green and well maintained, with well-designed, good quality homes and accessible local facilities and services for all. There will be attractive buildings and public spaces. Communities will be peaceful but thriving, relatively free from crime and the fear of crime, drugs and anti-social behaviour. Environments, people and businesses will be protected and nurtured. Children will be safe from harm and neglect. A preventative 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, businesses and pride in the Borough are at the heart of our vision. The Borough will have a positive external image and its people will be renowned for their welcome, friendliness and commitment to the values of social justice. Active citizenship and democracy will underpin how Rotherham works. Achievements and diversity will be celebrated. Rotherham will be a caring place, where the most vulnerable are supported. It will be made up of strong, sustainable and cohesive communities, both of place and interest and there will be many opportunities for people to be involved in civic life and local decision making. The means to do this will be clear, well known and accessible.

CROSS-CUTTING THEMES	Rotherham will be a place where the conditions are right to sustain economic growth, the well-being of its citizen's is prioritised and there is a high quality living environment sustained through minimising harm from development. Rotherham will be recognised locally, nationally and internationally for the positive impact of all organisations being excellent in sustainable development best practice.
Sustainable Development	
Fairness	All individuals in Rotherham will have equality of opportunity and choice. Rotherham will provide open and accessible services. We will treat each other with fairness and respect, and our diverse needs and strengths 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.

management will have an impact on economic development, community safety and quality of life.

Neighbourhood Renewal Strategy

The Neighbourhood Renewal Strategy will help ensure that people are not disadvantaged by where they live.

The resources and activities of 2010 Rotherham have been shaped around our priorities and objectives that make a significant contribution to Rotherham Metropolitan Borough Council's priorities, particularly the priorities highlighted above.

The last 3 years in Rotherham has seen a move towards a more focussed approach to achieving sustainable neighbourhood renewal. A concentrated approach has been taken to prioritise neighbourhood regeneration into those areas most in need and particularly where there is clear evidence of multiple deprivations has been taken.

The Year Ahead Statement

The Year Ahead Statement sets out Rotherham Council's key priorities for the coming year. It provides an overview of those things which we think matter most in the near term and details clearly the action we will be taking to move both the Authority and Rotherham forward. This document pulls together all the key priorities from across the council which will measure the overall corporate progress. Year Ahead commitments are also identified in Section 3 of this document.

Also an increasing commitment to genuine community engagement and influence in local regeneration programmes has been achieved and by reviewing the democratic structures that exist, local people have been able to influence decisions being made about where they live. This has been set in a partnership context, with the influence of the well established borough partnership that sits within the aims of the Rotherham Community Strategy. There has been an overall aim to ensure that the results of the above work are holistic and the results are sustainable by making closer linkages to mainstream solutions.

The Housing Strategy

The themes and priorities identified in the Housing Strategy are influenced by the priorities identified in the Community Strategy and Corporate Plan. They explicitly link to the priorities and objectives identified within this plan.

The additional resources that will be available to us will be key to sustaining our housing stock and ensuring Rotherham is in the best possible position to meet housing need. Physically regenerating the Borough's housing stock is an essential part of developing sustainable communities. A step change in investment in our stock and engaging with our customers on their requirements will ensure not only physical improvements are achieved, but also broader neighbourhood improvements are carried out through joined up service delivery, leading to higher levels of confidence and creating civic pride.

- Building Sustainable Neighbourhoods
- Ensure Decent Homes
- Renew the Housing Market
- Provide Fair Access and Choice

The extra investment in housing, improvements in the quality of all housing across tenures and the introduction of new systems of housing

The Housing Strategy and Housing Revenue Account Business Plan addresses the three strategic priorities set out in the Neighbourhood Renewal Strategy.

- Improving the life chances of children and young people
- Enabling everyone to achieve functional skills for life (basic skills)
- Improving the position of the economically disadvantaged through sustainable employment

The Neighbourhood Renewal Strategy aims to bring all social housing into a decent condition by 2010. This is one of the key priorities of the Housing Strategy and our Service Plan and will be a major area of investment throughout its life. Our key priorities will deliver against the key actions set out in the Government's 'Sustainable Communities Plan' and will contribute to the development of the Council's Sustainable Development Framework.

Municipal Waste Management Strategy

Key changes are required in the way that waste is managed in Rotherham over the next 20 years. This is in response to a number of policy and regulatory changes at both a national and European level that require waste to be handled in a more sustainable manner. We need to play a key role in developing the service in the longer term through the key drivers of increasing our performance on recycling and composting of household waste whilst significantly reducing the amount of waste disposed to landfill by developing alternate treatment methods and disposal routes.

Rotherham's Regeneration Plan

Rotherham's Regeneration Plan shows how the Council will contribute to the regeneration of the borough in support of the Community Strategy. The main aim of the plan is to provide clarity and a clear direction and focus for regeneration policy and programmes across all Programme Areas, so that we can focus our resources and activity (economic, housing, social, education, leisure etc.) The key priorities of the plan area:

- Improve and promote the image of Rotherham

- Provide an excellent and sustainable environment for businesses
- Provide sustainable neighbourhoods of quality, choice and aspiration
- Provide an excellent environment for people to fulfil their potential
- Achieve Town Centre Renaissance

Our Strategic Objectives will significantly contribute to the delivery of these priorities through reducing crime, increasing recycling, delivering neighbourhood standards, the housing Pathfinder project, minimising waste, the provision of a range of specialist accommodation to vulnerable people, neighbourhood planning and community involvement.

Our Strategic Objectives and Actions 2005-08

Our Strategic Objectives have been developed to reflect the priorities highlighted in the Corporate Plan and Community Strategy, have been informed by regional and national priorities and shaped by the priorities set out by our customers over the past 12 months. These have been identified in areas where we can have a real and major impact in the Borough and have been identified as part of the developing integrated financial and business planning process.

The resource and activities of the Programme Area have been shaped around our strategic objectives that make a significant contribution to the council's themes, particularly around:

- Rotherham SAFE -
- Rotherham PROUD
- Rotherham ACHIEVING
- Sustainability
- Fairness

The programme area budgets have been firmly framed around these priorities linked to the community strategy.

Objectives 1 – 5 will be delivered by '2010 Rotherham Ltd' and further detail can be found within their Delivery Plan 2005-08.

1. Become a good (2 star) ALMO Housing service in terms of cost, efficiency and service delivery by 2005 and achieve an excellent (3 star) service by 2006 to draw down funding to deliver decent homes
2. Achieve the Decent Homes Standard for all council properties by 2010 and ensure that all Council properties achieve Secured by Design standards by 2010 to reduce domestic burglary
3. Deliver the neighbourhood management agenda facilitated by customer focused, accessible one stop shop approach by 2006
4. Provide an externally recognised value for money, high performing repairs and maintenance service by 2007.
5. Reducing void relet times to become best in class by 2007

6. Through partnership arrangements and the development of multi-agency partnership teams contribute to reducing by 25% the incidents of Anti Social Behaviour by 2008.

We have championed and developed for the Safer Rotherham Partnership Rotherham's Anti Social Behaviour Strategy. The Strategy focuses on the information and intelligence gathered on crime and disorder over the past 12 months and pulls together a plan for tackling anti-social behaviour. A survey of Rotherham residents in 2004 identified that Anti-Social Behaviour was the biggest concern that needed to be tackled. The Audit Commission inspection in September also identified a number of areas where we needed to strengthen. This objective will support and deliver against the Councils theme **'Rotherham Safe – peaceful communities free from crime, drugs and fear of crime and anti-social behaviour'**. Key actions that will ensure that this objective is achieved are as follows:

- o Develop further the strategic review of Anti-Social Behaviour in the Borough to strengthen objectives and targets to deliver a difference in our Neighbourhoods
- o Ensure targets set out in the Safer Rotherham Partnership Strategy are achieved.
- o Establish multi-agency Neighbourhood Partnership Teams to ensure delivery in a systematic and planned manner to tackle local problems and standards
- o Co-ordinate and ensure value for money mediation services across the partnership
- o Using information collected on anti-social behaviour incidence, and working with key partners, contribute to the development of a strategy to tackle 'hot-spot' areas and re-occurring incidents.

7. Increase the number of active tenant and resident participants, which is representative of the make-up of the borough by 100% by 2007

To place our customers at the heart of decision making we must increase and make representative the number that are involved in structuring the services we deliver. Our active tenants and residents have identified that this is a key objective for us to deliver. Only 61% of tenants are satisfied with their opportunities to be involved, we need to improve this to be in line with the best in the country. Further to this, the tenant Councils Housing Futures Group identified this as a key priority. The Community Empowerment Strategy has been designed to ensure that this is delivered, providing sustainability and support to engaged customers. This objective will support and deliver against the Councils theme **'Rotherham Proud – active citizenship and democracy will underpin how Rotherham works, there will be many opportunities to be involved in local decision making'**. Key actions that will ensure that this objective is achieved are as follows:

- o Deliver the targets set out in the Community Empowerment Strategy action plan.
- o Develop mechanisms to increase the participation of hard to reach groups such as the elderly, young, disabled and BME groups.
- o In conjunction with tenants and residents develop Neighbourhood Charters which will be used to monitor and improve service delivery and standards of their neighbourhoods.
- o Work with other Programme Areas to encourage young people to engage in decision making and make a positive contribution to the community and the environment

8. Deliver a clear set of overarching customer defined Neighbourhood Standards by April 2006 which will deliver improved safety, health and local environmental quality in our neighbourhoods.

The programme area delivers numerous regulatory services across the Borough. We recognise that the regulated, whether they be industry, commerce or private individuals, want enforcement to be fair and consistent. We need to engage with our customers to develop local standards so that we can tackle problems that are priorities to them. The Learning from Customers Group identified tackling graffiti, dog fouling, litter and drug litter as priority area for us to improve on. This objective will support and deliver against the Councils theme **'Rotherham Safe – safe, clean and green neighbourhoods, environments and people will be protected and nurtured, a preventative approach to minimise crime, accidents and hazards'**. In addition Officers will work with all parties to ensure that local businesses are able to flourish and that Rotherham enjoys a diverse economy, as encompassed by the priority "Rotherham Achieving". The key actions that we will undertake to ensure this. Key actions that will ensure that this objective is achieved are as follows:

Neighbourhoods Service Plan 2005-08

- o Engage with communities to develop and monitor a new set of local neighbourhood standards.
- o Widen the scope of environmental crime enforcement across the Council and partnership agencies
- o Establish a customer based benchmark for assessment of regulatory impact efficiency on local businesses to ensure a more supportive, streamlined and targeted compliance intervention.
- o Create partnerships to develop greater effectiveness of interventions to improve community health, local environmental quality and both community and workplace safety and welfare
- o Undertake a cross-Council review of regulatory services to ensure effective, consistent and value for money service delivery
- o Implement a programme of education, advice and information in areas prioritised by local and national agendas and intelligence
- o Effectively introduce new enforcement and licensing legislation prioritised to the needs of the neighbourhood.
- o Review warden provision across the council to develop a borough wide multi tenure service.
- o Develop Neighbourhoods Environmental Management System and attain EMAS accreditation

9. New opportunities to recycle and minimise waste creation are identified through the development of the waste management partnership arrangement to increase recycling rates by 33% by 2010

Our Waste Management performance goes from strength to strength. 2004 saw the service gain 2 stars from the Audit Commission and in 2005 playing a role in the Streetpride gaining the Local Government Environment Award. The development of the Waste Strategy will ensure that we improve even further – recycling and composting more, reducing waste to landfill and minimising the amount of waste that Rotherham produces. This objective will support and deliver against the Councils theme ‘**Sustainability – all development is sustainable and does not harm the environment for people now and in the future**’. Key actions that will ensure that this objective is achieved are as follows:

- o Implement the actions detailed in the Waste Management Service Improvement Plan.
- o Expand recycling to Rotherham's rural areas and multiple occupancy dwellings to provide the opportunity for all domestic premises within the Borough to participate in recycling services
- o Through the implementation of the Waste Strategy, develop and deliver long term procurement options and tendering for all waste services..

- o Work with Local Authorities in the sub region to develop a network of waste processing facilities
- o Develop, alongside Education, Culture and Leisure and other partners, a robust education programme which targets low participation areas which is innovative and delivers increased participation.
- o Divert waste away from landfill to comply with the Landfill Allowance Trading Scheme.

10. Develop seven neighbourhood charters using intelligence from the Community Planning Framework by 2006

Our aim is to ensure our tenants and residents are at the heart of our decision making. We will develop seven local area agreements in conjunction with our residents and partners that will ensure that they are helping re-shape service delivery and that we are listening to their needs and aspirations. The charters will provide agreements about how residents can influence target setting, trigger action and drive specific improvements that will improve their neighbourhoods and deliver an improved quality of life for the people living there. Through a renewed area assembly framework our residents will monitor and track these actions to ensure that they achieve the real outcomes needed. This objective will support and deliver against the Councils theme ‘**Rotherham Proud – people are at the heart of our vision, active citizenship and democracy will underpin how Rotherham works**’. Key actions that will ensure that this objective is achieved are as follows:

- o Consult with local communities to develop 7 neighbourhood charters which contain local neighbourhood standards.
- o Develop a local level Performance Management Framework which will ensure that actions and targets within the Agreement are achieved.

11. Put in place new arrangements that establish a distinct role and functions for Area Assemblies by 2006

In 2004 we carried out a review of the role and function of the area assemblies. This has been informed by the work of a Neighbourhood Renewal Advisor, reporting to the Rotherham Partnership, to identify the views of partners in relation to any future neighbourhood management arrangements. Partners were keen to see the area assemblies develop on a wider basis. A refresh of the area assemblies will be an essential part of our plans to strengthen governance arrangements at a neighbourhood level. Proposals for the area assemblies will be presented at the beginning of the new municipal year. This objective will support and deliver against the Councils theme ‘**Rotherham Proud – strong, sustainable and cohesive communities, active citizenship and democracy will underpin how Rotherham works**’. Key actions that will ensure that this objective is achieved are as follows:

- o Deliver the new Area Assembly model as a local service delivery partnership
- o Develop a local level Performance Management Framework with the new framework to deliver neighbourhood priorities.

12. Deliver services fairly and in a way which recognises equality of opportunity and choice for every resident in every neighbourhood by contributing to the Council achieving Level 5 of the Local Government Equality Standard by 2008

We have developed the first Neighbourhoods Programme Area Equality and Diversity Plan. This recognises the importance of fair and equal treatment in local government services and employment and has been developed as a tool to enable us to mainstream gender, race and disability into our policies, practices and customs. This objective will support and deliver against the Councils theme **'Rotherham Proud – equalities and diversity will be highly valued'** and **'Fairness – equality of opportunity and choice, actively challenging all forms of prejudice and discrimination'**. Key actions that will ensure that this objective is achieved are as follows:

- o All customer service points are fully wheelchair accessible, with hearing loops, and comply with the Disability Discrimination Act
- o Deliver targets set out in the BME Housing Strategy.
- o Achieve best in class performance indicator targets for employment and diversity
- o Complete all Equality Impact and Needs Requirements Assessments, in line with the Race Equality Scheme
- o Neighbourhoods positively contributes to the Council achieving annual step change compliance with the Local Government Equality Standard.
- o Contribute to the development and the delivery of the Council's Community Cohesion action plan.

13. Provide an efficient, customer focused Aids and Adaptation service which delivers a high quality service within 30 days of the initial enquiry by 2007 through one-stop shop facilities.

The Audit Commission recognised that our Aids and Adaptation service was delivered inequitably and with large elements of duplication across a number of services. Customers have told us through our complaints system that they want a faster, more efficient service provided from the outset. We want all customers of this service, who are often vulnerable to receive a fair and equal service that is efficient and timely. This objective will support and deliver against the Councils theme **'Rotherham Safe – good quality homes for all'** and **'Rotherham Proud – the most vulnerable will be supported'**. Key actions that will ensure that this objective is achieved are as follows:

- o Deliver actions within the Aids and Adaptation Service Improvement Plan

- o Carry out Business Process Re-engineering to streamline service delivery, remove inefficiencies and duplication to achieve the 30 days target.
- o Develop a one-stop shop mechanism for customers to access the service.

14. Achieve a 3 star (excellent) rating for Strategic and Enabling Services by 2006

The services that are retained within the Council will be subject to external scrutiny over the next two years. We will review and develop an improvement plan which will ensure that these service delivery the best for our customers. This objective will support and deliver against the Councils theme **'Rotherham Safe'**. Key actions that will ensure that this objective is achieved are as follows:

- o Carry out a review based upon Best Value principles on services retained by the Council.
- o Assess all retained services against the Audit Commission KLOE's (Key Lines of Enquiry)
- o Develop and deliver against a Service Improvement Plan which will ensure the retained services achieve a three star rating.

15. Provide specialist accommodation and services to deliver sensitive services to vulnerable customers by 2006

Over the past two years we have looked at the services we provide to our most vulnerable customers. Our aim is to provide a range of specialist accommodation and services such as prevention, support and assessment services for vulnerable people threatened with homelessness or where their quality of life is affected by their current housing situation. This objective will support and deliver against the Councils theme **'Rotherham Safe – a caring place, the most vulnerable people will be supported'**. Key actions that will ensure that this objective is achieved are as follows:

- o Develop a preventative and choice based approach for customer housing options
- o Develop key actions to deal with the 26 vulnerable client groups' needs effectively
- o Develop accessible housing register to facilitate the use of adapted accommodation
- o Implement actions in the Homelessness Strategy
- o Contribute to the delivery of the Councils Older People Strategy and Younger Persons Well-being Strategy

16. Agree long term plans for housing market restructuring and deliver new projects that are complementary to other regeneration activity by 2006

In 2004 we developed new arrangements with our partners to gather intelligence about the extent of housing market failure within Rotherham and the potential for restructuring the markets. A housing aspiration study in the town centre provided clear evidence of potential demand for higher quality housing and work began on some specific projects linked to the town centre renaissance. In the next twelve months we will put in place and implement robust programme management arrangements and develop long term plans to address housing market failure in our priority areas. This objective will support and deliver against the Councils theme **'Rotherham Achieving - There will be an excellent town centre known for the high quality design of its public spaces and buildings.'** Key actions that will ensure that this objective is achieved are as follows:

- o Implement robust programme management arrangements to improve our capacity to deliver an ambitious programme that is integrated with other plans to bring about regeneration in Rotherham
- o Consult with residents and stakeholders to agree long term plans and clear challenging targets to address housing market failure in our priority areas

Section 2 - Profile





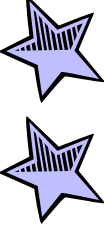

Our Achievements

Services provided by the Programme Area were externally assessed on six occasions during the last 12 months, achieving phenomenal results.

These results ultimately contributed to the achievement of the Council moving from Weak to Fair in the CPA ratings. The Audit Commission remarked that the Council has 'made significant improvements in housing and all services affecting the quality of the local environment...', 'Refuse and street care services are efficient and responsive to the needs of users and recycling facilities have improved.', 'The council's hard work has resulted in the delivery of better quality housing services including repairs and maintenance...'. We improved in the Housing Service block from 1 (out of 4) to 2 and in the Environment Service

block from 2 (out of 4) to 4. Overall Rotherham MBC became one of the top 10 most improved authorities in England.

We also played an enormous part in achieving a two star (good) with promising prospects result for the Regeneration and Supporting People Audit Commission Inspection in March and November 2004, respectively.

Inspection	How Good Is the Service?	Prospects for Improvement?
Waste Management (Audit Commission – July 04)	 (Good)	Promising
* - Previously 1 Star/ Unlikely Prospects (01)		
ALMO Indicative (Audit Commission – Sept 04)	 (Fair)	Promising
Repairs and Maintenance Re-inspection (Audit Commission – Feb 04)	 (Fair)	Promising
* - Previously 0 Star/ Promising Prospects (02)		
Supporting People (Audit Commission – Nov/Dec 04)	 (Good)	Promising
Regeneration (Audit Commission – Mar 04)	 (Good)	Unlikely
Performance Management Framework (HouseMark – Aug 04)	 (Good)	Excellent

Waste Management

In July 2004, the Council's Waste Management service was inspected by the Audit Commission following the RPA assessment carried out earlier in the year. The service received two stars (Good) with

Promising prospects for improvement, demonstrating clear stepped change improvement from the inspection of 2001.

The Audit Commission acknowledged that Refuse Collection and Street Care services are **'overall effective, efficient, accessible and responsive, supported by education and enforcement activities'**. Over the past three years they have noticed that **'performance has improved over a range of indicators'**, with the majority of indicators well above average.

It was noted that the service has become more customer outcome focused, reducing missed collections and responding to customer's service requests. Good use of the local media to promote recycling and raising awareness, and also the use of 'Recycling Reg' has been successful in reducing the amount of waste which is landfilled. Overall the service to customers was **'accessible and responsive'**.

Since the inspection we have now delivered a Long Term Municipal Waste Management Strategy and we are currently developing a customer focused awareness raising approach to minimise waste over the period of the strategy.

Establishment of the ALMO

Following the Best Value Review of Housing Management in 2003 a tenant and leaseholder group (Option Appraisal Steering Group) was established in July 2002 to take the lead role in exploring and making recommendations to the Council about the future for Council housing in Rotherham.

Nearly 1300 tenants have participated by answering detailed questionnaires about their rights, investment priorities, tenancy issues, decent homes, services and more. Their views have been sought via a series of road shows, meetings, briefings and the use of a free-phone advice line. During the most recent stage of consultation 69% of all respondents supported the establishment of an ALMO in Rotherham. A further survey carried out in September 2004 indicated 88% were now in favour.

Following the further Test of Opinion survey in February 2005, which indicated a resounding 93% (over 5,000 tenants) were in favour of establishing the ALMO, we submitted the Section 27 application to ODPM. This was approved in March 2005. '2010 Rotherham' was established, governed by a board of 15 tenants and residents, independents and members.

Improving Void Turnaround Times

Neighbourhood's flagship KPI 'average time void turnaround times' continues to go from strength to strength. A determination to achieve a complete turnaround from 'worst in the country' to top quartile performance has paid off. The current time is down to almost 16 days, with stretching targets and action plans already in place to achieve best in class by 2008.

Improving Housing Management

An ALMO Indicative Inspection was carried out in September 2004 and achieved a score of 'Fair – 1 star with promising prospects for improvement'.

This result is positive for Rotherham and represents a stepped change improvement. The Audit Commission acknowledged that we have **'robust, comprehensive improvement plans to tackle the areas of weakness'**. Over the past 2 years we have **'placed high importance in improving service delivery to our customers'**, this was recognised and complimented by the Audit Commission and has been seen in our high levels of customer satisfaction we receive.

They identified strengths such as our **'largely accessible and customer focused service'** particularly our income management, aids and adaptations and allocations services. While on site they identified that our **'estates are clean and tidy, free of litter and graffiti'**. As well as performance on void turnaround the inspectors also remarked that we are **'proactive in allocating and letting our properties'**.

We are well underway in ensuring that our services provide value for money and we are extremely confident that all areas of weaknesses that have been identified and recommendations made will be addressed in the next 12 months and that these will contribute to achieving an improved rating in November 2005.

Improving Repairs and Maintenance

Our Repairs and Maintenance Service has been transformed in 2003/04. We have tackled the recommendations identified by the Audit Commission during the 2001 inspection and developed the service through Business Process Re-engineering. The service is now customer focused and is delivering high levels of performance and customer satisfaction.

- 97% of Urgent Repairs are dealt with within timescale (xBV72)
- The average time to complete non-urgent repairs is 13 days (xBV73).
- 93% of our customers are satisfied with the responsive repairs service.
- Increased repairs by appointment made and kept (BV185) from 10% to 77% over two years

The service was re-inspected in February 2004 and achieved 'step change' improvement, improving from a poor to a 'Fair – One Star service with Promising prospects for improvement'

The Inspectors found that there has been '**significant step change**' in the service from the previous inspection 18 months ago, delivering a **customer focused service** and a new culture amongst staff and customers. There have been significant improvements for customers accessing the repairs service, through '**customer friendly**' **local offices, through Rotherham Connect and the Going Local pilot area.**

Fit For Purpose Housing Strategy

In March 2005, the ODPM (Office of the Deputy Prime Minister) rewarded our Housing Strategy with the 'Fit for Purpose' standard.

Neighbourhood Warden Quality Standard

Our Neighbourhood Warden Service was awarded the Warden Quality Standard with distinction by the ODPM in summer 2004. They were impressed by our standards of application, highlighting a number of particular strengths within the service, such as:

- Realistic targets and a transparent strategy
- Sound administration practices
- Robust recruitment and selection procedures

Continuous improvement in Performance Management

The Neighbourhoods Performance Management Framework was highly commended by HouseMark in August 2004. The framework was identified as a 'beacon' of good practice which should be shared with other organisations around the country. HouseMark commented that 'they would be happy to be an ambassador for Rotherham and tell everyone about the good practice.'

The Audit Commission inspection in September also identified that 'The Council has a robust business and performance management framework in place that addresses both risk and poor performance.'

The framework has allowed RMBC Neighbourhoods to deliver exceptional results over the past three years. In 2003/04, 77% of Neighbourhoods KPI's achieved there year-end target and estimates are indicating that 89% will be achieved in 2004/05, following the stretching of targets even further. 87.5% of our KPI's of our KPI's are in the top or upper middle quartiles for All England.

Developments

Neighbourhood Management

We have refocused our service around neighbourhood management, creating accountability at the local level, using the lessons learned from our 'Going Local' pilot to shape services across the borough. A best value review of neighbourhood management has been scoped and will commence in April to develop the vision of neighbourhood management across the borough.

An independent study of Neighbourhood Management in Rotherham on behalf of the Rotherham Partnership, carried out in early 2005, concluded 'There is a sound basis on which to build the linkages and networks necessary for the success of Neighbourhood Management. There are already a number of good examples of Neighbourhood Management in Rotherham. The creation of a Neighbourhoods Programme Area by the Council is recognised as a bold move and a clear declaration of commitment. The building blocks for a Neighbourhood Management approach are already in place. There is now a need to build on existing structures and projects.'

We will use the study and its recommendations to help inform the review and to shape the delivery of neighbourhood management agenda for Rotherham.

Service Improvement

We have developed a framework in order to demonstrate Value for Money across all services. Within this framework we are reviewing individual services using best value review principles, business process re-engineering, measuring and comparing value for money, assessment against the KLOE's and applying learning from our customers.

Business Process Re-engineering has commenced in other areas such as Aids and Adaptations and Estate Management with a full review due for completion in May 2005.

Waste and Recycling

Following the Audit Commission Inspection the service has developed the Municipal Waste Management Strategy. This will not only ensure that we divert more waste away from landfill but will seek to minimise the amount of waste that is produced in Rotherham over the period of the strategy.

We are committed to delivering a procurement policy that will identify the financial investment and packages that are required to deliver sustainable, value for money waste services within Rotherham in the longer term.

A Service Improvement Plan is in place which is already recognised corporately as a robust, SMART document to ensure that these targets are achieved.

Anti-Social Behaviour

We have focused on Anti-Social Behaviour, developing new policies and procedures with the Safer Rotherham Partnership and have an ASB strategy and are developing a SMART action plan. Significant successes for the service have included a recognised out of hours witness protection and in-house Youth Liaison provision and the development of the close partnership working with South Yorkshire police by the secondment of 2 Police Officers to the ASB Unit. We are strengthening our approach to estate management and developing our Neighbourhood Wardens service which will contribute to delivering our approach to neighbourhood management.

Neighbourhoods' Equality and Diversity Action Plan

This service plan includes the first Neighbourhoods Programme Area Equality and Diversity Plan, which recognises the importance of fair and equal treatment in local government services and employment and has been developed as a tool to enable us to mainstream gender, race and disability into our policies, practices and customs. The action plan objectives have been structured around the 4 themes of the Local Government Equality Standard to enable the programme area to audit compliance against each of the 5 levels.

The plan is a framework that sets up a way of working which will make mainstreaming equalities into service delivery and employment an issue for all aspects of Neighbourhoods' work. Using the Local Government Equality Standard as a service improvement tool, we intend to move from Level 2 to Level 5 by the end of this business period.

The plan has been shaped by a number of recent factors including:

- Customer involvement and feedback from complaints, surveys, housing strategy consultation events, asylum seeker consultation and the BME consultation.
- Audit Commission recommendations arising from the Waste Management and Indicative ALMO Inspections during 2004.
- The development of Rotherhams first BME Housing Strategy.
- Legislative requirements arising from the implications of Race Equality Scheme 2.
- Commitments to our stretching Best Value and our own Local Performance Indicator, including user satisfaction, targets.
- A robust audit of CRE Code of Practice undertaken in February 2005.
- Staff feedback arising from a self-assessment of the Diversity Key Line of Enquiry held in 26 January 2005 and contributions from the Neighbourhoods Equality Group.

Performance

The table in Section 3 sets out the Key Performance Indicators (KPI's) for the Programme Area for 2005/06 and how they contribute to the achievement of our strategic objectives detailed in the Programme Area Performance Plan and Best Value Performance Plan.

This table, which is structure around the Audit Commissions Key Lines of Enquiry (KLOE) headings, is made up of new proposed Best Value PI's, existing Best Value PI's, deleted BVPI's, local performance indicators (LPI's) suggested by the Audit Commission and new LPI's which have been developed through consultation with our stakeholders and learning from other local authorities. All KPI's have a detailed action plan for achieving the year-end target, which is supplementary to the Service Business Plan. We ensure that our performance targets are substantially challenging, customer driven and deliver continuous improvement. Our performance against our KPI's is detailed in Section 3.

Comparing with other similar authorities and organisations

When compared to the All England figures published in December 2004, we have 87.5% of our indicators in the top and upper quartiles. This compares to 57.5% of our indicators in the higher quartiles in 2002/3. Since the end of 2003/4, 3 indicators have moved up 2 quartile places, 4 have moved up one and 9 have remained the same. During 2003/4 none of our indicators dropped a quartile place.

Our LPSA target for empty property relet times has seen a massive improvement and we are now the 2nd best performer in the country compared to ALMO authorities. In July 2005, we will be developing and contributing our targets for PSA2.

When compared to All England ALMO's (through **HouseMark**), 6 out of 9 indicators are in the higher quartiles, 3 are in the lower middle quartiles. No indicators are currently in the bottom quartile. This compares to 4 indicators in the higher quartiles last year and 3 in the

bottom quartile. Repairs indicators (urgent repairs, non-urgent repairs and repairs by appointment) have all gone up a quartile place this year. Only one indicator (decent homes) fell a quartile place but this is to be expected as the ALMO's in the club (mostly rounds 1 and 2 of the ALMO programme) have already drawn down the additional funding and are expected to finish their decent homes programmes in 2005/6.

Resources

--

In order to deliver our services and strategic objectives we must have the right resources in place. The Neighbourhoods budget for 2005/06 is composed as follows:

ADD TABLE

The table below analyses the same budget into the programme areas strategic objectives and indicates what people resources are needed in order to achieve them.

ADD TABLE

Customer Consultation

This service plan is the product of full consultation with residents and other stakeholders over the past 12 months as well as an integrated decision taking process within the Council that ensures informed decisions have been taken on relative priorities and due account is taken of the links and potential synergies between different service areas.

There is a range of forums in place, shaped by the Community Empowerment Strategy, 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.
- Rotherham Reachout
- Learning from Customers forum

Communication Strategy

Effective communication has never been more important than it is now, as the programme area has been restructured, and customers, staff and stakeholders familiarise themselves with the new ways of working.

A 3 year Communications and Marketing Strategy and action plan has been developed by the Council supported by Communication Toolkit. We have adopted these documents to set out our approach and give managers help and advice to ensure effective communication.

In July 2004 as part of our Learning and Development programme, we held a communication workshop. The outcomes from this workshop and the results from a communications survey sent out to staff has resulted in informing our Programme Area Communications and Marketing Strategy. Staff told us that they believed communication had improved over the past twelve months and they liked and used the weekly briefings that incorporate corporate news, RBT news and other key issues as well as our own programme area news.

The programme area newsletter 'Foundations' has gone from strength to strength with the majority of content being produced by staff, celebrating achievements, new procedures and team events.

Efficiency and Value for Money

This is a crucial area for the Programme Area in demonstrating that it contributes to the creation of sustainable communities. A baseline assessment will be undertaken during 2005 to ensure an understanding of costs and quality, and using this in decision making to improve outcomes for customers. Targets for efficiency gains will be produced, which will be monitored and reviewed on a quarterly basis.

Efficiency gains will be delivered as part of this Service Plan using Gershon principles. These will be identified in the Annual Efficiency Statement for 2005.

A Value for Money (VFM) Framework will embed a VFM culture throughout the organisation. There will be VFM objectives for the organisation, teams and individuals. Personal Development Reviews will play an important part in this process, recognising the contribution that individuals make on managing the effectiveness and efficiency of the Programme Area

The Corporate Baseline Review of Budgets will be further rolled out during 2005 and all services will have undergone this scrutiny in order to advise the budget setting process for 2006/07. We will ensure that we carry out comparisons with other local authorities to identify effectiveness in delivering Value for Money.

The findings of the Hampton Review commissioned by the Chancellor in 2004 to reduce administrative burdens and ensure effective inspection and enforcement will form a focus to the improvement of all our regulatory functions

Organisational Learning and Development

In early 2005 our Programme Area completed a hat trick of winners in the Council's Young Person of the Year Award. These achievements are the result of investing and developing our youngest staff to ensure that they play a vital role in our future. Our comprehensive Learning and Development Plan, has played a vital role in this success. It

identifies workforce development requirements taken from Professional Development Reviews, Service Delivery priorities and Annual Staff Opinion Surveys.

Annual Professional Development Reviews (PDR's), followed by an interim update Review, reflect Neighbourhoods approach to planning, tracking and reviewing the performance of individuals and teams at all levels. It is the key link in translating service objectives to individuals. The process clarifies to each employee:

- what they need to achieve in their job;
- how they can work to put Neighbourhoods values into practice;
- how their skills can be developed in their role;
- how well they have performed against agreed objectives/targets.

All learning and development requirements are timetabled and published into a Schedule, and send out to all staff on a quarterly basis. The Schedule allows for the varying, alternative ways in which individuals learn/develop.

To compliment the investment in learning and development, all staff are issued with a Learning and Development Passport which includes:-

- core competences training – e.g. ICT Skills, Customer Care, equal opportunities, health & safety, equalities & diversity etc.
- workforce development: - e.g. management skills, project management, specialised job specific training etc.
- personal development: usually outside the remit of their role (a skill which could be utilised back in the workplace – e.g. media skills, photography skills etc.)

The Passport allows individuals to retain ownership of their professional/person development and, through workplace assessment, be formally recognised for both personal and professional achievements.

Investors in People

Rotherham MBC currently holds the Investors in People (IIP) Status. The Neighbourhoods Learning and Development Champion will ensure that this continues through monitoring progress on the "Raising the Standard" Action Plan. Our aim is to ensure that we contribute to the Council retaining the Investors in People standard when we are reassessed in June 2005 and 2007.

Charter Mark

We aim to attain Charter Mark accreditation by 31st March 2006 for Neighbourhood Management, Waste Management, Neighbourhood Standards, Community Services and Repairs and Maintenance. We have established a core group to ensure we are compliant with the standard and submit the report for accreditation during 2005/06.

A baseline assessment has ascertained the current position and a gap analysis has informed action plan and milestones. Delivery of the action plan has been implemented by nominated officers across the programme area, ensuring actions focus on customer experiences and the service they receive.

Actions will ensure that we continue to improve our delivery against our 'People and Service 1st Customer standards and further develop our 'Learning from Customers' agenda.

ICT and E:Government Strategy

Neighbourhoods have worked with strategic partners and specialists to determine how we must modify our existing technology systems to achieve our vision to deliver the following:

- The Anite upgrade to version 34/35 by 1st April 2005
- A refresh programme of all hardware to JX280 's as a basic model.

- 'Electronic service delivery will make our services available 'when, where and how' the customer want them.

The above first two points have been delivered through the ICT group, which compiles of Anite Module Managers, looking at rents, voids, estate management, Anti-social behaviour and repairs and maintenance.

The third objective has a number of actions that have been delivered from 2004 and continue to be delivered until 2006. An E:Government Improvement Plan is in place which contains specific actions and timescales to ensure compliance.

To deliver an effective electronic service delivery programme, key decisions and operational issues are discussed at the ICT group which will develop and deliver the Strategy.

The current systems used are Anite, ROCC and FLARE. All systems have been upgraded or are being further developed to deliver our requirements. The upgrade for the system has been underpinned by a robust training and development programme for all IT using staff. We will work with other Programme Areas to develop the Councils IT Training Strategy in summer 2005.

Risk Management

The Neighbourhoods Service Plan has a Risk Management register and monitoring process which involves:

- The development of an initial risk register and supporting action plans by Neighbourhoods Management Team and Senior Managers. This information is held and managed on the IT software package, Risgen.
- The identification of a designated officer responsible for the maintenance of the risk register and monitoring of actions to mitigate priority risks listed in the risk register.
- Performance management arrangements in place to monitor and report progress against risk actions.

Risks are identified, that may affect the delivery of our objectives, in Section 3 of this Service Plan

SWOT and PEST Analysis

In developing this plan, we have reviewed the analysis of the service environment in which we operate. We have scoped key elements of the external environment through a PEST analysis and a complimentary SWOT analysis. This analysis reflects issues facing the programme area in needing to meet the Councils strategic housing objectives and helped to shape our key objectives for this service plan.

One example is the new Neighbourhoods Standards Unit - we assessed the physical and emotional impact that ASB and enviro-crime has on the environment and its relationship with sustainable communities. We have streamlined and refocused under the current restructure to target resources on the issues that our customers have told us they want us to concentrate on.

Change Management Plan

The approach to our Change Management Plan 'Winning at Change' is embedded throughout the whole Programme Area. It provides a framework in which our change agenda is being led and managed with the objective of optimising the involvement of all stakeholders.

The plan is built on the leadership model developed by John P. Kotter and involves an eight-step model:

- Establishing a sense of urgency
- Creating a guiding coalition
- Developing a vision and strategy
- Communicating the change vision
- Empowering employees for broad-based action
- Generating short-term wins
- Consolidating gains and producing more change
- Anchoring new approaches in the culture

Development of the plan this year will include an analysis of personal management and leadership characteristics through psychometric testing to help gain a better understanding of our strengths and weaknesses and improve team work.

In order to embed changes into the new culture we are developing additional Change Groups and empowering Change Champions and Heroes to drive forward new initiatives.

Council's Employee Opinion Survey

The 2004 Survey reveals that Neighbourhoods is an improved Programme Area. Areas where we will focus further improvements will be centred on morale, prioritising **workloads and/or deadlines**, and **communication**.

To meet the current and future demand for high performance and ensure delivery of our objectives, the IIP Action plan will be utilised as a support tool which will equip middle and upper managers with the soft skills to appreciate, support, reward and direct teams that will in return deliver self-reliant, flexible, confident, creative and ambitious staff who feel that their abilities and opportunities within the organisation to develop and are not hindered by job description.

From 2005, we will carry out a Neighbourhoods Employee Opinion on an annual basis.

Sickness Levels

Sickness levels across the Council have been recognised as a significant area of weakness by external inspection. We have taken action to tackle this issue in recent years, but we need to work with our staff to reduce levels of sickness further.

We have set ourselves challenging targets to reduce this over the next three years along with strengthening procedures to ensure that we achieve this.

Section 3 - Plans

agenda. They are outcome based and while having a lead officer are service owned to achieve maximum delivery.

The following plan is designed to achieve our strategic objectives and step change improvements that are **specific, measurable, achievable, and realistic** and timed to coincide with the government and corporate

The Performance Management of this plan will be done through the Programme Area Management Team on a weekly basis, with progress reported to Cabinet Member and Environmental Scrutiny Panel.

SMART Objective	Actions	PI's and Measures	Responsibility	Resources	Risks
<p>Objective 1 Become a good (2 star) ALMO Housing Service in terms of cost, efficiency and service delivery by 2005 and achieve an excellent (3 star service by 2006 to draw down funding to deliver decent homes.</p>	<ul style="list-style-type: none"> Complete actions in the ALMO Excellence Plan (Dec 06) Develop innovative, unique services that achieve external recognition (Dec 06) Carry out BPR on all services and demonstrate VFM (Mar 05) Equalities and Diversity is embedded into Neighbourhood Management (Mar 06) Achieve quality assurance external accreditation for Charter Mark, Investors In People and ISO9001 (Mar 06) Performance arrangements in place to ensure best position (Dec 05) 	<ul style="list-style-type: none"> Achieve 2 Stars (Dec 05) Achieve 3 stars (Dec 06) Top quartile All England performance in all housing management KPI's (Mar 06) Charter Mark, Investors in People and ISO9001 attained (Mar 06) 	<p>Chief Executive – 2010 Rotherham Limited</p>	<p>2010 Rotherham Ltd Management Team</p> <p>Service Improvement Team (Neighbourhoods)</p> <p>Audit Commission</p>	<ul style="list-style-type: none"> Audit Commission score the service less than 2 stars Delays in draw down of additional funding to deliver decent homes Insufficient funding to deliver decent homes programme
<p>Objective 2 Achieve the Decent Homes Standard for all council properties by 2010 and ensure that all Council properties achieve Secured by Design standards by 2010</p>	<ul style="list-style-type: none"> Develop and deliver the 2010 Standard (Mar 06) Deliver targets and milestones within the 5 year DH programme (Mar 10) Renegotiate partnership arrangements for the delivery of the DH programme (Mar 06) Review the process for managing the DH programme to deliver VFM (July 05) Develop 7 year maintenance plan (June 05) 	<ul style="list-style-type: none"> BV184 a and b – achieve targets 100% Decent Homes (Mar 2010) 	<p>Chief Executive – 2010 Rotherham Limited</p>	<p>Asset Management Team</p> <p>Decent Homes Partners</p> <p>Additional Funding (drawn down when service obtains 2 stars)</p>	<ul style="list-style-type: none"> Audit Commission score the service less than 2 stars Delays in draw down of additional funding to deliver decent homes Insufficient funding to deliver decent homes programme
<p>Objective 3 Deliver the neighbourhood management agenda facilitated by a customer focused, accessible one stop shop approach by 2006</p>	<ul style="list-style-type: none"> Work in partnership with the Council to review and scope the delivery of NM agenda (Dec 05) Establish local service delivery partnerships through a modernised area assembly framework (Sept 05) Contribute to the establishment of Customer Service Centres (Mar 08) 	<ul style="list-style-type: none"> Increase by 10% the resident satisfaction with their neighbourhoods (Mar 06) Increase by 10% the resident satisfaction with access to service (Mar 06) Customer Service Centres in place (Mar 06) 	<p>Chief Executive – 2010 Rotherham Limited</p>	<p>2010 Rotherham Ltd Management Team</p> <p>Neighbourhoods Management Team</p> <p>Local Strategic Partnership</p>	<ul style="list-style-type: none"> Lack of buy in to deliver the neighbourhood management agenda

Neighbourhoods Service Plan 2005-08

SMART Objective	Actions	PI's and Measures	Responsibility	Resources	Risks
<p>Objective 4 Provide an externally recognised value for money, high performing repairs and maintenance service by 2007</p>	<ul style="list-style-type: none"> Achieve best in class performance indicator targets for repairs timescales (Mar 07) Implement latest technology for on-site operations (Mar 06) Carry out market testing for all repairs and maintenance services (Sept 05) 	<ul style="list-style-type: none"> Achieve 2 stars (Dec 05) HES72 (Urgent repair response) –98% (Mar 06), 99% (Mar 07) HES73 (Average non-urgent response) – 12 days (Mar 06), 10 days (Mar 07) HES185(Repairs by Appt) – 80% (Mar 06), 85% (Mar 07) 	<p>Chief Executive – 2010 Rotherham Limited</p>	<p>2010 Rotherham Ltd Management and Repairs Planners Market Testing Costs</p>	<ul style="list-style-type: none"> Proving repairs and maintenance is demonstrating value for money to the Audit Commission Not achieving targets set on PI's
<p>Objective 5 Reducing void relet times to become best in class by 2007</p>	<ul style="list-style-type: none"> Continue BPR with further benchmarking to streamline (Sept 05) Develop mechanisms to ensure properties are let to a high standard (Mar 06) Successfully implement Choice Based Lettings (July 05) Implement latest on-site technology to on-site operations (Mar 06) 	<ul style="list-style-type: none"> BV212 (Void Relet time) – 16 days (Mar 06), 12 days (Mar 07) 	<p>Chief Executive – 2010 Rotherham Limited</p>	<p>2010 Rotherham Ltd Management and Neighbourhood Champions, Neighbourhood Support Officers</p>	<ul style="list-style-type: none"> Not achieving stretching void targets – impact on LPSA Choice Based Lettings having a negative impact
<p>Objective 6 Through partnership arrangements and developing multi-agency partnership teams contribute to reducing by 25% the incidents of Anti-Social Behaviour by 2008</p>	<ul style="list-style-type: none"> Develop further the strategic review of ASB (Sept 05) Deliver targets set out in the Safer Rotherham Partnership Strategy (Mar 08) Develop multi-agency partnership teams (Mar 06) Co-ordinate and ensure Value for Money mediation services (Mar06) Develop 'Hot Spot and Reoccurring incidents' Strategy (Mar 06) 	<ul style="list-style-type: none"> Reduce number of incidences of ASB by 25% (Mar 08) 	<p>Bob Crosby – Neighbourhood Services</p>	<p>£20,000 plus Anti-Social Behaviour Unit Community Services Safer Rotherham Partnership 2010 Rotherham Ltd Management and Staff IT Development Costs</p>	<ul style="list-style-type: none"> Ensuring that all stakeholders contribute to the delivery of the targets Increased reporting of incidence due to raised profile. Demonstrating VFM Partnership agency prioritisation IT requirements
<p>Objective 7 Increase the number of active tenant and resident participants, which is representative of the make-up of the borough by 100% by 2007</p>	<ul style="list-style-type: none"> Deliver targets set out in the Community Empowerment Strategy (Mar 06) Develop mechanisms to increase participation of hard to reach groups (Sept 05) Develop, with tenants and residents, local area agreements (Mar 06) Encourage young people to engage in decision making (Mar 07) 	<ul style="list-style-type: none"> Increase the number of participants by 100% (Mar 07) % Satisfied with decision making opportunities 70% (Mar 07) 	<p>Andrew Balchin – Neighbourhood Development</p>	<p>Community Planning Manager and Officers Equalities and Diversity Officer 2010 Rotherham Ltd Neighbourhood Managers</p>	<ul style="list-style-type: none"> Lack of engagement/ take up with under-represented and Hard to Reach groups Failure to measure changes in service provision Failure to develop an effective PMF arrangement

Neighbourhoods Service Plan 2005-08

SMART Objective	Actions	PI's and Measures	Responsibility	Resources	Risks
<p>Objective 8 Develop a set of overarching customer defined Neighbourhood Standards and incorporate within neighbourhood contracts with service providers by 2006</p>	<ul style="list-style-type: none"> Develop new local customer neighbourhood standards (Mar 06) Widen the scope of environmental crime enforcement (Sept 05) Establish customer based benchmark for assessment of regulatory impact efficiency on local businesses (Mar 06) Develop partnerships to develop greater effectiveness of interventions (Mar 06) Undertake a cross-Council review of regulatory services (Mar 06) Implement a programme of education, advice and information (Mar 06) Effectively introduce new enforcement and licensing legislation (Mar 06) Review warden provision across the council to develop a borough wide multi tenure service (Oct 05) Develop EMAS and attain accreditation. (Mar 06) 	<ul style="list-style-type: none"> 100% achievement against standards (Mar 06) Customer defined Standards in place (Mar 06) EMAS accreditation achieved (Mar 06) 	Bob Crosby – Neighbourhood Services	<p>Neighbourhood Standards Unit</p> <p>Neighbourhood Development Managers</p> <p>Council Task Group</p> <p>Streetpride/EDS</p> <p>South Yorkshire Police</p> <p>EMAS Officer and Assessment Costs</p> <p>Rotherham Chamber of Commerce</p> <p>Environment Agency</p> <p>Health & Safety Executive</p>	<ul style="list-style-type: none"> Insufficient involvement from residents to develop standards Insufficient resources to deliver against required standards Development of Neighbourhood Management Time and resource commitment of partners Clear roles and responsibilities identified Failure to deliver effective community consultation to inform the process
<p>Objective 9 New opportunities to recycle and minimise waste creation are identified through the development of the waste management partnership arrangement to increase recycling rates to 33% by 2013</p>	<ul style="list-style-type: none"> Implement actions in the Waste Management SIP (Mar 08) Expand recycling opportunities to rural areas and multi occupancy dwellings (Mar 07) Develop long-term procurement options (Mar 07) Work with local authorities in the sub region to develop a network of waste processing facilities (Mar 08) Develop a robust education programme (Mar 06) Divert waste away from landfill to comply with the Landfill Allowance Trading Scheme (Mar 20) Consult with local communities to develop 7 NC's (Mar 06) Develop local level Performance Management Framework (Mar 06) Deliver the new area assembly model (Sept 05) Develop local level performance management framework (Mar 06) 	<ul style="list-style-type: none"> BV91 (% Rotherham covered by recycle collection) – 100% (Mar 07) BV82a & b (waste recycled/composted) – 35% (Mar 2013) 	Bob Crosby – Neighbourhood Services	<p>Waste Management Unit</p> <p>Neighbourhood Standards Unit</p> <p>Streetpride</p> <p>Service Partners</p> <p>Waste Watch</p> <p>ECAL's</p> <p>Sub Regional Local Authorities</p>	<ul style="list-style-type: none"> Lack of take up/participation of recycling schemes resulting in targets not being achieved Service becomes high cost with low demand – value for money Continued growth in waste Sub Regional flexibility Waste input to landfill above projection Extending funding opportunities not realised
<p>Objective 10 Deliver seven Neighbourhood Charters using intelligence from the Community Planning Framework by 2006</p>	<ul style="list-style-type: none"> Consult with local communities to develop 7 NC's (Mar 06) Develop local level Performance Management Framework (Mar 06) 	<ul style="list-style-type: none"> 7 Neighbourhood Charters in place (Mar 06) 	Chief Executive – 2010 Rotherham Ltd	<p>Neighbourhood Managers</p> <p>Area Assemblies</p> <p>Community Planning staff</p>	<ul style="list-style-type: none"> Failure to develop 7 comprehensive and robust contracts Lack of involvement from residents
<p>Objective 11 Put in place new arrangements that establish a distinct role and function for Area Assemblies by 2006</p>	<ul style="list-style-type: none"> Deliver the new area assembly model (Sept 05) Develop local level performance management framework (Mar 06) 	<ul style="list-style-type: none"> Proportion of the local population represented by a local neighbourhood forum – 100% (Mar 06) 	Chief Executive – 2010 Rotherham Ltd	<p>Neighbourhood Managers</p> <p>Area Assemblies</p> <p>Community Planning staff</p>	<ul style="list-style-type: none"> Inadequate roll out of model Insufficient management to ensure that it is effective

Neighbourhoods Service Plan 2005-08

SMART Objective	Actions	PI's and Measures	Responsibility	Resources	Risks
<p>Objective 12 Deliver services fairly and in a way which recognises equality of opportunity and choice for every resident in every neighbourhood by contributing to the Council achieving Level 5 of the Local Government Equality Standard by 2008.</p>	<ul style="list-style-type: none"> All customer access points are fully wheelchair accessible (Mar 07) Achieve Chartermark (Mar 06) Achieve best in class performance indicator targets for employment and diversity (Mar 08) Complete all Equality Impact and Needs requirements assessment (Mar 08) Achieve annual step change compliance with Equality Standard (Mar 07) Deliver targets set out in the BME Housing Strategy (Mar 08) Contribute to the delivery of the Councils Community Cohesion Action Plan (Dec 05) 	<p>BV2a</p> <ul style="list-style-type: none"> Level 2 Achieved (Mar 05) Level 3 Achieved (Mar 06) Level 4 Achieved (Mar 07) Level 5 Achieved (Mar 08) All Neighbourhoods buildings achieve DDA compliance (Mar 07) BV164 Compliance (Mar 05, 06, 07, 08) 	<p>Andrew Balchin – Neighbourhood Development</p>	<p>Equalities and Diversity Officer Corporate Equalities and Diversity Unit DDA Budget All Programme Area Managers Community Planning and Area Assemblies</p>	<ul style="list-style-type: none"> Buildings do not meet DDA requirements Equality Standard action plan not delivered against Equalities and Diversity not embedded within the service Failure to secure adequate resources for capital improvements Failure to involve disabled customers in the design of improvements Failure to attract employees from under-represented groups
<p>Objective 13 Provide an efficient, customer focused Aids and Adaptation service which delivers a high quality service within 30 days of the initial enquiry by 2007 through one-stop shop facilities</p>	<ul style="list-style-type: none"> Develop Aids and Adaptation Service Improvement Plan (Mar 06) Carry out BPR to achieve 30 days (Dec 05) Develop one-stop shop mechanism (July 06) 	<ul style="list-style-type: none"> Average time taken to complete an adaptation a) private– 30 days b) council – 30 days (Mar 07) 	<p>Bob Crosby – Neighbourhood Services</p>	<p>Community Services Unit Social Services Service Improvement Team (Neighbourhood Development)</p>	<ul style="list-style-type: none"> Insufficient funding to enable targets to be hit and causing delays in the process Lack of buy in from all stakeholders concerned in its delivery
<p>Objective 14 Achieve a 3 star (excellent) rating for Strategic and Enabling Services by 2006</p>	<ul style="list-style-type: none"> Carry out a BVR on retained services (Sept 05) Assess services against KLOE's (Sept 05) Develop and deliver against SIP (Dec 06) 	<ul style="list-style-type: none"> Strategic and Enabling Service achieves 3 stars (Dec 06) 	<p>Andrew Balchin – Neighbourhood Development</p>	<p>Service Improvement Team (Neighbourhood Development) Neighbourhoods Management Team</p>	<ul style="list-style-type: none"> Audit Commission Inspection date Service Improvement Plan not delivered against
<p>Objective 15 Provide specialist accommodation and services to deliver sensitive services to vulnerable customers by 2006.</p>	<ul style="list-style-type: none"> Develop a preventative and choice based approach for customer housing options (June 05) Develop key actions to deal with 26 vulnerable client groups effectively (Mar 06) Develop accessible housing register to facilitate use of adapted accommodation (Mar 06) Implement actions in the Homelessness Strategy (Mar 07) Contribute to the delivery of the Older People and Younger Persons Well-being Strategy (Mar 06) 	<ul style="list-style-type: none"> BV203 Reduce Families in temporary accommodation from 79% to 11% (Mar 06) BV183 Reduce average length of stay in b&b accommodation from 0.29 Days to 0 days (Mar 07) 	<p>Bob Crosby – Neighbourhood Services</p>	<p>Community Services 2010 Rotherham Ltd Neighbourhood Managers, Neighbourhood Champions and Support Officers, Asset Management Manager Pathfinder Team Social Services</p>	<ul style="list-style-type: none"> Delays in development of specialist provision Unsuccessful roll out of Choice Based Lettings Delivery against targets set out in the Homelessness Strategy Buy in from other partners

Neighbourhoods Service Plan 2005-08

SMART Objective	Actions	PI's and Measures	Responsibility	Resources	Risks
<p>Objective 16 Agree long term plans for housing market restructuring and deliver new projects that are complementary to other regeneration activity by 2006</p>	<ul style="list-style-type: none"> Implement robust programme management arrangements to improve our capacity to deliver an ambitious programme that is integrated with other plans to bring about regeneration in Rotherham (Sept 05) Consult with residents and stakeholders to agree long term plans to address housing market failure in our priority areas (Mar 06) 	<ul style="list-style-type: none"> Resident/Stakeholder long term plan to address market failure (Mar 06) 	Andrew Balchin – Neighbourhood Development	Neighbourhood Development Manager Housing Market Renewal Manager 2010 Rotherham Ltd Management Team Area Assemblies	<ul style="list-style-type: none"> Failure to deliver in timescales Failure to engage with stakeholders to inform long term planning

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	DELEGATED POWERS – COMMUNITY COHESION
2.	Date:	27TH JUNE, 2005
3.	Title:	REPRESENTATIVES ON PANELS AND OUTSIDE BODIES
4.	Programme Area:	RESOURCES

5. Summary

Confirmation of memberships of the various Council sub-groups for the Municipal Year 2005-2006 is required.

6. Recommendations

- (1) to confirm existing membership where appropriate.
 - (2) to consider revised memberships where necessary.
-

7. Proposals and Details

To consider membership of the following:-

- **Members' Consultation Advisory Group**
- **Members' Sustainable Development Action Group**
- **Asylum Seekers Working Party**
- **Groundworks Trusts Panel**
- **Voluntary Sector Liaison Forum**

In addition there is also:-

- **Corporate Equalities, Diversity and Steering Group**
- **Mosque Liaison Group**
- **R.M.B.C./B.M.E. Liaison Group**

8. Finance

None significant.

9. Risks and Uncertainties

Memberships are required to ensure continuity of the Council's business.

10. Policy and Performance Agenda Implications

Memberships are required to ensure continuity and progression of the Council's business

11. Background Papers and Consultation

None.

Contact Name : Lewis South, Democratic Services Manager
Ext 2055
lewis.south@rotherham.gov.uk

ROTHERHAM BOROUGH COUNCIL – REPORT TO CMT
--

1. Meeting:	Cabinet Member (Community Cohesion) and Advisors
2. Date:	27th June 2005
3. Title:	Service Plans 2005-08
4. Programme Area:	Chief Executive's

5. Summary

Service Plans, developed under the new service planning framework, have been completed by all Programme Areas. The Chief Executive's Department Service Plan is appended.

6. Recommendations

That Members

- (a) note and endorse the Service Plan submitted;

7. Proposals and Details

All Plans have been produced under the new Service Planning Framework, which was developed to bring about a better focus on strategic planning. Draft plans have been worked up by all services through a variety of workshops and planning sessions, and have been considered by Performance & Quality Service, Chief Executive's Dept with the individual services.

Key points Members may wish to note include:

- Objective-setting – wherever possible services have been strongly encouraged to set 'SMART' and challenging objectives.
- Links to the Corporate Plan / Community Strategy vision – producing Service Plans at the same time as the new vision being established has provided a challenge for services. There has been a good response in the Plans to linking aims and objectives to the priority and cross-cutting themes.
- Resourcing – linking service and financial planning is a key improvement that needs to be made under our Planning Framework. Attempts have been made to signal where additional resources or areas of reallocation will be involved in future years,

and the Chief Executive's Department Plan gives specific indications of the level of resources likely to be needed. However, there will need to be further consideration, with Corporate Finance, of the implications of these Service Plans (and those of other services) in developing the 2006/7 and 2007/8 budgets.

- Strategic approach – the fact that the Plans submitted are all relatively concise and well-written appears to reflect the better focus on strategic planning, outcomes and actions which was intended for this round. They are still however comprehensive documents, covering the key issues for the Services. (A specific point regarding the Chief Executive's Department Plan is that the Local Strategic Partnership Office's key objectives and targets have still to be included).

8. Finance

Resource implications from these Plans should inform consideration of future budget rounds.

9. Risks and Uncertainties

Risks are listed through the Action Plans and will be managed through the Risk Register.

10. Policy and Performance Agenda Implications

The new service planning framework is an important element of good performance management, and these Service Plans will form the basis for management of work in the Services over coming years. Service Plans have been aligned to the new vision and themes, and so form part of the Council's coordinated approach towards strategic planning.

11. Background Papers and Consultation

Service Planning Framework (on intranet)

Consultation with staff has been undertaken through workshops and individual team planning.

Contact Officers:

12. Contact Names :

- *Colin Bulger, Head of Policy and Partnerships, ext. 2737,*
colin.bulger@rotherham.gov.uk
- *Waheed Akhtar, Partnership Officer (Regeneration), External and Regional Affairs,*
ext. 2795, waheed.akhtar@rotherham.gov.uk

Chief Executive's Department
Service Plan 2005-2008

April 2005

Section 1 : Priorities

Introduction from Lee Adams, Assistant Chief Executive

This is the second Chief Executive's Department comprehensive service plan. There has been excellent delivery on last years plan and this is detailed in the next few pages. As well as the main elements of last years plan we also led on development of a new vision for the borough and for the Council and the production of a new corporate plan and supported the LSP to develop a new Community Strategy which is to be launched in July 2005. The restructuring of the Department is complete with the final staffing coming into place by June 2005, and some excellent appointments have been made, Some staff have been promoted during the year and left RMBC.

Good relationships have been built with elected members, PA's and partners. Overall we have supported PA's to receive several awards, improved our approach to inspection and helped achieve very good improved performance, putting the council in a position whereby we should achieve Good at CPA in December 2005 and be well placed to achieve Excellent in 2006/7.

We have also developed improved communications and marketing local people's views of the council are getting more positive against the national trend of low public opinion of local government.

Perhaps most importantly deprivation in the borough appears to be declining, we will be researching more into this in the coming year to see what else we can do as a council to speed this even more.

In terms of staffing many areas improved as shown in the staff survey, however there are some areas that need further attention and this will be built into our Raising the Standard Plan and overseen by our Learning and Development group as well as our management team.

The Mission Statement of the Chief Executive's Department

In 2004, the Chief Executive set down an overall mission for his Department.

"We provide leadership and consistency to the Council through the development and communication of an ambitious and realistic strategic agenda for the Council and its partner organisations in the interests of all those with a stake in Rotherham's future and ensure its delivery to the highest professional standards."

The role of the Chief Executive's Department is to provide corporate and community leadership through:

- Ensuring the effective corporate governance of the Council by giving a lead on the highest professional standards in the operation and management of the Council
- Providing support and advice to elected Members to facilitate the development and articulation of the Council's priorities
- Developing corporate policies and the strategic agenda for the Council in collaboration with others both inside the Council and externally to meet the needs of local communities in Rotherham as well as contributing to regional issues to the benefit of Rotherham

- Representing the Council and its priorities externally at local, regional and national level and where appropriate internationally
- Working corporately with programme areas and external partners to ensure the communication and delivery of the Council's priorities
- Providing a clear and consistent lead on corporate standards of performance and customer care to ensure a "One Council" approach

Mandatory Requirements

The Chief Executive's department has sole or lead responsibility for ensuring that the Council is compliant with the following mandatory requirements;

- Race Relations Amendment Act 2000
- Delivery of an Annual Best Value Performance Plan: obligation of all Council's that are rated 'Fair', 'Weak' or 'Poor' by the Audit Commission
- Delivery of Community Strategy; Local Government Act 2001
- Delivery of a Scrutiny Function; Local Government Act 2000
- Health Scrutiny Role within the Health & Social Care Act 2001

Community Strategy and Corporate Plan Priorities

Although much of the work of the Chief Executive's Department is focused on ensuring Excellence, much of its work can also be aligned with the Community Strategy and the Corporate Plan priorities in the following ways

<p>Learning</p>	<ul style="list-style-type: none"> • Keeping a watching brief on good practice, policy and performance in other councils and the public sector to ensure Rotherham learns from elsewhere; • Leading on the ODPM and IDEA capacity programmes for the council to ensure both leadership and general staff and member development in line with corporate priorities. • Organizing member and manager development workshops and seminars to keep the council informed and developed in terms of policy and performance • Leading on communications and marketing, with the introduction of a corporate strategy for the first time in 2005, assisting learning both for the council from feedback and also for the council to inform the media, local people stakeholders and partners • Overseeing the team briefing programme and ensure Unite is produced and other communications methods including the intranet are used to fully inform and communicate with staff about corporate issues
<p>Achieving</p>	<ul style="list-style-type: none"> • Overseeing the performance of the Council, and its achievements -in terms of its CPA score, endeavoring to inform and support all PA's and the corporate core to improve and achieve excellence , this includes regular performance development ,management , monitoring and reporting against corporate priorities, and overseeing the corporate Improvement Plan . This includes preparation for and support to all inspections, audits, reviews and applications for accreditations and awards • Leading on performance monitoring on behalf of the LSP, the Community Strategy and Neighbourhood Renewal Strategy and related strategies . We also lead on strategic planning, policy and partnership working, ensuring a fit of all planning policy and partnership work towards achieving our vision, this includes economic environmental and social wellbeing. We lead on the coordination of National. Regional and Sub regional and local linkages, external relationships in order to ensure a joined up approach to planning, to influence at these levels and to maximise the benefit to Rotherham, and maximise external funding into the borough • Supporting the voluntary and community sectors, including communities of interest umbrella bodies, especially in relation to developing sustainable infrastructures, to maximise the

	<p>achievements of these sectors</p> <ul style="list-style-type: none"> • Maintaining a strong policy focus on reducing inequalities and promoting wellbeing, to this end the policy and research functions undertake policy analysis ,data and statistical work and research to understand and inform the Councils policy and investments both at borough and area and neighbourhood levels • The LSP team which is accountable to the LSP Board, works to develop and implement and oversee delivery of the Community Strategy, The Neighbourhood Renewal Strategy and related partner strategies and plans. The Chief Exec's Dept and the LSP team lead on the development and performance management of LPSA • Ensuring best practice development of the scrutiny function which holds the Cabinet to account, as well as scrutinising health locally and the public sector and partnership working. This again is a vital function towards council achieving excellence • Integrating an overall approach to wellbeing impact assessments including equality, health, environment, social inclusion in order to produce excellent strategies planning and learning (An early priority for a whole systems impact assessment will be the Town Centre master plan)
Alive	<ul style="list-style-type: none"> • Taking a lead role for Public Health undertaken with assistance from the Director and Assistant Director of Public Health in the PCT, the head of Environmental health , Health and Safety, and the Health Protection Agency • Supporting the development of well being strategies for particular communities for example we will be working to support Children's Services to produce a children's and young peoples wellbeing strategy, and with Older Peoples services , the PCT and the voluntary sector to produce an older peoples well being strategy
Safe	<ul style="list-style-type: none"> • The Community Safety team leads on support for the community safety, substance abuse strategy, anti social behaviour and domestic violence • Supporting the development of corporate and political structures, working with Democratic services and neighbourhoods
Proud	<ul style="list-style-type: none"> • Working through communications and marketing to increase public satisfaction with the council and its services, and to increase democratic engagement. Community citizen and user involvement is a key function of the department and both lead the corporate approach and support members and PAs to this end
Sustainable Development	<ul style="list-style-type: none"> • Sustainable development policy is led from the department; it will be part of the integrated impact assessments and all policy is judged and appraised against SD criteria by the department
Fairness	<ul style="list-style-type: none"> • Taking a corporate lead through the Equalities and Diversity team for achieving equalities standards and complying with legislation and ensuring all policy and practice reaches excellent equalities standards, We also lead on community cohesion strategy and action planning • Supporting Resources and RBT in developing our approach and policy to maximise access to appropriate services, and ensure overview and learning from complaints and compliments

Section 2 : Profile

Activities and Structures of the Chief Executive's Department

The Chief Executive's Department is at the heart of the Council, providing support and guidance to RMBC's Programme Areas. As such the views of service managers in Programme Areas are intrinsic to the Department's Plans. This will be undertaken through formal consultation and joint-working with Executive Directors, Heads of Service and other key stakeholders in 2005 and beyond.

The functions of the new Chief Executives Department now encompass:-

- Scrutiny, which also provides Member support and development services
- Policy & Partnerships, which includes Policy and Research, Equalities and Diversity, External Relations teams
- Performance & Quality
- Communications & Marketing
- Business Support

In addition, the Community Safety Unit, which works to the chair of the Safer Rotherham Partnership, is part of the Department but as is the management responsibility of the Director of the Social Services.

Additionally in order to ensure proper governance and HR and legal support and management, the Director of the LSP reports to the Assistant Chief Executive with strategic reporting to the Chief Executive. Accountability of LSP team staff remains to the Partnership Board.

Key deliverables for the period of this Service Plan include:

- Publish and launch the new vision for the borough, the new Corporate Plan for the council and with the LSP the Community Strategy
- Complete base line reviews of all new Vision themes
- Refresh all key policies to align
- Publish Public Health Strategy and the Older peoples strategy
- Coordinate and produce a social and environmental wellbeing strategy for Town centre to complement economic and physical development, and continue to deliver our contributions to social inclusion and regeneration programmes
- Develop a corporate framework for sustainable development for RMBC and the LSP
- Develop models for integrated policy impact assessments and use for eg Town Centre master plan
- Implement the communications and marketing strategy-- improve media briefings and other ways to generate fair and balanced coverage of the council, launch improved website, improve external marketing, to improve citizen and user satisfaction with council
- Produce strategy for external funding including preparation for succession planning of NRF, Objective 1 etc

- Begin to scope a Rural strategy
- Support development of Northern Way, and South Yorks strategies to ensure maximum benefit for Rotherham
- Support RMBC to undertake joint development programme with South Yorks local authorities to improve waste, transport, procurement, communications, innovation, and health and inclusion
- Support LSP to review its structures to mirror new vision
- Develop new LPSA working with LSP
- Reach Standard 3 of the Local Government Equalities standard
- Prepare for new legislation on age and sexuality equalities
- Develop strategy for community involvement and refresh consultation policy and plans
- Commission research into deprivation in Rotherham to better target resources and efforts to address it, and develop and measure neighbourhood targets
- Continue to develop performance management and take forward a corp. improvement plan to achieve excellent at CPA in 2006/7, and support PAs re Inspections in older people, culture and leisure, access to services- ALMO to achieve top ratings and excellent prospects for improvement
- Further develop partnerships with Voluntary and Community sectors, developing infrastructures with VAR, BME, advice service and in terms of disability
- Support a review of Community Partnerships to ensure sustainability and maximise use of external funding

With other Programme Areas

- Produce Children's and Young people's well-being strategy with Director, Children & Young People
- Support the production of Customer Services strategy and support policy development for access strategy and customer service centres development by Director Resources, RBT
- With Neighbourhoods - review Area assemblies and develop refreshed structures at local level of governance partnerships and community engagement, including strengthening Parish and Town Councils and where desired developing new Parishes, and linking such developments into the LSP
- With Resources - develop models and demonstrate Value for Money in all services, finalise Base Budget Reviews and use to assist in budget setting, and linking budget and MTFS and Capital strategy to new Vision

Resources

The agreed budget for 2005/6 is as follows

	Basic Pay £	NI £	Super £	Total Pay £	Procurement £	Total Expenditure £	Income £	TOTAL Base £
CHIEF EXECUTIVE'S OFFICE	160,415	16,617	24,222	201,254	212,902	414,156	0	414,156
ASSISTANT CHIEF EXECUTIVE	93,319	9,244	14,092	116,655	1,752	118,407	0	118,407
SCRUTINY	220,552	15,936	28,774	265,262	45,775	311,037	0	311,037
CORPORATE COMMUNICATIONS & MARKETING	275,517	21,153	41,606	338,276	266,910	605,186	-334,637	270,549
BUSINESS SUPPORT UNIT	134,604	9,216	20,325	164,145	38,538	202,683	0	202,683
PERFORMANCE & QUALITY	297,413	24,933	44,910	367,256	36,075	403,331	0	403,331
POLICY & PARTNERSHIPS	398,912	32,615	60,235	491,762	30,209	521,971	0	521,971
EQUALITIES	150,060	12,134	22,660	184,854	11,265	196,119	0	196,119
EXTERNAL & REGIONAL AFFAIRS	167,051	13,908	25,223	206,182	698,568	904,750	-16,078	888,672
COMMUNITY SAFETY	39,774	3,541	6,006	49,321	53,075	102,396	0	102,396
RBT - CEX	0	0	0	0	186,014	186,014	0	186,014
TOTAL CHIEF EXECUTIVE'S DEPT	1,937,617	159,297	288,053	2,303,437	1,788,101	4,091,538	-350,715	3,740,823

Resource implications for subsequent years are identified in the Action Plans

Performance

The Chief Executive's Department has 'ownership' of the following Best Value Performance Indicators. Work on customer service standards within the Performance & Quality and Communication & Marketing Teams is intended to facilitate improvements in satisfaction ratings by the time of the next survey.

	Target 04/05	Outturn	Target 05/06	Target 06/07	Target 07/08
Whole Chief Exec's Dept					
BVPI 3 : % of citizens satisfied with the overall service provided by the authority Currently a Tri-annual Survey – <u>needs to be annual</u>				70%	
BVPI 4 : % of complainants satisfied with handling of their complaint Currently a Tri-annual Survey – <u>needs to be annual</u>				43%	

Equalities & Diversity					
BVPI 2a : Level of Equalities Standard to which authority conforms	1	1	2/3	4	5
BVPI 2b : % score against the duty to promote equality	70%	64%	100%	100%	100%
BVPI 174 : Racial Incidents recorded by the authority per 100,000 population	142 racial incidents	194	200	225	250
BVPI 175 : The % of recorded racial incidents that resulted in further action	100%	100%	100%	100%	100%

Community Safety					
BVPI 126 : Domestic burglaries per 1,000 households and % detected	21.73	11.79 (Q3 estimate)	21.01	21.01	TBC
BVPI 127a : Violent Crime per 1,000 Population	Revised definitions from April 2005: Targets to 2008 to be confirmed				
BVPI 127b : Robberies per 1,000 Population	Revised definitions from April 2005: Targets to 2008 to be confirmed				

In addition to BVPIs, the following local indicators were piloted in 2004/05.

	Target 04/5	Outturn 04/5
Whole CX's Department		
% of Cabinet Members / Chief Officers satisfied with value added by CX's Office	80%	To be surveyed
Policy & Research		
No. of policy seminars completed within year	6	?
No. of Reach-out surveys conducted	3	3
No. of policy reviews carried out in year	6	20
Scrutiny Services		
No. of scrutiny reviews completed within year	10	11
% of actions wholly or substantially accepted by Cabinet and implemented by council	60%	50%
Communications & Marketing		
% of press articles that are positive / negative / neutral	60/20/20	To be surveyed
No. of press releases per month	50	
% resulting in press coverage (may be difficult to track)	70%	

Business Support		
% of councillors surgeries entered into the system within 12 hours	95%	99%
% of Chief Executive's staff satisfied with the overall service provided by the Business Unit	90%	90%
% of telephone calls answered within 5 rings	95%	97%
No. of risk assessments carried out in year	4	10
Performance & Quality		
% Efficiency improvements delivered by (Best Value) Reviews	2%	n/a – overtaken by Gershon
% of outstanding Audit Commission corporate improvements implemented	100%	90%
% of planned PI Audits completed	100%	100%

Self-assessment of the Services

The following section outlines key achievements and challenges for the Department, as assessed internally and based on external inspection issues

Team	Key achievements delivered in 2004/5	Key challenges for 2005/6 and beyond
Performance and Quality	<ul style="list-style-type: none"> • Key role in supporting the Council to achieve 'Fair' rating -1 point off 'Good' this year. • Performance management framework developed and introduced built on best practice • Better corporate support for inspections and introduction of corporate inspections and review framework • Service planning guidance produced and support and training given to PAs to help manager focus on improvements • Good progress on producing revised Corporate Plan[with policy staff] 	<ul style="list-style-type: none"> • The need to improve the quality of PIs • Achieve Good by Dec 05 • Continue to support PAs in maintaining and achieving improvement and attaining accreditations and awards , whilst at same time supporting performance management • Continue to improve complaints and to refresh the public suggestion scheme • Support member and officer development in terms of P and Q work • Introduce public and community involvement in Performance Management
Equalities	<ul style="list-style-type: none"> • Achieved the Level 1 Equalities standard for local Government • Race Equality Scheme produced and also refreshed 	<ul style="list-style-type: none"> • To deliver Level 3 • Further improve race incident and other hate incident reporting and action • Deliver the Race equality strategy • Develop the translation and interpretation strategy • Develop partnership working re equalities and help deliver the Fairness theme of the new vision • Develop a liaison group with local Mosques and begin to develop a Muslim wellbeing strategy, • Organise a BME liaison group to develop a BME strategy for the borough • Develop further training for members and officers • With Policy and Partnerships and Neighbourhoods , develop the Vol / Com sector infrastructures and for communities of interest • Develop volunteering Policies for RMBC

External Relations	<ul style="list-style-type: none"> • 'State of the Borough' report written and produced to inform new vision for the borough [with policy staff] • First 'Rotherham Investment Plan' written and produced to contribute to the SY Investment Plan. • Successfully gained outline endorsement of £80m of Yorkshire Forward investment through the SY Investment Plan. • Maximised the Council's access to the Neighbourhood Renewal Fund • Reviewed International Links within the Council and across the Borough , continued with Town Twinning and international links work 	<ul style="list-style-type: none"> • Oversee the external funding strategy delivery plan implementation • Deliver the International links action plan • Develop succession planning for Obj 1 and all short term financed projects that have been successful and ideally should be mainstreamed • Maximise external funding into the borough to help deliver the vision • Oversee Investment planning • Support the Vol / Com sector to spend and match fund their initiatives • Coordinate the RMBC response and contribution to the RES, and other regional and sub regional strategies and action plans • Help position Rotherham within the region and sub region and Northern Way to maximise benefit for the borough
Policy and Research	<ul style="list-style-type: none"> • Leading bid and successful implementation of 400k of ODPM capacity funding for council improvements across RMBC • Successful completion of the Neighbourhood Renewal Strategy • Keeping on top of national policy agenda, including a number of key reports to CMT and Cabinet (e.g. public health white paper, Index of Multiple Deprivation) • Key contributions to the development of policy in relation to Social Inclusion, Sustainable Development and Older People. • Provision of statistics, analytical support and consultation advice to many services in the development of corporate database for consultation, maintenance of the Consultation Annual Plan. 	<ul style="list-style-type: none"> • Induct a number of new staff • Finalise and launch the Corporate Plan • Support the LSP to finalise the Community strategy • Support the development of the new LSP structure • With the PCT deliver the PH Strategy • Support the development of the Children's and young peoples wellbeing strategy • Commission an analysis of deprivation in the borough to better target the NRS • Support the development of the LPSA2 • Help the council consider LAAs and its response • Keep members and officers up to date with key policy developments • Deliver a sustainable development framework for the Council and LSP • Develop the councils programme of research and oversee its implementation • Develop the framework for community involvement and consultation
Communications and Marketing	<ul style="list-style-type: none"> • The establishment of a Corporate Communications and Marketing Group for the authority, which will maximise the impact of resource, expertise and investment across the Council • A consistent flow of positive media coverage across all Programme Areas. This has included Streetpride, cultural activities, investment in new leisure facilities (including swimming pools), development in education, including new schools, postal voting 	<ul style="list-style-type: none"> • Deliver the Comms and Marketing strategy • Establish regular press briefings • Continue to improve the website and the intranet working with RBT • Continue to improve the internal communications action plan including members managers and staff in general • Develop the communications element of the preparations for CPA JAR • Support PAs to communicate re ALMO, CYP services, Town centre developments, regeneration, improvements in general to

		<p>raise the staff and public's understanding and confidence</p> <ul style="list-style-type: none"> • Develop and support the use of new media especially the new Rotherham Radio station
Business Support	<ul style="list-style-type: none"> • Risk Assessment for Eric Manns Building completed • Range of training completed including- Freedom of Information awareness ,E-Government procurement ,Training on new Councillors Surgery System 	<ul style="list-style-type: none"> • Support the continuous improvement of the Emergency plan • Coordinate action on staff sickness prevention, and monitoring and management • Oversee promotion of staff health and safety • Develop and implement the Raising the Standard plan, taking action on staff survey areas of concern • Continually oversee and act upon the risk register • Continually forward plan to manage workload • Support the CX with delivery of his objectives and day to day workload • Develop the role of the learning and support group to oversee and maximise the effectiveness of staff training • Oversee reporting and drawing down of the ODPM programme funding • Manage the risks and work with the ALMO delivering all commitments • Develop efficiency savings for 06/7 • Manage the budget; take part in the base budget review of the Department <p><i>(many of these challenges apply to all teams)</i></p>
Scrutiny	<ul style="list-style-type: none"> • Completed scrutiny reviews included: <ul style="list-style-type: none"> ○ Issues relating to domestic violence ○ The Parish Council's Review ○ The Direct Payments Review • Adoption of a Framework for Member Development with a view to working towards Charter status • Personal Development Plans for all Members, identifying what skills and knowledge are needed to help them undertake their role as community leaders • The Office for the Deputy (recommended that another of our Scrutiny Reviews (Domestic Violence) is used as a case study, as a model of best practice. 	<ul style="list-style-type: none"> • Continually improve member development programme. • Deliver the ODPM programme • Work with P & P to ensure policy staff support to scrutiny process • Develop community involvement in scrutiny
Community Safety	<ul style="list-style-type: none"> • Significant reductions in crime and disorder working with partners-. All crime has reduced by 14% • Burglary, domestic, -39%, sneak In -41%, others -32% • Vehicle crime has reduced by 30% 	<ul style="list-style-type: none"> • Deliver the crime and disorder strategy • Support the delivery of the Safe theme of the vision • Reduce the fear of crime

LSP	<ul style="list-style-type: none">• Rated Green by the Audit Commission in 2004.	To remain green in 05/06 Assessment. To deliver the Community Strategy and related transfer
-----	--	---

The Aims of the Chief Executive's Department

Based on the issues considered in the preceding sections the following aims have been agreed for the Department from 2005-8.

<p>All priority and cross-cutting themes (with specific actions under Rotherham Learning and Rotherham Alive)</p>	<ul style="list-style-type: none"> • To develop and implement excellent Strategic Policy and Performance Management Frameworks for the Council to support the delivery of the Corporate Plan and Community Strategy
<p>Rotherham Achieving</p>	<ul style="list-style-type: none"> • To maximise the benefits to the Council of external funding and partnership working to support the regeneration of Rotherham and address inequalities
<p>Rotherham Safe</p>	<ul style="list-style-type: none"> • To lead and direct a corporate approach towards Community Safety
<p>Rotherham Proud</p>	<ul style="list-style-type: none"> • To raise the image and reputation of Rotherham and the Council, to ensure positive perceptions within the borough, regionally and nationally • To strengthen structures and mechanisms for community involvement, to enable residents to feel they are actively engaged in shaping decisions and service delivery • To lead and direct the Council's role in promoting and maintaining community cohesion
<p>Fairness</p>	<ul style="list-style-type: none"> • To ensure equality is ensured and diversity celebrated throughout all the Council's services, and ensure fair and equitable access to services to all
<p>Sustainable Development</p>	<ul style="list-style-type: none"> • To support the continued building of capacity of the voluntary and community sector in Rotherham to deliver services and represent communities • To lead the implementation of a robust Sustainable Development framework for the Council
<p>Excellent Council by 2008</p>	<ul style="list-style-type: none"> • To lead the continued improvement of the Council, ensuring that this is positively recognised through CPA and other external assessments • To provide quality support to Members, particularly through a rigorous Scrutiny and policy function and Member Development, to enable Members to provide excellent community leadership • To provide high quality leadership and support to all the Council's partnerships, and particularly the LSP, to ensure that the aims of Community Strategy are delivered.

Section 3 : Action Plans

FOR ALL THEMES – The Chief Executive's Department's Aim is

- To develop and implement excellent Strategic Policy and Performance Management Frameworks for the Council to support the delivery of the Corporate Plan and Community Strategy

SMART Objective	Actions	PIs	Responsibility	Resources (within existing resource unless stated)	Risks
Develop and implement a robust policy and strategy framework so that all are aligned and effective in ensuring all priority themes are delivered by the timescales set down in the Corporate Plan and Community Strategy	Co-ordinate completion of a programme of policy refresh in line with the Community Strategy and Corporate Plan, by March 2006. Launch and promote the policy toolkit to deliver quality standards in strategy and policy development, by June 2005. Monitor and evaluate the effectiveness of the corporate policy framework on an annual basis Provide policy advice to the budget process, Base Budget Review and MTFs	All key policies and strategies refreshed in line with CMT's agreed timescales 100% of all key policies/ strategies meet agreed quality standards by March 2006 80% of all key policies/ strategies evaluated by Scrutiny by 2008 All budget decisions reflect corporate priorities	Policy & Partnerships, with relevant Heads of Service Policy & Partnerships Scrutiny with Policy & Partnerships Policy & Partnerships Performance & Quality	Will require some realignment of resources within CX and with support from Prog Areas to deliver to time. The new Head of Policy and Research and two new Policy Officers do not start until late July/September 2005	Key for CPA Corporate assessment Lack of capacity in Policy Team in early part of year
Develop and implement a robust performance management framework in order that	Produce the Council's annual Performance Plan to time and ensure it is not qualified.	70% of key PIs above average by	Performance & Quality		Failure to embed PM framework will impact

<p>arrangements receive an excellent rating in the CPA by 2007 and national recognition by end 2008.</p>	<p>Performance manage the Corporate Plan objectives within quarterly reporting. Ensure quarterly performance reports are produced on time to inform improvement and decision-making. Ensure there are quality assurance checks on PIs every quarter.</p> <p>Integrate resource management into PMF, through regular joint reports on financial reporting, budgeting and use of resources, from July 2005.</p> <p>Annual review of the performance management framework, using peer review, best practice and other external assessments.</p> <p>Produce annual baseline assessments by Apr each year to demonstrate year-on-year improved performance and alignment of resources to feed into the Performance Plan.</p>	<p>2008</p> <p>PM framework recognised as excellent in CPA corporate assessment</p>	<p>Policy & Partnerships</p>	<p>on PIs / CPA</p>
<p>Implement a coherent planning framework to ensure that both Corporate Plan and Community Strategy are delivered, as recognised by a positive assessment in CPA.</p>	<p>Ensuring priorities are within relevant service plans, team plans and PDRs, by June 2005, and annually thereafter.</p> <p>Develop an agreed structure for the incorporation of community plan priorities in future service plans, by December 2005.</p> <p>Oversee production and quality assurance of all service plans by March 2006 and annually thereafter</p> <p>Coordinate corporate planning, financial planning (MTFS) and workforce planning (and links to LPSA) so they are managed as one process from September 2006 onwards.</p>	<p>All plans produced to agreed timescales</p> <p>Fully coordinated planning framework in place for 2006</p>	<p>Performance & Quality (with Policy & Partnerships)</p>	<p>Requires active involvement and resourcing from Finance and HR (and joint work with all PAs)</p> <p>Failure to embed coordinated planning framework will impact on PIs / CPA, and achievement of Corporate Plan</p>

ROTHERHAM LEARNING – The Chief Executive’s Department’s Aim is

- To develop and implement excellent Strategic Policy and Performance Management Frameworks for the Council to support the delivery of the Corporate Plan and Community Strategy

SMART Objective	Actions	PIs	Responsibility	Resources (within existing resource unless stated)	Risks
Develop and implement a coherent approach to research, consultation and intelligence so that all policy, strategy and performance management is evidence based and recognised as best practice nationally by 2007.	<p>Develop and deliver a corporate research strategy and research programme by June 2006 and ongoing</p> <p>Introduce and manage an annual user satisfaction/ quality of life survey.</p> <p>Review and improve the use of Rotherham Reachout BY June 2005 and then annually refresh process.</p>	<p>75% of all research and consultation outcomes used to influence policy and service improvements.</p> <p>First annual satisfaction survey completed by December 2005 and outcomes used in service planning by 2006/07</p> <p>Outcomes from Reachout used in Service Planning for 2006/07 and beyond.</p>	Policy & Partnerships	<p>No resources identified for research programme and annual user satisfaction survey</p> <p>New Policy and Research officers not in post in early part of year so capacity gap.</p>	<p>Failure to underpin priorities and decisions by user input and evidence will impact on CPA and robust decision making</p>

ROTHERHAM ALIVE – The Chief Executive’s Department’s Aim is

- To develop and implement excellent Strategic Policy and Performance Management Frameworks for the Council to support the delivery of the Corporate Plan and Community Strategy

SMART Objective	Actions	PIs	Responsibility	Resources (within existing resource unless stated)	Risks
<p>Lead or contribute to policy and performance development in relation to:</p> <ul style="list-style-type: none"> older people’s well-being, public health, customer access (which also links to Fairness and Proud priorities) <p>to secure positive ratings in relevant inspections and demonstrable improvements in outcomes, by timescales agreed with chief officers/ partners.</p>	<p>Lead the development of an Older People’s Strategy by September 2005, to ensure a focus on well-being.</p> <p>Work jointly with the health sector to develop a high level and inclusive strategy to address inequalities and promote public health, by Dec2005.</p> <p>Work jointly with Resources to development and performance manage the Customer Access Strategy, by June 2005</p>	<p>Agreement of fully costed Strategies and action plans</p>	<p>Policy & Partnership (leading older people and public health) and Performance & Quality (leading Customer Access)</p>	<p>Budget for consultation and events needed</p>	<p>Failure to establish key strategies for future direction of Council, and key issues for community wellbeing</p>
<p>Provide strategic support for the development and performance management of integrated Children’s Services and a strategy for wellbeing, ensuring compliance with requirements of Every Child Matters and the Children Act 2004, and compliance with JAR requirements.</p>	<p>Support the development and performance management of a Children and Young People’s Well-being Strategy by March 2006.</p> <p>Produce an annual improvement plan, starting from May 2005.</p> <p>Ensure performance management arrangements are developed by September 2005.</p> <p>Ensure joint performance management arrangements are in place by Dec 2005.</p>	<p>APA score for Children’s Services CPA score Dec 2005 JAR assessment 2006/7</p>	<p>Policy & Partnerships and Performance & Quality</p>		<p>Failure to deliver new integrated service and strategy to Govt requirements, and address wellbeing for Children & Young People</p>

ROTHERHAM ACHIEVING – The Chief Executive’s Department’s Aim is

- To maximise the benefits to the Council of external funding and partnership working to support the regeneration of Rotherham and address inequalities

SMART Objective	Actions	PIs	Responsibility	Resources	Risks
Increase Rotherham Council's understanding and influence at local, sub-regional, regional and European and international level to maximise the benefit for Rotherham communities, by March 2008.	<p>Develop and maintain effective partnerships with a variety of sub regional partners (SY Partnership, etc.)</p> <p>Develop and maintain effective partnerships with a variety of regional partners (YHA, GOYH, etc.)</p> <p>Develop and maintain effective partnerships with a variety of European and international partners (YHA European Office, Twin Towns)</p> <p>Provide a corporate overview of all relevant external policy and coordinate RMBC's responses and actions</p> <p>Co-ordinate Council responses to all regional and relevant national consultation requests.</p> <p>Keep Members and Officers well informed of relevant sub-regional, regional and European policy and planning</p> <p>Keep abreast of all UK Government and European regional policy through networking, briefings, internet and other sources of information.</p>	<p>A minimum of three meetings per year with key organisations.</p> <p>All Consultation requests responded to corporately within deadline.</p> <p>Monthly briefings produced on regional and sub-regional policy and planning processes.</p>	Policy and Partnerships (External and Regional Affairs)	Resources Budget allocation is minimal – require budget of £20k	<p>Programme Areas not sharing information with the Team on issues that may have a corporate impact.</p> <p>Not able to influence the regional and sub regional agenda due if not participating in the relevant partnerships.</p> <p>Miss opportunities to participate and influence agendas which could have a negative impact on development and delivery of local plans/projects</p>

<p>Raise the profile of international work, including the twinning with St Quentin, in the borough to ensure that as many people as possible can benefit from the links, by March 2008.</p>	<p>Improve co-ordination between groups and organisations by developing the role of the International Partners Group.</p> <p>Develop a newsletter / communication</p> <p>Promote international events and exchanges via the press.</p> <p>Continue to manage the twinning programme</p>	<p>Attendance at meetings</p> <p>Press monitoring</p>	<p>External Affairs team</p> <p>Press Office</p>	<p>Twinning budget is very limited.</p> <p>No budget for other international work</p>	<p>Lack of group accommodation in Rotherham.</p> <p>A risk that links won't be sustained due to political, staff or budget changes.</p> <p>Negative press around international visits, especially when involving Members and Officers</p>
<p>To maximise the impact of Rotherham's regeneration by aligning key strategies and programmes, by 2006.</p>	<p>Support the development of a senior officer inter-departmental group to co-ordinate and integrate strategic policies and plans and consultation responses.</p> <p>Promote inter-agency links</p> <p>Working with lead Programme Areas, support the development and delivery of programmes of strategic activity, eg:</p> <ul style="list-style-type: none"> • Local Development Framework • Housing Market Renewal Pathfinder • Town centre Development • Investment Planning • NRF • Northern Way 	<p>Regular and timely briefings provided for members and Officers</p> <p>CMT and Cabinet Reports produced on key issues that require Council endorsement.</p> <p>Inter-departmental and inter-agency awareness sessions facilitated and supported.</p>	<p>Assistant Chief Executive</p> <p>External and Regional Affairs Team</p> <p>Policy and Research Team</p>		<p>Failing to receive feedback from officers and Members who attend meetings.</p> <p>Inability to gain a common approach and understanding of key issues across the Council (and therefore an inconsistent message to outside bodies).</p> <p>Positive engagement within Programme Areas not achieved.</p> <p>Not promoting/delivering a joined up approach risking inconsistent messages, lack of ownership of key plans/policies and ultimately difficulties in delivering the Community Strategy</p>

<p>To maximise funding into the Borough to add value to the delivery of the Community Strategy and the Corporate Plan priorities, by 2007.</p>	<p>Pro-actively engage with external funding agencies and strategic organisations to maximise opportunities. Keep abreast of all external funding opportunities Support infrastructure to enable the voluntary and community sector to access strategic funding sources Improve succession planning/exit strategies in order to maximise outcomes of currently funded activity and evaluate current funding streams available. Refresh and launch the External Funding Strategy by Jan 2006 Deliver the Action Plans in the External Funding Strategy 2006/7</p>	<p>Good quality management information reported quarterly to support financial planning and evaluation. Bi-monthly RMBC investment Plan meetings held, and monthly reports made to YF. External funding Action Plans delivered. External Funding network set up and meeting bi-monthly Regular meetings with VAR</p>	<p>Policy and Partnerships (External and Regional Affairs) Working with partners and Neighbourhoods</p>		<p>Failure to secure for Rotherham an appropriate share of external funding</p>
<p>Develop a robust and coherent framework for strategy development in rural areas to ensure improved economic, social and environmental well-being in rural Rotherham by March 2007</p>	<p>Scope out the focus of a Rural Strategy for Rotherham through the development of a position statement, by September 2005. Lead the development of a Rural Strategy for the Borough by June 2006</p>	<p>Position statement agreed Rural Strategy developed and agreed with fully costed action plan</p>	<p>Policy and Partnerships (Policy and Research) Working with Neighbourhoods and EDS</p>		<p>Commitment and ownership of rural strategy Engagement of key stakeholders Availability of robust indicators and measures Resources to deliver</p>
<p>Co-ordinate a refresh and subsequent delivery of the NRS within the Council, and ensure regular reporting against</p>	<p>Commission research to provide a more comprehensive understanding of deprivation at neighbourhood level</p>	<p>Half yearly reporting against neighbourhood renewal floor targets</p>	<p>Policy and Partnerships (Policy and Research)</p>		<p>Failure to deliver NRS</p>

<p>Neighbourhood renewal floor targets, in order to reduce inequalities in the borough, by March 2008 and ongoing</p>	<p>Half yearly reporting of Neighbourhood renewal floor targets Contribute to the LSP Neighbourhood Renewal Strategy Management Group Lead the development of the performance management framework for the NRS Co-ordinate Council contributions to Neighbourhood Renewal through the internal LSP Group</p>	<p>Annual reporting against the PMF</p>	<p>Performance & Quality</p>		
<p>Develop Town Centre Strategy to maximise social and environmental well-being</p>	<p>Coordinate groups to undertake strategic work Produce strategy for March 2006</p>	<p>Strategy produced</p>	<p>Assistant Chief Executive Policy and Partnerships Working with EDS, Neighbourhoods and Culture and Leisure</p>	<p>Lack of budget for development work and consultation - £15k required</p>	<p>Failure of regeneration to meet social needs and advance sustainable development</p>

ROTHERHAM SAFE – The Chief Executive’s Department’s Aim is

- To lead and direct a corporate approach towards Community Safety

SMART Objective	Actions	PIs	Responsibility	Resources	Risks
<p>Work with Neighbourhoods Programme Area to support the development of neighbourhoods, Area Assemblies and Town & Parish Councils to achieve set goals and deliver neighbourhood renewal, by March 2008</p>	<p>Contribute to the development of a coherent vision and policy framework for the development of neighbourhoods, by September 2005.</p> <p>Develop and provide robust and measurable baselines, indicators and targets, by September 2005.</p> <p>Commission research to explore the root causes of deprivation in Rotherham, by September 2005. To report in September 2005</p> <p>Support the development of quality parish councils, by March 2006.</p>	<p>Vision for neighbourhoods developed and agreed.</p> <p>Range of neighbourhood indicators, baselines and targets produced and reported on</p> <p>Report on the key drivers of deprivation produced, disseminated and used to inform action planning and NRS</p> <p>25% of Parish Councils achieve Quality Parish Council status by 2008.</p>	<p>Policy and Partnerships (Policy and Research) providing support to Neighbourhoods</p>		<p>Effective engagement of key stakeholders, parishes</p> <p>Availability of research and statistics to provide robust baselines</p> <p>Effective management of commissioned research to ensure outcomes.</p> <p>Member support for new Area Assembly processes and</p>
<p>Establish structures for the delivery of the 2005 – 2008 Community Safety Strategy</p>	<p>Review existing structures for delivery of 2002 – 05 Strategy.</p> <p>Refresh or replace borough-wide task groups.</p> <p>Engage with multi-agency working group</p>	<p>Review completed by May 2005.</p> <p>New borough-wide mechanisms agreed by SRP Board. By June</p>	<p>Community Safety Team</p>	<p>SSCF</p>	<p>Failure to ensure Community Safety</p>

<p>To ensure Rotherham MBC is rated as 'a council that is performing well' in its corporate approach to reducing crime, disorder and substance misuse.</p>	<p>developing Neighbourhood Partnership Teams. (NPTs)</p> <p>Ensure NPTs include local delivery of Community Safety Strategy in remit.</p> <p>Report to and seek approval of Safer Rotherham Partnership of borough-wide and local structures.</p>	<p>2005.</p> <p>Agreement secured re mechanisms for addressing community safety issues at neighbourhood level by Sept. 2005.</p> <p>SRP approval secured by Oct. 2005.</p> <p>Financial support.</p> <p>RMBC representation at all levels of SRP.</p> <p>See targets in ASB Strategy.</p>	<p>Community Safety Team (with Neighbourhoods, PCT)</p>		<p>Failure to ensure Community Safety</p>
---	--	---	---	--	---

ROTHERHAM PROUD – The Chief Executive’s Department’s Aims are

- To raise the image and reputation of Rotherham and the Council, to ensure positive perceptions within the borough, regionally and nationally
- To strengthen structures and mechanisms for community involvement, to enable residents to feel they are actively engaged in shaping decisions and service delivery
- To lead and direct the Council’s role in promoting and maintaining community cohesion

SMART Objective	Actions	PIs	Responsibility	Resources	Risks
Develop and implement a corporate strategy for Community Involvement (and consultation) so that Rotherham people are able to influence decisions and feel confident their views will be listened to, by March 2007 and ongoing	<p>Complete position statements for Community involvement and consultation by May 2005</p> <p>Develop a strategic framework for involvement and consultation, and a fully costed action plan by September 2005.</p> <p>Deliver initial aspects of action plan by March 2007.</p>	<p>Completion of position statement</p> <p>Strategic framework and a fully costed action plan by Sept 2005</p>	Policy and Partnerships (Policy and Research)	Limited budget for work. Budget of £20k required.	<p>Commitment and ownership within the Council and across the LSP to effective involvement.</p> <p>Capacity within Rotherham’s communities to engage effectively.</p> <p>Resources to deliver improved infrastructure.</p> <p>Evidence that consultation and involvement are influencing priorities.</p>

<p>Implement the Council's contribution to Community Cohesion Action Plan 1/4/05 – 31/3/06 so that Rotherham becomes a place where its diverse communities live in harmony.</p>	<p>Support the Cohesive Communities Partnership and the Community Cohesion Coordinator to deliver community cohesion within the context of the refreshed Community Strategy.</p> <p>Monitor levels of cohesion within the Borough by providing quality information to the Cohesive Communities Partnership and all Partners.</p> <p>Identify current community cohesion good practice within the Council</p>	<p>QOL Indicators for Cohesion</p>	<p>Policy & Partnerships with Team Leader, Asylum Project Team.</p>	<p>Breakdown in community relations.</p>
<p>Implement the Voluntary Sector Compact and Codes of Practice within the Council so that there is robust support and joint working with the voluntary sector achieved by March 2006</p>	<p>Complete position statements and initial Action Plans by April 2005.</p> <p>Incorporate guidance on the Compact in the Policy Toolkit to ensure that future policy development is Compact compliant.</p> <p>Ensure full compliance with the Compact Codes of Practice by April 2006</p>	<p>Report to Officer Group in July 2005.</p> <p>Report to CMT and Scrutiny by September 2005.</p> <p>Policy Toolkit amended.</p> <p>Public launch of agreed Codes of Practice.</p>	<p>Policy & Partnerships (External and Regional Affairs)</p>	<p>Limited budget for the work.</p> <p>A lack of progress is likely to be interpreted as a lack of commitment to the Compact.</p> <p>Failure to demonstrate Compact compliance will give rise to complaints from the VCS</p> <p>Failure to demonstrate Compact compliance will give rise to complaints from the VCS</p>

<p>Agree a three-year communications and marketing strategy by April 2005, so that by October 2005, awareness is raised, and 100 per cent of Executive Directors, Heads of Service and senior managers understand its importance, as well as their individual roles and responsibilities for delivery</p>	<p>Gain approval of CMT and Cabinet Executive Directors to act as champions within their Programme Areas Present to Heads of Service meeting, Managers' Briefing and other appropriate fora Ensure wide dissemination of document including intranet Members' seminar to be considered</p>	<p>Employee Opinion Survey October 2005 Targeted manager surveys PDRs Informal feedback</p>	<p>Communications and Marketing</p>	<p>No Marketing officer and no budget - £100k required P.A.</p>	<p>Negative impact on CPA and failure to improve satisfaction with Council</p>
<p>Achieve increased levels of positive and balanced coverage in the media about the council and its related activities, so that the profile of Rotherham is raised and there are quantifiable improvements in the perceptions of Rotherham</p>	<p>Hold regular face-to-face briefings with journalists Develop a forward plan of campaigns linked to business priorities and current media coverage Review current systems and processes in Press Office, including media monitoring and evaluation</p>	<p>Media monitoring Public perception surveys Reachout surveys</p>	<p>Communications and Marketing</p>		<p>Negative public relations with media impact on satisfaction with Council</p>
<p>Implement an annual borough marketing plan, so that the council works with the Local Strategic Partnership to achieve demonstrable achievements in the profile, reputation and perceptions of Rotherham Borough.</p>	<p>Launch of the New Vision for Rotherham Borough – July 05 Future of Rotherham conference Joint approaches to Rotherham Show – Sept 05</p>	<p>Targets within plan</p>	<p>Communications and Marketing</p>	<p>As above</p>	<p>Failure to ensure coordinated action across Council, and duplication of resources</p>

<p>Manage the Council's systems for dealing with customer feedback, complaints and suggestions in order that the Council is rated highly for customer care</p>	<p>Maintain work of cross-Council complaints improvement group Produce 6-monthly reports on customer feedback to CMT / Cabinet Relaunch suggestions schemes and link with complaints management and CRM development</p>	<p>Increased public satisfaction with involvement in Council decisions (up 50% by 2008)</p>	<p>Communications & Marketing and Performance & Quality BSu (with RBT)</p>	<p>No budget for Customer Suggestion Scheme</p>	<p>Poor customer satisfaction ratings</p>
--	---	---	--	---	---

FAIRNESS – The Chief Executive’s Department’s Aim is

- To ensure equality is ensured and diversity celebrated throughout all the Council’s services, and ensure fair and equitable access to services to all

SMART Objective	Actions	PIs	Responsibility	Resources	Risks
Support the Council to achieve Level 2 of The Equality Standard for Local Govt so that equality and diversity are mainstreamed into the design, planning and delivery of services, and employment practices, by June 2005	<p>Production of Corporate Equality Plan.</p> <p>Programme of Impact and Needs/Requirements Assessments scheduled and completed to timescale.</p> <p>Completion of the audit and self-assessment for Level 1 and 2 as set out in "Guidance 1 – The Equality Standard for Local Government, Employers' Organisation for Local Government, 2002.</p> <p>Develop and Interpretation and Translation Policy.</p> <p>Review the Council's recruitment and selection policy, procedure and training.</p> <p>Further continuation of the Council's work on fair employment and equal pay.</p>	BVPI 2a	<p>Policy and Partnerships (Equalities and Diversity)</p> <p>With all Programme Areas</p>	Limited budget apart from staff for the work – £20k required	Failure to meet BVPI 2a.
Support the Council to achieve Level 3 – 5 of The Equality Standard for Local Govt , so that equality and diversity are mainstreamed into the design, planning and delivery of services, and employment practices, by 2007.	<p>Embed equality targets and objectives in service and business plans and the Corporate Plan.</p> <p>Embed equality and diversity issues within procurement</p>	BVPI 2a	<p>Policy and Partnerships (Equalities and Diversity)</p> <p>With all Programme Areas</p>	As above	Failure to meet BVPI 2a.

	<p>and contract management arrangements.</p> <p>Completion of the audit and self-assessment for Level 3 as set out in "Guidance 1 – The Equality Standard for Local Government, Employers' Organization for Local Government, 2002.</p> <p>Continuation of schedule of conducting Impact and Needs/Requirements Assessments across all Programme Areas.</p> <p>Arrange for external verification of achievement of Level 3 of the Equality Standard.</p>				
<p>Ensure the Council complies with RRAA 2000, in order to promote equality of opportunity, challenge unlawful discrimination, and promote good community relations,</p>	<p>Publish RES2 and associated action plan</p> <p>Carry out programme of Impact and Needs/Requirements Assessments scheduled.</p> <p>Produce and publish Annual Report.</p> <p>Build and maintain portfolio of evidence for BVPI 2b.</p>	<p>BVPI 2b</p>	<p>Policy and Partnerships (Equalities and Diversity)</p>		<p>Failure to meet BVPI 2b.</p>

<p>Support the integration of fairness objectives into all policy, strategy and activity of the Council, so that outcomes are improved for all Rotherham citizens, by 2008.</p>	<p>Monitor and challenge action plans produced under the vision themes of the Community Strategy to ensure they address inequality and promote equality and diversity.</p>	<p>7 equality proofed action plans.</p>	<p>Policy and Partnerships (Equalities and Diversity)</p>	<p>Community Strategy does not deliver fairness and equality of opportunity and value diversity.</p>
<p>Develop and co-ordinate delivery the Corporate Social Inclusion Policy Framework so that the Council is increasingly effective in addressing social exclusion by December 2006</p>	<p>Develop the Social Inclusion policy Framework in line with the CS and CP in 2005/06. Ensure, from April 2006, social inclusion objectives are incorporated into service planning, and key targets are incorporated in the Council's performance management framework. Undertake specific needs analysis and assessments for population groups to support further policy development in relation to specific socially excluded groups.</p>	<p>Performance against a range of PIs related to the framework Formal reporting on outcomes built into PMF and reported formally. Needs assessments completed for identified population groups (at least 3 by March 2006)</p>	<p>Policy and Partnerships (Policy and Research / Equalities and Diversity)</p>	<p>Failure of commitment to delivering social inclusion objectives through service delivery. Resources to undertake needs analysis</p>

SUSTAINABLE DEVELOPMENT – The Chief Executive’s Department’s Aims are

- To support the continued building of capacity of the voluntary and community sector in Rotherham to deliver services and represent communities
- To lead the implementation of a robust Sustainable Development framework for the Council

SMART Objective	Actions	PIs	Responsibility	Resources	Risks
Develop a corporate Sustainable Development Framework for the Council, by March 2006.	<p>Research and prepare a Sustainable Development position statement in line with the new Vision</p> <p>Develop a policy framework to provide a focus for delivery of SD objectives and integration into Service Planning.</p> <p>Develop, launch, promote and evaluate an Integrated Appraisal Tool (to measure impact) for all key policies and programmes of the Council,</p> <p>Support the refresh of the Environment Action Strategy in line with the vision</p>	<p>Position Statement agreed</p> <p>Policy Framework agreed.</p> <p>Integrated appraisal referenced in all reports to Members that relate to policy/ strategy/ programmes Well-being strategy developed and published by March 2006</p> <p>Strategy agreed</p> <p>Refreshed Environment Strategy agreed.</p>	Policy & Partnerships (with Neighbourhood Services)		<p>Lack of understanding of SD across the Council and LSP</p> <p>Lack of clear vision and action to ensure Environmental Wellbeing</p>
To achieve a sustainable voluntary and community sector to support achievement of the Rotherham vision by 2008.	<p>Work with infrastructure organisations – e.g. VAR, SYFAB, SYOF, REMA etc. - to prioritise support to the voluntary and community sector.</p> <p>Implement Service Level Agreements with VAR and SYFAB and report on outcomes and</p>	<p>Reports to Cabinet Member and Advisors on key issues</p> <p>Voluntary Sector Strategy completed.</p> <p>Review by RMBC / VAR Liaison Group on a six</p>	Policy & Partnerships working with the Sustainability Sub-Group of the CDIP		<p>Collapse of a number of Community Partnerships / ‘anchor organisations’ in Rotherham due to expected external funding reductions.</p> <p>Failure to implement</p>

	<p>performance by March 2006.</p> <p>Establish a joint working protocol with REMA by June 2005.</p> <p>Establish a Council Officer group by July 2005, to co-ordinate responses to voluntary and community sector issues such as civil renewal, the compact and grant aid.</p>	<p>monthly basis, starting in October 2005.</p> <p>Protocol established</p> <p>Budget fully reviewed by September 2005.</p> <p>Report to Cabinet Member on funding priorities.</p> <p>Completion of Legal Advice Sector Strategy by June 2005.</p>			<p>government policy around civil renewal and expanding the role of the VCS in service delivery and service improvement.</p>
--	--	--	--	--	--

EXCELLENT COUNCIL – The Chief Executive’s Department’s Aims are

- To lead the continued improvement of the Council, ensuring that this is positively recognised through CPA and other external assessments
- To provide quality support to Members, particularly through a rigorous Scrutiny and policy function and Member Development, to enable Members to provide excellent community leadership
- To provide high quality leadership and support to all the Council’s partnerships, and particularly the LSP, to ensure that the aims of Community Strategy are delivered.

SMART Objective	Actions	PIs	Responsibility	Resources	Risks
<p>Support the achievement of</p> <ul style="list-style-type: none"> • an improvement in CPA service scores and a maximum score for Use of Resources year on year, • a corporate assessment score of 3 or more by March 2007 	<p>Run awareness training for all HoS / M3s by Dec 2005 and improvement briefings</p> <p>Ongoing PI / inspection monitoring / reporting</p> <p>Deliver corporate improvement plan and ensure progress</p>	<p>CPA service scores each December</p> <p>CPA direction of travel report, and full CPA in 2006/7</p>	<p>Performance & Quality (with Communications & Marketing)</p>	<p>Requires active involvement of all Programme Areas</p>	<p>Failure to deliver increase rating</p>
<p>Ensure</p> <ul style="list-style-type: none"> • that the Council achieves 2.5% efficiency savings each year in line with Gershon starting on July 2005, and • the effective review of all base budgets are completed by December 2005, and that a positive judgement for the VFM element of CPA is ensured for 2006/07 	<p>Deliver annual Gershon self-assessment Apr/June 05 and yearly</p> <p>Develop corporate framework for VFM / Gershon</p> <p>Provide effective challenge for Base Budget Reviews and refresh process as required</p>	<p>2.5% efficient savings ensured pa</p> <p>Positive VFM assessment in Use of Resources assessment</p> <p>100% delivery of Base Budget Reviews on all services</p> <p>Impact on planning and budget decisions evident</p>	<p>Performance & Quality supporting Finance</p>		<p>Failure to embed VFM / efficiency understanding across Council will impact on CPA scores</p>

Establish and lead a minimum of 2 service improvement reviews each year	Undertake fundamental reviews including of Culture & Leisure in 2005/6 Undertake Scrutiny Review programme as agreed by Panels	Completion to agreed timescales and resulting in at least 2.5% efficiency improvements	Performance & Quality	Threat to CPA service scores
Ensure that <ul style="list-style-type: none"> all inspections are managed so as to achieve 'promising' or excellent' prospects, and that at least 80% of audit and recommendations are implemented in line with agreed timescales 	Ensure inspection framework is working in practice and provide expert advice and support to all inspections Maintain database of all recommendations and report regularly to CMT / Cabinet	Measured through inspection scores each year 80% completion	Performance & Quality	
Develop a coherent approach to internal communications to improve awareness of the Council's improvement priorities, other services work and confidence in staff consultation by March 2006	Improve design of intranet Continued development of internal briefing mechanisms Launch new improvement newsletter Develop a mechanism for 'breaking news'	100% of staff aware of improvement priorities 80% of staff understand what other services do 50% feel their ideas and suggestions would be favourably received	Communications & Marketing (with RBT)	Poor staff understanding of key issues Very limited internal Comms budget. Budget of £15k required.
<ul style="list-style-type: none"> Aim - To provide quality support to Members, particularly through a rigorous Scrutiny and policy function and Member Development, to enable Members to provide excellent community leadership 				
Develop an agreed annual Scrutiny Forward Plan by May each year, for delivery within the municipally year, to ensure performance improvement through Scrutiny and	Produce Annual Report and Forward Plan Coordinate Scrutiny Panel work programmes	Completion of all actions within agreed timescales	Scrutiny	Failure to effectively scrutinise Cabinet decisions

Undertake 10 Scrutiny Reviews each year	Develop Scrutiny of external organisations and Health Scrutiny Respond to Audit Comm recommendations and deliver improvement plan Produce Scrutiny Handbook	More informed decision-making noted in CPA	Scrutiny / Policy & Partnerships / Performance & Quality		Ill-informed decision-making
Develop and implement approaches to promote high levels of understanding to Members (and senior officers) of key policy and performance agendas , which inform decision-making, by March 2006	Regular written and verbal presentations Monthly briefings and regular seminar programmes	All implemented	Assistant Chief Executive Scrutiny Policy & Performance	ODPM funding 2005 will require finance from 2006/07 budget.	Failure to ensure Members are recognised as community leaders
Organise and manage an annual Member Development Programme as requested by the MD Panel to ensure Members are supported to achieve full potential as community leaders	Implement all recommendations from BV Review Plan, organise and run programme Develop leadership programme in conjunction with IDEa	100% of programme delivered 30 Elected Members complete programme by 08			
<ul style="list-style-type: none"> Aim - To provide high quality leadership and support to all the Council's partnerships, and particularly the LSP, to ensure that the aims of Community Strategy are delivered 					
Support the LSP in the development of an effective structure and performance management to enable delivery of the Community Strategy and NRS to maintain a 'green' rating is secured from 2005 onwards	Further develop the PMF of the LSP by Dec 2005 Provide advice and support on development of new structure Ensure effective reporting of NR Floor targets, twice -yearly	Green rating maintained annually	Policy & Partnerships and Performance & Quality With LSP Office		Negative impact of Council CPA assessment
Improve the consistency and quality of the Council's engagement in	Protocols for LSP engagement developed and agreed		Policy & Partnerships		Lack of effective partner engagement

<p>the LSP to deliver the Community Strategy and NRS, so that the Council's duty is fulfilled</p>	<p>Hold regular briefings on LSP issues</p>		<p>With LSP Office</p>		
<p>Ensure at least 75% of LPSA1 targets are delivered by 2005/6</p>	<p>Report and address under performance and detailed action plan each quarter</p> <p>Undertake ongoing data quality checks</p>	<p>Achievement of [75%] of reward grant</p>	<p>Performance & Quality Policy & Partnerships with PAs and LSP Office</p>		<p>Slippage against targets</p>
<p>Support the Council and LSP to develop a borough-wide approach to Local Area Agreements and seek inclusion in the next round of pilots</p>	<p>Analyse policy framework to learn from other authorities</p> <p>Lead process of developing LAA, dependent on outcomes of Govt Office decision</p>	<p>Pilot status achieved</p>	<p>Policy & Partnerships Performance & Quality</p>	<p>Potentially major area of work requiring additional resource from Policy, Performance & Finance</p>	<p>Input on CPA</p>
<p>Lead the development of LPSA2 so that targets are agreed and aligned with priorities in line with deadlines agreed with Government Office</p>	<p>Prepare Stage 1 submission aligned with the CS by July 2005</p> <p>Prepare Stage 2 submission by Oct 2005</p> <p>Draft agreement submitted by Dec 2005</p> <p>(Dependent on outcome of LAA process)</p>	<p>Formal agreement by March 2006</p>	<p>Policy & Partnerships Performance & Quality</p> <p>With LSP Office</p>		<p>Lack of effective partner engagement</p>
<p>Support the development of delivery of the Council's strategic partnerships, so they are assessed positively with the CPA Corporate Assessment</p>	<p>With Resources and RBT undertake an evaluation of the governance of the partnership, and as required PFI schemes</p> <p>With Neighbourhoods support the development of the ALMO</p> <p>Support Voluntary and Community sector partnerships</p>	<p>Positive external recognition of partnership arrangements</p>	<p>Performance & Quality</p> <p>Policy & Partnerships</p>		<p>Failure of partnerships to deliver as required</p>

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
--

1.	Meeting:	DELEGATED POWERS – COMMUNITY COHESION
2.	Date:	27 TH JUNE, 2005
3.	Title:	Rotherham MBC Draft Community Involvement Position Statement
4.	Programme Area:	Chief Executives Department

5. Summary

This report sets out and seeks agreement for a draft position statement in relation to Community Involvement across Council. Based on detailed analysis and consultation, the Statement makes a number of recommendations on how Community Involvement can be refined and developed and thereby deliver real improvements in the Borough. The report was accepted by the Cabinet at its meeting on the 25th May 2005.

6. Recommendations

- 1. The Panel is asked to note the recommendations.**
- 2. To give any comments on the Community Involvement Position Statement.**
- 3. To agree to receive regular reports on progress made.**

7. Proposals and Details

The position statement seeks to provide a 'snap shot' of the Council's approach to Community Involvement and make recommendations on how this can be enhanced.

It is the result of the detailed research and consultation. This included analysis and mapping of current approaches and interventions across the Council; an assessment of national policy drives and an examination of 'best practice' including a small number of study visits.

The overall conclusion is that the Council has made significant progress in relation to the development and co-ordination of Community Involvement across the Council, and can point to many examples of good practice. It however does point to a few areas where there are opportunities for development, including the

- co-ordination and communication of community involvement activity;
- integration of consultation and community involvement activities;
- impact of community involvement on service planning and delivery, and;
- measuring the impact of community involvement.

It makes 10 recommendations that

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.

These recommendations have been discussed widely, including CMT and Members for Community Planning and Social Inclusion.

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. It is anticipated that the overall additional budget requirements of the Framework will be limited.

9. Risks and Uncertainties

The success of Community Involvement is largely dependent on effective dissemination, feedback and ensuring that the results are used to inform policy development, priorities and service improvement. Council's with under developed mechanisms for doing this are generally associated with poor delivery and low user satisfaction.

In addition, council's approach to Community Involvement will be a key line of enquiry in CPA 2005. The CPA will assess the extent to which local authorities are user and citizen focussed and that reflect the needs and diversity of the communities that they serve.

It is envisaged that the Position Statement will make an important contribution in both of these key areas.

10. Policy and Performance Agenda Implications

There is a strong commitment to encouraging community involvement in the Council and amongst its partners. It is key to maximising the impact, effectiveness and satisfaction with Council services. It is at the heart of the Corporate Plan and Community Strategy. A good example is the shared Proud theme which states "Rotherham people and pride in the borough are at the heart of our vision. Active citizenship and democracy will underpin how Rotherham works".

Additionally, recognising the key role of local authorities of promoting community involvement at the local level and community involvement's pivotal contribution to delivering effective services, the Government has provided councils with additional duties and powers through various policies including the White Paper on Modern Local Government, Civic Renewal and Sustainable Communities. As mentioned earlier the Council's approach to engaging with and leading their communities will be a key line of enquiry in CPA 2005.

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). All Programme Areas have been actively engaged in the development of this Position Statement.

Contact Names:

Lee Adams, Assistant Chief Executive Ext. 2775 and email. lee.adams@rotherham.gov.uk

Asim Munir, Principal Community Involvement Officer Ext. 2789 and email. asim.munir@rotherham.gov.uk

By virtue of paragraph(s) 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

By virtue of paragraph(s) 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
--

1.	Meeting:	DELEGATED POWERS- COMMUNITY COHESION MATTERS
2.	Date:	Monday 27 th June 2005
3.	Title:	Rotherham Compact
4.	Programme Area:	Chief Executives Department

5. Summary

The purpose of the report is to seek agreement for the RMBC response to the Home Office consultation exercise on the proposed Compact Plus. The proposed response is Appendix 1.

6. Recommendations

The Panel is asked to:

- 1. Consider the content of the Council's response to the consultation being carried out by the Home Office on the Compact Plus.**
- 2. Agree to be updated on progress on the Compact.**

7. Proposals and Details

Background

Nationally, a Compact on relations between Government and the Voluntary Sector was launched in 1998, followed by five Codes of Good Practice.

Local authorities are expected to have in place a Compact in partnership with the Voluntary and Community Sector. This is part of the accreditation criteria for Local Strategic Partnerships. All local partners are encouraged to participate in its development and implementation.

The Rotherham 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.

There 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 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
Community Involvement/Consultation and Policy Appraisal
Funding and Procurement.
Volunteering

Compact Plus

Recently a paper has been published by the Active Communities Unit of the Home Office called "Strengthening Partnerships: Next Steps for Compact" (a briefing is attached at Appendix 2). This consultation document discusses a proposal to strengthen the Compact which could form the basis of a "Compact Plus" commitments. The government has recognised that the national Compact has not been working as well. This could be due to a number of reasons including:

- The Compact and its codes are lengthy.
- Evidence of poor practice among both public sector bodies and voluntary and community sector organisations in the area of funding in particular.
- No mechanism to recognise good practice, or highlight behaviour which is not compliant with the Compact.

The consultation document proposes a model for strengthening the Compact which could form the basis of a "Compact Plus". The document suggests that:

- *Compact Plus* would be a simpler and more succinct tool under which it is clearer to organisations whether their behaviour is compliant or not.
- Public sector bodies and voluntary and community sector organisations would be able to decide whether they wished to opt into *Compact Plus*.
- They would also be able to draw on the support of a new Compact Champion - be responsible for assisting organisations in understanding what membership of *Compact Plus* means.
- The model would include peer reviews and thematic reviews which look at the manner in which organisations are adhering to *Compact Plus*.
- Members of *Compact Plus* would need to renew their membership on a regular basis.
- Organisations, concerned that a member of the *Compact Plus* was in breach of one of their undertakings, would be able to complain to the Champion who would adjudicate.

The document also includes potential Compact Plus commitments, which take into consideration the present national government policies such as Civic Renewal and the sustainability of the voluntary/community sector.

The consultation questionnaire covers a wide range of issues that needs addressing such as:

- The series of Compact Plus commitments,
- The funding relationships
- A Kite Mark Scheme
- Support for organisations who opt to be involved in Compact Plus
- Penalties for non-implementation
- The need to renew commitments on a regular basis
- Structures

RMBC's perspective is vital to the whole process of the local Compact and its 5 Codes of Practice and the consultation exercise is an ample opportunity for RMBC to take stock and seek to improve the process which has so far been difficult in terms of coordinating the Compact and the Codes of Practice.

A response to the consultation questions has been prepared (attached at Appendix 1). The deadline for responses to the consultation questionnaire is July 12th 2005.

8. Finance

The proposals include the possibility of fees being chargeable to organisations wishing to opt-in to membership of the Compact Plus scheme and for verification – similar to other kite-marked standards such as Investors In People.

The Rotherham Compact (and particularly the Code of Practice on Funding and Procurement) will have an impact on council processes in relation to funding for the voluntary and community sectors – this will be the subject of a future report.

9. Risks and Uncertainties

The Rotherham Compact and the future proposed Compact Plus agreement is vital towards developing relationships between RMBC and the voluntary and community sector. This will impact on the Civic Renewal agenda and the sustainability of the voluntary and community sector through funding and procurement.

The voluntary and Community Sector is important to both RMBC and the borough at large in terms of meeting the needs of the community. Failure to support its continued development could result in serious consequences in sustaining the sector to be able to deliver and perform.

10. Policy and Performance Agenda Implications

There is a strong commitment to working with and engaging the voluntary and community sector in the council and amongst its partners. The Corporate Plan and Community Strategy provide a framework to work the voluntary and community sector in the further development and delivery of the vision and strategy.

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 the voluntary and community sector in decision making.

A Corporate Community Involvement/Consultation Framework is being developed. An External Funding Strategy is currently being reviewed. A Procurement Strategy has been developed. All these Council policies will include robust action plans and measures to ensure that the good practice and commitments in the local Compact and Codes can be delivered.

The Compact Plus consultation document is reinforcing the requirement for voluntary and community organisations to have robust monitoring, evaluation and financial managements systems in place to demonstrate the efficient and effective use of public funds. This is relevant to the service level agreements that are developed between RMBC and the Voluntary and Community Groups in Rotherham to ensure that the organisations are delivering quality services on behalf of the Council.

The Compact Plus consultation document also proposes a Kite Mark Scheme for organisations wishing to opt into Compact Plus, the Kite Mark would be useful in all in terms of performance monitoring requirements and to use as a 'passport' through some elements of inspections and audits.

11. Background Papers and Consultation

1. Strengthening Partnerships: Next Steps for Compact (Appendix 2)

Please note that another report will be submitted shortly updating on the progress in terms of the Rotherham Compact and requesting CMT and Cabinet to adopt the Rotherham Compact and the Codes of Practice, before they go to the LSP Board for approval.

12. Contact Names:

- Colin Bulger, Head of Policy and Partnerships, Chief Executive Dept, Ext: 2737 and email colin.bulger@rotherham.gov.uk
- Waheed Akhtar, Partnership Officer (Regeneration), Chief Executive Dept, Ext: 2795 and email waheed.akhtar@rotherham.gov.uk
- Asim Munir, Principal Community Involvement Officer, Chief Executive Dept, Ext: 2789 and email asim.munir@rotherham.gov.uk

**Rotherham MBC Response
to Consultation Questionnaire on Compact Plus**

Terms used

1. Are you comfortable with the term 'Voluntary & Community Sector' as used in this document?

RMBC: A similar term is currently used in the Rotherham Compact and the Codes of Practice as well as other local initiatives. There is a point of view that 'voluntary' and 'community' are individual sectors and so should be referred to in the plural i.e. voluntary and community sectors rather than as a single sector in order to emphasise this difference; this view has been emphasised through the development process for our local compact. The issue of terminology is a complex one and it is difficult to have a universally accepted term that encompasses the diversity of the sectors we are referring to, however 'voluntary and community sectors' is considered to be the term that is most commonly understood and accepted.

2. Would you prefer government to use another term to communicate the breadth of the sector such as 'third sector' or 'not for profit sector'?

RMBC: No, as RMBC and its partners are familiar with the term, 'Voluntary and Community Sectors'. Other terminology (such as 'not for profit') does not add weight, particularly in terms of achieving sustainability, particularly with a move towards greater engagement through procurement rather than traditional grant aid mechanisms. There is also a view in some quarters that 'Third Sector' has other connotations such as underdeveloped, poor and in need of external aid – thus clearly not representing the diversity of the sector and its contribution in economic, social and democratic terms.

The Compact Plus commitments

3. Do you support the idea of Compact Plus as a mechanism for continuing to develop the relationship between public sector bodies and the voluntary and community sector?

RMBC: Yes, it is important to continue the partnership working and the sharing of good practice and information that is being enhanced by the Rotherham Compact. It has however been frustrating at times as the process has been quite complex in terms of coordinating the compact and development of the codes. On first reading of the consultation document it seemed that Compact Plus would be a 'rescue plan' to replace the current Compact with the Codes of Practice then being used to provide further guidance on the commitments. However, the long term direction of this is not clear from the consultation document. If

Compact Plus is another layer on top of the current Compact framework, then this may just be an additional pressure and actually cause greater confusion and even disengagement from the Compact process.

4. Do you agree that a list of Compact Plus commitments should be developed?

RMBC: Yes, this will make it easier for the Rotherham Compact Implementation Group (a group within the Local Strategic Partnership which is overseeing work on taking forward the Rotherham Compact) to develop local commitments that are aligned with those in the national Compact Plus and ensure that Rotherham MBC and our partners have a shared vision and clear understanding of what it is they are seeking to achieve through the Compact within the overall framework of the Community Strategy. The proviso here would be that this would need to be understandable and accessible to wide range of stakeholders including officers in agencies, elected Members, and the diverse range of people involved in the voluntary and community sectors. Rotherham MBC would prefer the current Compact to be replaced by a model such as Compact Plus as it allows for improving and simplifying the process and ensuring more accountability for Compact members.

5. What are your views on the draft Compact Plus commitments?

RMBC: All the commitments and the local codes will need to reflect the civil renewal agenda to ensure the voluntary and community sectors are involved in the well being of their communities. There is also a need to take into consideration the issue of procurement to ensure that RMBC and the voluntary and community sectors have a clear distinction of what activities will be carried out by the voluntary and community sectors on behalf of RMBC. The commitments should be reflected in the Codes of Practice which would act as useful guidance on implementation in practice.

6. Are there any that you would remove or others that you would add?

RMBC: Proposed commitment - "Share risks fairly between funder and provider, ensuring they fall on those best able to bear them." We feel the risk should be assessed early on and managed effectively and mitigated. The public sector is becoming more experienced with risk management issues through national audit requirements and local good practice.

Rotherham MBC has borne risks by e.g. bankrolling of voluntary or community projects but with adequate checks to ensure accountability of public funds. It is important that no agency in the public sector is placed at risk through a blanket commitment; whilst some of this can be addressed by the procurement strategy and internal risk management procedures - the emphasis of this should be on working together to

identify risks and providing an opportunity for sharing risk management experience.

Proposed commitment – “Whenever seeking to deliver public services through the voluntary and community sector, use procurement rather than grants. When procuring do not seek information about management fees and overheads, and agree outcomes which capture the additional quality of services which may result from delivery by the voluntary and community sector.” We agree with a greater emphasis on procurement rather than grants. However procurement can cover a wide range of services. In many areas of delivery, the voluntary and community sectors may not be able to secure procurement contracts in a competitive field with the private sector. In this scenario it may be that special arrangements are made within an overall procurement strategy, however, there will still be a need to have a clear understanding of the actual costs of projects.

Proposed commitment – “Work with the breadth of the voluntary and community sector, including small community organisations, social enterprises, Black and Minority Ethnic (BME) organisations, faith and rural groups.” We welcome the addition of these communities of interest, however the statement could be made more comprehensive by the addition of ‘and other communities of interest’.

7. Would Compact Plus meet the diverse needs of the voluntary and Community sector?

RMBC: There needs to be increased consideration of the needs of smaller community groups which are harder to reach – the commitments may be easier to understand but could do with reality checking – which the national consultation exercise may provide.

8. How best can Compact Plus work at local level and draw on best practice in Local Compact development and local partnership arrangements?

RMBC: Compact Plus could be a means of supporting local compact documents in a shorter, more understandable format.

Greater promotion of best practice areas could be made. Rotherham received a national award for partnership development in the development of its compact. Within local government the Beacon Council scheme offers recognition and flexibility to authorities that have shown best practice in a particular field – this idea could be developed to have Beacon Compact areas.

9. How could the Compact Champion best work with those at local level to help with the move to Compact Plus?

RMBC: The move should be an easy step process. It would be useful for the Compact Champion to assist with the mediation process, particularly

around the commitments in the Codes e.g. If an agency is not able to sign up to the Compact or not able to abide by a commitment that they have agreed to deliver. The Compact Champion could also assist with simplifying the process as the process has been bureaucratic at times and very time consuming. The Compact Champion needs to be easily accessible and also able to work with diverse communities and sectors. It may also be useful to have regional Compact Champions – perhaps at the level of the relevant Government Office for each region.

The funding relationship

10. Do you agree that the Compact Plus commitments should give a stronger emphasis to the funding relationship?

RMBC: The Compact Plus commitments should also give some emphasis to procurement to ensure that sustainability of the Voluntary and Community Sector is addressed. It should also address the capacity and training issues of organisations in the voluntary and community sectors as well as agencies to enable them to deliver the commitments in the Compact.

A Kite-mark Scheme

11. Do you agree that bodies and organisations should have their practices assessed when seeking to opt into Compact Plus?

RMBC: Clear guidance on eligibility should be provided at the outset so that local areas can undertake a self-assessment and work towards any areas that can not be achieved immediately. The self-assessment should be validated and accredited independently. The value of accreditation will depend on its recognition and the perceived benefits for those who may wish to 'opt-in'.

12. If so, do you think this should be done by self assessment or by an independent assessor?

RMBC: A self assessment, but with an independent verification.

13. Do you agree that voluntary and community organisations should explicitly opt into Compact Plus?

RMBC: Yes, as this would enable the voluntary and community organisations to work towards implementing the Compact Plus commitments on a local level, especially when seeking contracts for the delivery of public services. Having a Compact Plus accreditation may act as an indication of the robustness of an organisation – but for this to work effectively there will need to be adequate checks and safeguards.

14. Do you think that a charge should be levied on bodies and organisations that had opted into Compact Plus?

RMBC: No, it should be centrally funded as some organisations may not have the funds to opt into Compact Plus, it would be unfair to exclude them - charging may particularly exclude smaller organisations.

A charge may also reduce some of the attraction of a move towards Compact Plus – this needs to be weighed against the perceived value of achieving a kite-mark.

If there is no charge, then there will need to be measures in place to make sure organisations do not unnecessarily apply for Compact Plus status before they are ready – perhaps through the requirement to complete a self assessment.

15. In which areas could Compact Plus mean a lighter touch in existing performance monitoring requirements?

RMBC: The Kite Mark would be useful in all areas in terms of all performance monitoring requirements to use as a 'passport' through inspections and audits. From a local authority perspective this may provide a passport through some parts of the Corporate Performance Assessment or Best Value performance plan. There could also be a closer relationship and passporting through some elements of the Local Strategic Partnership's performance management arrangements.

Support for organisations

16. Do you agree with the proposals for thematic and peer review?

RMBC: Peer reviews will allow for development opportunities and cross fertilisation by identifying and sharing good practice. There could be cost implications for all involved and it would need dedicated resources.

17. Do you agree that thematic review should be applicable to organisations that aspire to opt into Compact Plus?

RMBC: Yes as it would be a useful way to share good practice and may also help to identify barriers to certain groups who may not be engaging with the process. The long term sustainability of the Compact Champion as a principle needs to be considered carefully.

18. Do you agree that peer review should be applicable to organisations that aspire to opt into Compact Plus?

RMBC: Whilst organisations with kitemark status may be encouraged to be involved in peer reviews, participation should be voluntary – the benefits of participation such as enabling staff development should be promoted.

19. Do you agree that the Compact Champion should charge a fee to some Bodies or organisations that wanted to participate in peer review?

RMBC: No, organisations should offer people to do peer reviews on a voluntary basis.

Penalties for non-implementation

20. Do you agree that there should not be an option to impose financial penalties or award compensation on organisations where Compact Plus has been breached?

RMBC: We do not agree with this as the Compact is not a legally binding document and the possibility of penalties would discourage organisations entering Compact Plus. The issue of financial penalties raises the potential for greater conflict between organisations. There are also questions around the level of financial penalty, who would receive the money and conflicts of interest. A threat of withdrawing the Kite Mark should be the sanction.

21. Do you agree that members should have their commitment to Compact Plus renewed from time to time?

RMBC: Yes, periodically, it needs to be agreed in principle with a rating to determine the period for reviews – perhaps based on a ‘traffic light’ system for assessment and review. There are also concerns about charges and whether these will prove prohibitive for effective engagement with the compact plus process.

22. Do you think that members of Compact Plus should have their membership renewed on a fixed basis, such as every three years, or on a more flexible basis, dependant on performance at previous renewals or evidence from thematic or peer review?

RMBC: It should be on a flexible basis depending on performance to ensure that organisations are performing and complying with Compact Plus.

23. Do you think that organisations which are successful when renewing their membership of Compact Plus should be graded according to performance?

RMBC: Yes as it would encourage members to improve their performance and work effectively as a partnership. The ‘traffic light’ system of grading at red, amber or green may help to clearly identify particular issues that need to be addressed. There will also need to be clarity in terms of how the kite-mark may affect places like Rotherham – e.g. is the kite-mark for individual agencies or as in the case of Rotherham Compact for the Local Strategic Partnership. If the kite-mark is for the LSP, where does that put us a partnership if one partner is not able to sign up to funding elements as it is not appropriate to their role?

Structures

24. Do you agree with the proposals for governance and structural arrangements of the Compact Champion?

RMBC: We have had conflicting messages on these proposals and further clarity is required.

Contact Officers:

- Waheed Akhtar, Partnership Officer (Regeneration), Chief Executive Dept, Ext: 2795 and email waheed.akhtar@rotherham.gov.uk
- Asim Munir, Principal Community Involvement Officer, Chief Executive Dept, Ext: 2789 and email asim.munir@rotherham.gov.uk

Appendix 2

Briefing Paper

Strengthening Partnerships: Next Steps for Compact

The Relationship between the Government and the Voluntary and Community Sector

This is a consultation document published by the Active Communities Unit of the Home Office. The deadline for responses is 12th July 2005.

Need to consider:

- A response from RMBC
- Whether a response from LSP should be made on behalf of all the partners (in addition to an RMBC response?)
- Impact on current work on Compact, Codes and Impact Assessment.

Key Issues from the document

Government Commitment to the Voluntary and Community Sector

The Government recognises that strong and active voluntary and community groups make a vital contribution to our quality of life; reinvigorating civic life and addressing deep-rooted social needs, disadvantage and exclusion. From St John Ambulance, to residents' associations, the Big Issue, community finance initiatives, Citizens Advice Bureaux and self-help groups; voluntary and community action touches the lives of every citizen as service users, activists, volunteers and donors.

The Government is committed to promoting a strong voluntary and community sector for a number of reasons, including:

- **Voluntary and community organisations help to build social capital** – the invisible glue which gives us all a sense of community;
- They **unleash the power and potential of individual and collective action** – giving people a means to address issues which concern them, either through taking action themselves, or by lobbying others to do so. In turn, this develops skills and experience which can potentially help achieve better social outcomes;
- **They can deliver personalised public services, particularly for those from marginalised and disadvantaged groups** and in many cases are better placed to do this than statutory providers or the private sector; and,
- They are a means through which **communities can influence the actions of those responsible for delivering public services** – such as local authorities or the NHS. By doing so, they help those delivering services to understand the real needs of citizens, and they help give communities a greater sense of ownership and commitment to public services.

Existing Initiatives to support the sector

There are a number of areas where Government has already taken action to maximise the contribution of the voluntary and community sector:

- Government is modernising the regulatory and tax framework to build public confidence in charities and encourage charitable giving (Charities Bill, Gift Aid reform)
- It is supporting an effective partnership between the voluntary and community sector and public sector bodies (Compact)
- Government has published guidance on the need for a fair playing field for the voluntary and community sector in funding and procurement (Funding and Procurement Code of Practice)
- It is supporting the voluntary and community sector to fulfil its potential (ChangeUp)
- It is investing to develop the voluntary and community sector's capacity to deliver public services (Futurebuilders)
- It has set out a framework for community capacity building (Firm Foundations)
- It is promoting understanding of the added value of the voluntary and community sector in our society, and in relation to the delivery of public services (Treasury discussion paper)
- It is supporting a wide programme of activity to promote volunteering right across society (Year of the Volunteer in 2005, Russell Commission)

The Compact

The Compact has been criticised for not working as well as it might because:

- The **Compact and its codes are lengthy** – approximately 140 pages in all. While there are high level principles, it can be difficult for a public sector body or a voluntary and community sector organisation to know whether the detail of what it is doing is Compact-compliant;
- Despite the existence of Compact, **there is evidence of poor practice among both public sector bodies and voluntary and community sector organisations** in the area of funding in particular. Principles, such as full cost recovery, have not been applied in practice by Government and the voluntary and community sector has a weak understanding of its real cost base, leading to underbidding when seeking contracts for the delivery of public services and inappropriate interrogation of costs by funders;
- Once public sector bodies and voluntary and community sector organisations have signed up to the Compact, **there is no mechanism to recognise good practice, or highlight behaviour which is not compliant with the Compact**. And there are no penalties for those who do not comply with the Compact – and so, over time the initial benefit from having negotiated a Compact might diminish significantly.

This consultation document proposes a model for strengthening the Compact which could form the basis of a "*Compact Plus*":

- ***Compact Plus* would be a simpler and more succinct tool under which it is clearer to organisations whether their behaviour is compliant or not.**

- **Public sector bodies and voluntary and community sector organisations would decide whether they wished to opt into *Compact Plus*.** It would require agreement to the minimum set of commitments. Local (or regional) organisations would be free to make other additional commitments relevant to their circumstances. *Compact Plus* membership will help to build on the work of existing Compacts to improve partnership working – especially at local level. Opting into the commitments in *Compact Plus* would entitle organisations to display **a new kitemark** on their publicity material (similar to the Investors in People standard), and achieving *Compact Plus* would need to reflect the work and processes involved in reaching this standard;
- They would also be able to draw on the support of **a new Compact Champion - who would be responsible for assisting organisations in understanding what membership of *Compact Plus* means.**
- These would include **peer reviews** and **thematic reviews** which look at the manner in which organisations are adhering to *Compact Plus*. Support from the Champion would also be available to organisations working towards *Compact Plus*;
- **Members of *Compact Plus* would need to renew their membership from time to time.** The Champion would be responsible for ensuring that only those organisations which are adhering to *Compact Plus* are able to maintain their membership;
- **Organisations concerned that a member of the *Compact Plus* was in breach of one of their undertakings would be able to complain to the Champion** who would adjudicate. The Champion would have the power to publish its adjudication, and could potentially withdraw *Compact Plus* membership, or perhaps impose penalties or award compensation.

Waheed Akhtar
20th April 2005

Annex A

Potential Compact Plus Commitments (with Home Office commentary)

Commitment	Commentary
<i>General</i>	
Work to mainstream the Compact across your organisation.	This is a new requirement for partners to mainstream the Compact across their organisation.
<i>Public Sector Bodies</i>	
Respect the independence of the sector, including its right within the law to campaign and to challenge policies.	This is a clear and central principle underpinning the Compact. Organisations should be free to challenge policy or manage their own affairs regardless of any funding relationship that might exist. It is important that the value of the sector in providing a voice, particularly for disadvantaged and marginalised communities is not compromised.
Work with voluntary and community organisations to understand the views of citizens and communities and create opportunities for them to influence policies.	In line with the Government's civil renewal agenda, people should be given opportunities to become actively engaged in the well-being of their communities and able to define the problems they face and tackle them together, with help from government and public sector bodies.
Where a decision is likely to affect the sector, consult widely and early enough to make a difference, allowing a minimum of 12 weeks.	The sector criticise that consultation can be tokenistic and too late. Meaningful consultation builds relationships, improves policy development and enhances design and delivery of services and programmes. This commitment is subject to considerations of urgency, sensitivity or confidentiality.
Whenever seeking to deliver public services through the voluntary and community sector, use procurement rather than grants. When procuring do not seek information about management fees and overheads, and agree outcomes which capture the additional quality of services which may result from delivery by the voluntary and community sector.	Voluntary and community organisations often complain that they are not on a level playing field with private sector companies when competing for public service contracts. Equally, public sector bodies often fund voluntary and community organisations for the delivery of public services by grants and therefore have to ask a set of questions about size of overhead costs. It would be much

	<p>fairer if a clear distinction is drawn between public services and other activities carried out by the voluntary and community sector of which there will be many.</p> <p>Research suggests three different funding styles: engaged in supporting a worthy cause ('giving'), procuring services ('shopping') or in building capacity in the VCS ('investing'). The 'shopping' approach to funding implies a need for a tightly-specified contract and procurement processes, while 'investing' and 'giving' approaches are closer to conventional grantmaking.</p> <p>Using this definition, procurement should be adopted when purchasing public services. When public services are not being purchased grants remain appropriate.</p>
<p>Minimise bureaucracy associated with application, qualification, monitoring and report, and audit processes and introduce joined-up monitoring and audit arrangements.</p>	<p>A key complaint from voluntary and community organisations is of excessive bureaucracy in application, monitoring and audit processes.</p> <p>Public sector bodies should be required to minimise administrative burdens on voluntary and community organisations, for example, by joining-up monitoring and audit arrangements.</p>
<p>Implement multi-year funding models and make payments promptly, offering payments in advance of expenditure wherever appropriate.</p>	<p>Longer-term planning and funding arrangements can represent better value for money than one year funding agreements – it provides voluntary and community organisations with greater certainty of income and therefore greater stability. Payments in advance of expenditure can be made to voluntary and community organisations where it is appropriate to do so. This can also help the stability of voluntary and community organisations.</p>
<p>Share risks fairly between funder and provider, ensuring they fall on those best able to bear them.</p>	<p>Voluntary and community organisations complain that they are often responsible for risks that are out of their control. It is essential that risks are shared fairly.</p>
<p>For projects funded by grants, give a legitimate proportion of funding for overhead costs.</p>	<p>The 2002 Cross Cutting Review of the voluntary and community sector in service delivery identified that it was important for funders fund the legitimate part of voluntary</p>

	and community sector overhead costs within applications for funding.
Follow best practice in the management of volunteers.	The unique contribution of volunteers adds value to service delivery and contributes to social capital. There is a need for a more professional approach to the management of volunteers to maximise and support this contribution.
Work with the breadth of the voluntary and community sector, including small community organisations, social enterprises, Black and Minority Ethnic (BME) organisations, faith and rural groups.	The voluntary and community sector is very diverse and it is easy for public sector bodies to work with organisations 'usual suspects'. These parts have important perspectives and it is crucial for their voices to be heard in the development of policies and services.
<i>Voluntary and community sector</i>	
Operate through open and accountable organisations.	Voluntary and community organisations should operate in an open and accountable way.
Ensure policy positions really reflect the views of stakeholders and constituents.	The sector needs to be accountable to their stakeholders and constituents, and accurately represent their views.
Have a real understanding of cost bases and the proper application of full cost recovery.	To operate efficiently and effectively, voluntary and community organisations need to be able to understand all their costs. They also need to understand the proper application of full cost recovery so that effective negotiations with funders can be entered into and legitimate overhead costs recouped. Underbidding is harmful to the organisation concerned, other voluntary and community organisations and to public sector bodies – in the longer term it undermines quality and is not sustainable.
When competing for contracts, set out clearly outcomes which will be delivered.	In addition to describing what they will do and how they will do it, voluntary and community organisations also need to identify changes that result from the service delivered.
Have robust monitoring, evaluation and financial management systems which provide accurate and timely information to funders and account for public funds.	Voluntary and community organisations need to have robust monitoring, evaluation and financial managements systems in place to demonstrate the efficient and effective use of public funds.
Implement good practice in the management and recruitment of volunteers, providing access to training and support.	Again, the unique contribution of volunteers adds value to service delivery and contributes to social capital. There is a need for a more professional approach to the management of

	volunteers to maximise and support this contribution.
Embrace diversity and work to mainstream community cohesion and reduce inequalities.	It is important to ensure that Black and Minority Ethnic organisations, faith and rural groups play a full and active part within the wider sector. The sector needs to ensure that all groups are able to contribute and that the process of mainstreaming equal opportunities into all aspects of policy making, service design and delivery is supported.

Annex B

Consultation Questionnaire

Terms used

1. Are you comfortable with the term 'Voluntary & Community Sector' as used in this document.
2. Would you prefer government to use another term to communicate the breadth of the sector such as 'third sector' or 'not for profit sector'?

The *Compact Plus* commitments

3. Do you support the idea of *Compact Plus* as a mechanism for continuing to develop the relationship between public sector bodies and the voluntary and community sector?
4. Do you agree that a list of *Compact Plus* commitments should be developed?
5. What are your views on the draft *Compact Plus* commitments?
6. Are there any that you would remove or others that you would add?
7. Would *Compact Plus* meet the diverse needs of the voluntary and community sector?
8. How best can *Compact Plus* work at local level and draw on best practice in Local Compact development and local partnership arrangements?
9. How could the Compact Champion best work with those at local level to help with the move to *Compact Plus*?

The funding relationship

10. Do you agree that the *Compact Plus* commitments should give a stronger emphasis to the funding relationship?

A kitemark scheme

11. Do you agree that bodies and organisations should have their practices assessed when seeking to opt into *Compact Plus*?
12. If so, do you think this should be done by self assessment or by an independent assessor?
13. Do you agree that voluntary and community organisations should explicitly opt into *Compact Plus*?
14. Do you think that a charge should be levied on bodies and organisations that had opted into *Compact Plus*?
15. In which areas could *Compact Plus* mean a lighter touch in existing performance monitoring requirements?

Support for organisations

16. Do you agree with the proposals for thematic and peer review?
17. Do you agree that thematic review should be applicable to organisations and bodies that are not members of *Compact Plus*?
18. Do you agree that peer review should be applicable to organisations that aspire to opt into *Compact Plus*?
19. Do you agree that the Compact Champion should charge a fee to some bodies or organisations that wanted to participate in peer review?

Penalties for non-implementation

20. Do you agree that there should not be an option to impose financial penalties or award compensation on organisations where *Compact Plus* has been breached?

A renewable commitment

21. Do you agree that members should have their commitment to *Compact Plus* renewed from time to time?

22. Do you think that members of *Compact Plus* should have their membership renewed on a fixed basis, such as every three years, or on a more flexible basis, dependent on performance at previous renewals or evidence from thematic or peer review?

23. Do you think that organisations which are successful when renewing their membership of *Compact Plus* should be graded according to performance?

Structures

24. Do you agree with the proposals for governance and structural arrangements of the Compact Champion?

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
--

1.	Meeting:	DELEGATED POWERS – COMMUNITY COHESION
2.	Date:	27 TH JUNE, 2005
3.	Title:	Gypsies and Travellers
4.	Programme Area:	Chief Executives Department

5. Summary

This report outlines recent strategy policy developments with Gypsies and Travellers and discusses their implications for the Council.

6. Recommendations**The Panel:**

- 1. Considers the issues raised in this report and progress made**
- 2. Agrees to receive regular reports on this important issue and**
- 3. Notes the development of the inter-agency group**

7. Proposals and Details

Gypsy and traveller issues have come to fore recently, both nationally and locally, with a number of reports and studies increasing the pressure for action

- Last year, the Office of the Deputy Prime Minister (ODPM) Select Committee published a major report on the provision of services for Gypsies and Travellers. The thrust of the Select Committee's report was that the Government needed to impose a duty on local government to provide adequate sites due to the lack of site provision and services for Gypsies and Travellers. It recommended that the Government should require all local authorities to provide sites.
- Building on this the ODPM has issued draft Planning Guidance. This aims to introduce a requirement on all local authorities to provide sites for Gypsies and Travellers, and guidance on their siting and the provision of services.
- The Housing Act 2004, requires local authorities to include Gypsies and Travellers in the Local Housing Needs Assessment process, and have a strategy in place which sets out how any identified need will be met, as part of their wider housing strategies.
- The Government, in its report Breaking the Circle, identified Gypsies and Travellers as one of the nine groups most at risk from social inclusion and requiring special help and assistance.
- A strategy by the Commission for Racial Equality identified Gypsies and Travellers as one of the most disadvantaged groups in the Country with for example low educational attainment rate, poor health and limited access to employment opportunities. Also that local authorities are not very knowledgeable about the need of Gypsies and Travellers, and there is a huge variation in provision from authority to authority.

The general response from local authorities to this changing national agenda has been positive. . The Local Government Association for example which has argued for a re-instatement of the statutory duty for traveller sites said that "Allocated sites for travellers and gypsies will cause fewer problems for local communities than illegal sites where land is developed without planning permission".... "They will also benefit travellers by ensuring that the relevant education, health and welfare needs can be provided for those living in the area".

The LGA warned however that "local councils need to be given the support and resources to manage legal sites and deal with illegal encampments quickly and effectively. Also "it is unlikely that there will be a need for traveller sites in every local authority area across the country. What is required is an assessment of travellers' needs across counties or regions so that these can be met most effectively by local councils working together".

In response to this changing policy environment, a Rotherham officer group has developed. This includes representatives from Programme Areas, Rotherham

Partnership and Rotherham PCT. It aims to improve the integration and responsiveness of Gypsy and Traveller services across the Borough, and improve agencies understanding of their needs and aspirations.

Sheffield Racial Equality Council has also attended one of the meetings of the Group to discuss the findings of consultation it has undertaken with local Gypsy and Traveller groups and a mystery shopping exercise in the Borough.

.Background

Nationally, there are estimated there are 200,000 to 300,000 Gypsies and Travellers in England. They comprise a number of distinct groups such as Irish Travellers and Romany Gypsies which is by far the largest group.

There are no reliable estimate of the number of gypsies and travellers in Rotherham. Rotherham has no official site and many only live here temporarily and/or on a seasonal basis and some of those who live in more settled accommodation in the Borough may be reluctant to declare themselves as a Gypsy or a Traveller.

8. Finance

There is limited financial information on the services provided to Rotherham Gypsy and Traveller Community. The new requirements introduced by the Government are likely to have financial implications for councils such as Rotherham though the precise amount is unclear at this early stage.

9. Risks and Uncertainties

The main risk is that if the Council does not fulfil statutory requirements in relation to the needs of Gypsies and Travellers it may be subject to legal action. There are number of Acts that make specific reference to Gypsy and Travellers. These include Education Act (1996); Housing Act (2004) and Race Relations Amendment Act (2000).

10. Policy and Performance Agenda Implications

There is a strong commitment to encouraging working with communities of interest in the Council and amongst its partners particularly through the 'fairness' theme in the Corporate Plan and Community Strategy, as well as Rotherham's Neighbourhood Renewal Strategy.

The Council's approach to engaging with diverse and disadvantaged communities will also be a key line of enquiry in CPA 2005.

11. Background Papers and Consultation

1. (2005) Gypsies and Travellers: The Facts, (Commission for the Racial Equality).
2. (2005) Gypsy and Traveller accommodation policy (ODPM).
3. (2004) Gypsies and Travellers: A Strategy for the CRE, 2004-2007.
4. Draft Planning Guidance

5. (2005) Gypsy and Traveller sites - government response to ODPM Select Committee report (LGIU)
6. (2004) The Breaking the Cycle, taking stock of progress and priorities for the future (Social Exclusion Unit)

Contact Names:

Asim Munir, Principal Community Involvement Officer, extn. 2789, asim.munir@rotherham.gov.uk and Andrew Towleron, Policy and Research Manager, extn 2785 andrew.towleron@rotherham.gov.uk

DRAFT