

CABINET MEMBER FOR COMMUNITY COHESION

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

Date: Monday, 25 July 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 held on 27th June, 2005 (herewith). (Pages 1 - 6)
6. Neighbourhood Management (report herewith) (Pages 7 - 38)
7. Neighbourhood Boundaries (report herewith) (Pages 39 - 43)
8. Community Relations Update (Equalities and Diversity Manager to report)
9. Unity Centre Update (Equalities and Diversity Manager to report)
10. Diversity Forum/MAARI (Equalities and Diversity Manager to report)
11. Date and Time of Next Meeting -
12. Exclusion of the Press and Public.
13. Extra Item - Dinnington Community Centre (report herewith) (Pages 44 - 46)
(Exempt under Paragraph 5 of the Act – information relates to financial assistance provided by the Council)

COMMUNITY COHESION
27th June, 2005

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

An apology for absence was received from Councillor Sangster.

1. MINUTES OF THE MEETING OF THE CABINET MEMBER (COMMUNITY PLANNING/SOCIAL INCLUSION) HELD ON 6TH MAY, 2005

Resolved:- That the minutes of the meeting of the Cabinet Member for Community Planning and Social Inclusion held on 6th May, 2005, be approved as a correct record.

2. NEIGHBOURHOODS SERVICE PLAN

The Head of Neighbourhood Development Services submitted the Service Plan, accompanied by a DVD, which detailed the actions that would take place over the next 3 years to help the Programme get closer to achieving its mission of 'building sustainable neighbourhoods'.

The Plan contained 16 strategic objectives that would translate the vision into reality. By 2008 the Programme Area would have improved the quality of life for every resident and would have reduced the inequalities that continued to exist in some parts and some communities in Rotherham.

It was an integral part of the performance management arrangements. It provided a stronger link between national and regional policy drivers and the priorities of the Council and the community.

Discussion ensued on the document with the following comments/issues raised:-

- It gave a clear picture of the Corporate Plan and Community Planning.
- A report was to be considered by the Corporate Management Team later that day on the possible future development of Area Assemblies. The report would then be fed into the political process.
- It had to be ensured that agencies, community organisations and partnerships worked more effectively together both to understand who lived in their neighbourhoods and ensure that the mechanism for involve people in the decision making was as inclusive as possible.
- The Council had to consider how much it was prepared to leave the decision making at a very local level taking note that there were some decisions that a Council had to make with partners at a more strategic level. It was the Council's responsibility to ensure that when the decision was made it worked effectively to ensure the things

- implemented at a local level did not disrupt community cohesion.
- Consideration should be given to a short explanation being given on prohibitive signs e.g. “no ball games allowed” .

Resolved:- (1) That the Neighbourhoods Service Plan 2005-08 and accompanying DVD be noted.

(2) That the DVD presentation be made to each Area Assembly.

3. MEMBERSHIPS OF SUB-GROUPS AND PANELS

Resolved:- That the item be deferred pending a meeting between the Cabinet Member and Deputy Leader.

4. R.M.B.C.'S RESPONSE TO THE CONSULTATION ON COMPACT PLUS

The Partnership Officer (Regeneration) submitted a proposed response to the Home Office consultation exercise on the proposed Compact Plus for consideration. The deadline for responses was 12th July, 2005.

Local Authorities were expected to have in place a Compact in partnership with the voluntary and community sector. This was part of the accreditation criteria for Local Strategic Partnerships and all local partners were encouraged to participate in its development and implementation.

The Rotherham Compact was a statement of partnership between the voluntary, community, statutory and private sector partners represented in the Rotherham Partnership. It was a commitment to work together more closely and to respect each other's rights and responsibilities. It offered a new approach to partnership and a framework to develop more detailed agreements in future work.

The 5 Codes of Good Practice were currently undergoing an impact assessment by the partner organisations before they signed up to them once all members of the Rotherham Partnership had agreed their contents. They provided guidance on how relationships between the different sectors represented within the Rotherham Partnership should be formed and looked after in 5 important areas identified by Central Government. They would give clear direction about how the principles of the Rotherham Compact as a framework would affect the 5 named areas as follows:-

- Black and Minority Ethnic Voluntary and Community Organisations
- Community Groups
- Community Involvement/Consultation and Policy Appraisal
- Funding and Procurement
- Volunteering

The Active Communities Unit of the Home Office had recently published a paper which discussed a proposal to strengthen the Compact which could form the basis of a Compact Plus. The document suggested that:-

- Compact Plus would be a simpler and more succinct tool under which it was clearer to organisations whether their behaviour was 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 who would be responsible for assisting organisations in understanding what membership of Compact Plus meant
- The model would include peer reviews and thematic reviews which looked at the manner in which organisations were 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 any of their undertakings, would be able to complaint to the Champion who would adjudicate.

It also took into consideration the present national government policies such as Civic Renewal and the sustainability of the voluntary/community sector. The proposals also included the possibility of fees being chargeable to organisations wishing to opt in to membership of the scheme and for verification.

A copy of the proposed Council's response to the questionnaire was submitted at Appendix 1 of the report.

Resolved:- (1) That the draft response to the consultation being carried out by the Home Office on Compact Plus be approved for submission.

(2) That the Cabinet Member be kept informed of the progress on the Compact.

5. SERVICE PLANS 2005-08

The Head of Policy and Partnerships submitted the 2005-08 Service Plan for the Chief Executive's Department. The Plan had been produced under the new Service Planning Framework which was developed to bring about a better focus on strategic planning.

There had been excellent delivery on last year's plan. The Department had also led on development of a new vision for the Borough and for the Council as well as the production of a new Corporate Plan and supported the LSP to develop a new Community Strategy which was to be launched

in July, 2005. The restructuring of the Department was complete with the final staffing coming into place by June, 2005.

The Service Plan included:-

- Mission Statement
- Mandatory Requirements
- Community Strategy and Corporate Plan Priorities
- Activities and Structures of the Chief Executive's Department
- Resources
- Performance
- Self-Assessment of the Services
- Aims of the Department
- Action Plans

Resolved:- That the Service Plan be noted and endorsed.

6. WORK WITH GYPSY AND TRAVELLER COMMUNITIES

Andrew Towleron, Policy and Research Manager, submitted a report which outlined the recent strategy policy developments with gypsies and travellers and the implications for the Council.

It was noted that the gypsy and traveller issue had come to the fore recently, with the Deputy Prime Minister Select Committee publishing a major report on the provision of services for gypsies and travellers. A draft Planning Guidance had also been issued and the Housing Act 2004 which required local authorities to include gypsies and travellers in the Local Housing Needs Assessment process and had a strategy in place which set out how any identified need would be met as part of their wider housing strategies. They had also been identified as 1 of the 9 groups most at risk from social inclusion and requiring special help and assistance.

In response to the changing policy environment, a Rotherham officer group had been developed including representatives from Programme Areas, Rotherham Partnership and Rotherham PCT. It aimed 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 had also attended one of the meetings to discuss the findings of consultation it had undertaken with local gypsy and traveller groups and a mystery shopping exercise in the Borough.

There was no reliable estimate of the number of gypsies and travellers in Rotherham. Rotherham had no official site and many only lived here temporarily and/or on a seasonal basis. Some of those who lived in more settled accommodation in the Borough may be reluctant to declare themselves as a gypsy or traveller.

Resolved:- (1) That the report be referred to the Cabinet for information.

(2) That regular reports be submitted to the Cabinet Member.

(3) That the development of the inter-agency group be noted.

7. ROTHERHAM MBC DRAFT COMMUNITY INVOLVEMENT POSITION STATEMENT

The Policy and Research Manager submitted a report on the draft position statement in relation to community involvement across the Council. Based on detailed analysis and consultation, the statement made a number of recommendations on how community involvement could be refined and developed and thereby deliver real improvements in the Borough.

It was noted that the report had been considered by the Cabinet on 25th May, 2005.

Resolved:- (1) That the report and recommendations contained therein be noted.

(2) That regular progress reports be submitted to the Cabinet Member.

8. EXCLUSION OF THE PRESS AND PUBLIC

Resolved:- That, under Section 100A(4) of the Local Government act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 5 of Part I of Schedule 12A to the Local Government Act 1972 (information relating to financial assistance provided by the Council).

9. VOLUNTARY AND COMMUNITY SECTOR FUNDING ISSUES

The Partnership Officer (Regeneration) submitted an update on the work in relation to support for the Advice Sector in Rotherham, the development of a BME Liaison Group and the agreement of a Service Level Agreement with Voluntary Action Rotherham.

Resolved:- (1) That the progress made with regard to the RMBC/BME Liaison Group be noted.

(2) That progress on the agreement of a service specification with Voluntary Action Rotherham be noted.

(3) That an additional £9,260 of funding be approved to FACE Advice Centre, making a total of £37,040 for the 2005/06 financial year.

(4) That an additional £7,250 of funding be approved to Kiveton Park Independent Advice Centre, making a total of £29,000 for the 2005/06 financial year.

(5) That an additional £30,211 of funding be approved to Citizen's Advice Bureau, making a total of £120,845 for the 2005/06 financial year.

(6) That funding of up to £3,000 for further external validation be supported if required.

(7) That a report on the additional work in respect of the Advice Sector Review be submitted to a future Cabinet Member meeting.

10. VOLUNTARY AND COMMUNITY SECTOR FUNDING ISSUES

The Partnership Officer (Regeneration) reported receipt of 2 requests for funding by the Money Advice Liaison Group and the Domestic Violence Forum for promotional work and networking.

Resolved:- (1) That the request for £300 funding be approved for a Rotherham meeting of the Money Advice Liaison Group.

(2) That the request for £1,490 funding be approved for a drama performance on 25th November, 2005, organised by the Rotherham Domestic Violence Forum.

11. DATE OF NEXT MEETING

Resolved:- That the next meeting of the Cabinet Member, Community Cohesion, would take place on Monday, 25th July, 2005, commencing at 10.00 a.m.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet Member Community Cohesion
2.	Date:	25th July 2005
3.	Title:	Neighbourhood Management
4.	Programme Area:	Neighbourhoods

5. Summary

To agree the detailed recommendations of the independent Neighbourhood Management Study which has been subject to consultation with all partners.

6. Recommendations

- 1. Support the recommendations of the Neighbourhood Management Study, which have been endorsed by the Rotherham Partnership.**
 - 2. Agree that a report on progress to be presented in 3 months time.**
 - 3. That this report be forwarded to Cabinet for approval.**
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7. Proposals and Details

Last year the Council recommended that steps be taken to move forward the development of neighbourhood management in Rotherham and create the right conditions to develop confidence in the Council's ability and commitment to lead.

The creation of a Neighbourhoods Programme Area has been viewed as a visible and tangible commitment to take this agenda forward. The Rotherham Partnership made a similar commitment in the Rotherham Community Strategy to rolling out a programme of Neighbourhood Management across the Borough. A specific commitment has been made in the Neighbourhood Renewal Strategy to: "Drive forward service integration at neighbourhood level through the development of a Neighbourhood Management approach".

An approach was made to ODPM through the Rotherham Partnership and the services of a Neighbourhood Renewal advisor were provided free of charge to provide independent advice and support.

An independent Neighbourhood Management Study was carried out by the Neighbourhood Renewal Adviser. This study identifies the scope for developing new approaches to service delivery based on neighbourhood management principles across the borough, identifies the areas of agreement and some of the barriers to be overcome, making recommendations about the way forward. In order to do this, the study included an assessment of the level of work currently in progress and the experiences of those involved in Neighbourhood Management.

The Chief Executive Officer Group recommend that the Rotherham Partnership accept the conclusions and recommendations of the Neighbourhood Management Study. This recommendation was endorsed by the Partnership Board on 12th May 2005.

Based on the research, the Study makes a number of recommendations. These recommendations have been summarised in this covering paper.

The Partnership Board has agreed that:

1. A Neighbourhood Management Co-ordination Group made up of senior managers from key partner organisations is set up to oversee Neighbourhood Management. It is suggested that there is a relatively tight membership, with officer support, as follows:

Partner Membership:

- Rotherham Partnership (Director).
- Rotherham MBC (Executive Director, Neighbourhoods).
- Rotherham PCT (Deputy Director of Public Health).
- South Yorkshire Police (Chief Inspector, Partnerships & Support).
- Children's & Young People's Partnership (Executive Director, RMBC).
- Nominated representative from the private sector.

- Nominated representative from the voluntary & community sector.

Officer Support:

- Head of Neighbourhood Development, RMBC.
 - Strategic Housing Partnership Manager, Rotherham Partnership.
2. The Executive Director Neighbourhoods be identified as the lead manager for this Group, accountable for progress and that the Chief Executive Office Group takes responsibility for 'championing' the Neighbourhood Management work in Rotherham.
 3. The key roles of the above Group are to:
 - Develop a common definition of Neighbourhood Management and agree a set of principles around budgets; commitment/ empowerment; resolving service delivery issues at a neighbourhood level; boundaries; cost effectiveness and local decision making set within the strategic context
 - Develop a Neighbourhood Management model which partners can 'buy in' to and takes account of the findings of this study. For example, the future role of Area Assemblies making the link between local communities and service providers.
 - Ensure all defined neighbourhoods in Rotherham develop plans for implementing Neighbourhood Management
 - Monitor and update partner organisations on the progress of Neighbourhood Management, and review the long term impacts.
 - Address, working with partners, the issue of longer term funding and coverage of community partnerships.
 - Oversee the development of joint local intelligence systems which ensure no one partner agency is vulnerable.
 - Ensure Neighbourhood Management is 'championed' across Rotherham by the Rotherham Partnership.
 - Oversee the work of local current Neighbourhood Management activities receiving reports and ensuring action learning is shared and informs the development of a Neighbourhood Management model for Rotherham.
 4. Specific events are held quarterly by the Neighbourhood Management Co-ordination Group to engage wider stakeholders at key stages of development. This would include attendees from the workshop from this study and others, as appropriate.
 5. As part of the development of a Neighbourhood Management model, and in support of the Neighbourhood Management Co-ordination Group's work, partner organisations will:
 - Explore further the potential for developing multi-disciplinary teams and a multi-skilled workforce to deliver an integrated package of appropriate local neighbourhood services.

- Identify services where it would be inappropriate to plan or deliver at a local neighbourhood level.
 - Raise awareness of, and facilitate access to, existing involvement and support structures for community representatives.
 - Review the current consultation and participation framework to ensure it is streamlined, clear, effective and transparent and that issues relating to communities of interest are protected.
 - Commission work to comprehensively review Neighbourhood Management pilot projects with a view to establishing that :
 - They address local priorities within the context of national ones
 - They narrow the deprivation gap and meet targets
 - Value for money compares favourably with non pilot areas
6. Ensure all risks associated with delivering new ways of working are assessed; managed and shared between partners.
7. The role of the Community Empowerment Network is reviewed as part of the development of a Neighbourhood Management model. In particular the role of the Network of Partnerships (NoP) and its relationship to Area Assemblies and how resources can be used more effectively to ensure geographical communities and communities of interest have an equal voice.
8. Specifically for Rotherham MBC, to examine the potential for combining the Local Authority's tenant participation structure with the community consultation/participation framework

8. Finance

There are no direct financial implications associated with this report. It is proposed that the development of Neighbourhood Management is achieved within the existing mainstream budgets of partner organisations.

9. Risks and Uncertainties

The research has shown there is a shared commitment to Neighbourhood Management. There is widespread optimism and a strong desire by partners to be involved in the Neighbourhood Management process - this has been evidenced by the willingness of individuals to participate in the research. It concluded that there is a sound basis on which to build the linkages and networks necessary for the success of Neighbourhood Management and that there are already a number of good examples of Neighbourhood Management in Rotherham. It was considered that the right building blocks for a Neighbourhood Management approach were in place and that there was now a need to build on existing structures and projects. Finally, it was considered that in order for Neighbourhood Management to develop, there is a need to be flexible. For example, to allow different results to be delivered in different areas

and to ensure support is available for people to try new ways of working which cannot, by their nature, be tried and tested before being delivered.

10. Policy and Performance Agenda Implications

The adoption of Neighbourhood Management will have implications for all agencies and partnerships across the Council and Rotherham Partnership. Neighbourhood Management will support the drive for improved performance and increased integration of service planning and delivery. The proposed approach also supports the direction of travel for Neighbourhoods set out in a series of ODPM consultation papers published at the end of January.

11. Background Papers and Consultation

An Independent Study of Neighbourhood Management in Rotherham – Rotherham Partnership – May 2005.

Contact Name : Tom Cray, Executive Director – Neighbourhoods, 3400
Tom.cray@rotherham.gov.uk

**AN INDEPENDENT STUDY OF
NEIGHBOURHOOD MANAGEMENT IN
ROTHERHAM ON BEHALF OF ROTHERHAM
PARTNERSHIP**

AGREED STUDY, MAY 2005

CONTENTS

1.0 Introduction

2.0 Methodology

3.0 Research Findings

4.0 Analysis of Findings

5.0 Conclusion and Recommendations

6.0 Appendix 1

1.0 INTRODUCTION

The Local Strategic Partnership has made a commitment in the Rotherham Community Strategy to rolling out a programme of Neighbourhood Management across the Borough. A specific commitment has been made in the Neighbourhood Renewal Strategy to:

“Drive forward service integration at neighbourhood level through the development of a Neighbourhood Management approach”

The importance of Neighbourhood Management as a means of delivering Neighbourhood Renewal was identified through the work of the Social Inclusion Unit and Policy Action Teams at national level. An evaluation of Neighbourhood Management Pathfinders (including Rotherham) has provided valuable evidence of what works.

In Rotherham, the development of effective Neighbourhood Management will contribute to achieving three outcomes for the community:

- Residents and businesses can see that someone is in charge and can get things done in every neighbourhood.
- Neighbourhood plans, investment and services will be designed to ensure that no-one is disadvantaged by where they live.
- Services will be delivered in a way that contributes to the sustainability of communities in the widest sense.

For the purpose of this report, and the development of Neighbourhood Management, the term “communities” refers to communities in the widest sense. That is, the people who live, learn and work in the Borough. It refers to both residents and businesses.

The purpose of this Study is to identify the work required to roll out a programme of Neighbourhood Management across Rotherham and, in order to do this, there is a need to assess the level of work currently in progress and the experiences of those involved in Neighbourhood Management. As a starting point the Rotherham Partnership commissioned a Neighbourhood Renewal Adviser to carry out an independent analysis of progress made and work still to be done. In summary, the brief for the Neighbourhood Renewal Adviser was to support the Rotherham Partnership - the Local Strategic Partnership (LSP) for Rotherham - in carrying out a scoping exercise on Neighbourhood Management and ensure any work resulting from this scoping exercise is carried out from an LSP perspective.

The Neighbourhood Renewal Adviser was commissioned for 12 days and the following work programme agreed with Rotherham Partnership and Government Office (Yorkshire and the Humber).

ACTIVITY

- Individual interview preparation

DEADLINE

27th January 2005

- Conduct individual interviews 11th February 2005
- Postal survey 18th February 2005
- Workshop 11th March 2005
- Analysis of research findings 4th March 2005
- Progress meetings Ongoing
- Draft report 11th March 2005
- Final draft report End of March 2005

2.0 METHODOLOGY

The methods used in carrying out this study were intended to be as inclusive as possible within the timescale allowed and include both quantitative and qualitative approaches.

2.1 Individual Interviews

Individual interviews were carried out with 23 stakeholders. These stakeholders came from a range of organisations in order to gain as broad a perspective as possible. A resident led focus group discussion was held as part of this process.

The following organisations were represented in the interviews:

- RMBC Neighbourhoods (Executive Director)
- RMBC Social Services (Locality Manager)
- RMBC (Assistant Chief Executive)
- Rotherham Partnership (Director)
- Safer Rotherham Partnership (Community Safety Manager)
- REMA (Manager)
- Primary Care Trust (Joint Commissioning Officer)
- Eastwood & Springwell Gardens Neighbourhood Management Pathfinder (Co-Chairs, Acting Neighbourhood Manager and Theme Manager)
- South Yorkshire Police (Chief Superintendent and Chief Inspector)
- East Maltby Neighbourhood Renewal Partnership (Residents and Area Assembly Officer)
- Area Assembly Officers

2.2 Postal Survey

In consultation with Rotherham Partnership, a questionnaire was designed and circulated to a broader range of stakeholders. A key objective of the questionnaire was to make as many organisations as possible aware of the Study and encourage their involvement. The questionnaire is attached as Appendix 1.

There was a disappointing response to the questionnaire, only a 3% response rate was achieved. However, the questionnaire formed the basis of the individual interviews and those involved in the interviews were not required to complete the questionnaire. In addition, the questionnaire gave everyone the opportunity to participate in the study in whatever way they chose i.e. individual interviews, attendance at the workshop, completion of the questionnaire or to contact the Neighbourhood Renewal Adviser directly. The number of individuals participating in one to one interviews and the level of attendance at the workshop ensure the Study findings are robust.

2.3 Workshop

A half day workshop was held in Rotherham on 11th March 2005 with representatives from a wide range of stakeholders and partner organisations from all sectors. Preliminary findings of the Project were presented followed by detailed discussion. The issues raised at the workshop have been taken into account in the research findings.

3.0 RESEARCH FINDINGS

3.1 Understanding of Neighbourhood Management

In general all stakeholders agreed with the principle of Neighbourhood Management and demonstrated a common understanding of what it means. However, each stakeholder placed a different emphasis on specific aspects of Neighbourhood Management.

All stakeholders recognised that Neighbourhood Management was about public and voluntary services working together at a local level. There was an acknowledgement that Neighbourhood Management involved the connection of public services with local people in response to identified needs and that, to work effectively, it required community involvement in decision making.

A number of stakeholders saw Neighbourhood Management in terms of grouping local services with a single point of contact. This 'one-stop' shop concept was described as being based around a single location or a single individual/team.

There was a clear differentiation between Neighbourhood Management and decentralisation/devolution. There was recognition that, although decentralisation and devolution could accompany Neighbourhood Management, it is more important that services are developed and delivered as a partnership between communities and agencies.

Stakeholders acknowledged the importance of ensuring that local strategies joined up effectively with national and regional broader strategies.

Finally there was an acknowledgement that public services may have to be reconfigured if a Neighbourhood Management approach was to be successful.

3.2 Barriers to developing Neighbourhood Management

Stakeholders identified a number of barriers which needed to be overcome if Neighbourhood Management were to be successful.

There was concern that a Neighbourhood Management approach might marginalise some communities of interest. In particular, groups such as young people, people with physical or learning disabilities and people with mental health problems may find it difficult to get appropriate representation. There was concern about how dispersed communities of interest could collectively have a voice.

Devolution of budgets was seen as a significant issue. One way of engaging communities would be to merge service budgets and bring these under local control. Community participation and empowerment could also be enhanced by devolving decision making and strategic development for specific services.

This could be impractical for some statutory services which are set within a national policy framework and are controlled by legislation.

Currently there is a lack of clarity on the lines of reporting from community partnerships to service providers. There are concerns that there is no clear route for representing the views of community partnerships within the Local Authority, Primary Care Trust or Police. There is a need to reinforce these lines of communication and it is important to develop monitoring arrangements which measure the impact of community partnerships on the work of statutory agencies.

There is clearly a commitment at senior management level to working in partnership with local communities but this sometimes does not translate to the front-line or middle managers. Stakeholders recognised the need to achieve commitment at all levels. This would mean that statutory agencies would have to promote new ways of working which increased communication with and knowledge of local communities.

There was recognition that a Neighbourhood Management approach was more inclusive but that it could delay decision making. At worst this type of approach could clog up the decision-making process. Differences between community and agency priorities could be difficult to overcome

There was recognition that specific services cannot be delivered locally. Services to specific communities of interest, such as women fleeing domestic violence, should not be delivered as part of a Neighbourhood Management approach. Also, where community priorities differ from national or regional floor targets (e.g. coronary heart disease and cancers are not perceived as a priority for people in good health, but are national floor targets), a Neighbourhood Management approach would require more careful negotiation.

One significant barrier which was identified was lack of local resources. Stakeholders did understand that areas which have been targeted for Neighbourhood Management currently have significant resources committed to their areas from statutory organisations. The most common suggestion is to utilise these resources more effectively; joining up services and releasing resources so that the local community can get more involved.

There was a lack of clarity regarding what a neighbourhood was. Stakeholders raised the issue of boundary alignment so that statutory agencies in particular are working to common boundaries.

Work to address this issue is currently being undertaken and a paper will be presented to the Chief Executives Group in April to agree defined boundaries. These boundaries could be used in the future to agree local indicators to measure narrowing of the deprivation gap.

Finally some stakeholders believed that certain centralised services were more accessible to communities than dispersed local services. Centralised

services can still be incorporated into a Neighbourhood Management approach as long as there is a connection between them and local communities.

3.3 Diversity Issues

It is generally felt that service providers and partnerships need to become more involved in addressing diversity issues and, in particular, need to better reflect the communities they serve. Traditional structures are not engaging with people from Black and Minority Ethnic (BME) communities and other communities of interest. Stakeholders are concerned that currently there is little or no influence over policy. However, there is a lot of optimism that things are improving and will continue to do so. It is acknowledged that a commitment to take issues forward exists.

Concerns were expressed around supporting and engaging small communities. Black and Minority Ethnic communities were highlighted as relatively small communities but concentrated within geographical areas. This is seen by some partners as advantageous as services can be more targeted and responsive.

However this is not always the case. The second largest ethnic minority group in Rotherham as recorded by the 2001 Census is the Indian community and the third the Chinese community. Both of these are widely dispersed and can suffer degrees of isolation and issues around access to services. In addition the Commission for Racial Equality has recently looked at areas where BME communities do not seem to choose to settle and questions have been raised as to the accessibility of services in these areas. Rotherham's population will see an increased percentage of BME people over the next 20 years and it is important that any progress towards the development of Neighbourhood Management responds to this.

Rotherham's decision to locate asylum seekers in specified areas has meant that services can be targeted. However individuals, on being given leave to stay may leave NASS accommodation and should have the choice of moving to different areas within the borough. Neighbourhood Management would need to ensure that equal standards of support and services could be accessed across the borough. Neighbourhood Management should also help host communities to welcome new arrivals and challenge discrimination.

Neighbourhood Management will have to promote the engagement of faith groups and establish close links with young people so that they too can have a say over what happens in their community.

Finally, all communities of interest will need to feel it is safe to participate in community activity. Joint working protocols for tackling harassment will need to be developed, and implemented.

3.4 Involving communities and partners

Stakeholders identified a range of forums which could play a significant role in developing a Neighbourhood Management approach.

The Rotherham Partnership

The Rotherham Partnership is Rotherham's Local Strategic Partnership. It brings together Rotherham's public, private, voluntary and community sector organisations so that they can work more effectively.

Rotherham Partnership is a strategic body which can only deliver Neighbourhood Management through its partners. It is a change agent responsible for marketing, co-ordinating activity, targeting resources, ensuring all sectors are represented in decision making and ensuring Rotherham is a good place to live and work.

The Rotherham Partnership is responsible for the development of the Community Strategy and Neighbourhood Renewal Strategy. These are overarching strategies which inform the strategic frameworks of partner organisations. The Community Strategy and the structure of the Rotherham Partnership are currently under review. This review will have a significant impact on the development of Neighbourhood Management in Rotherham.

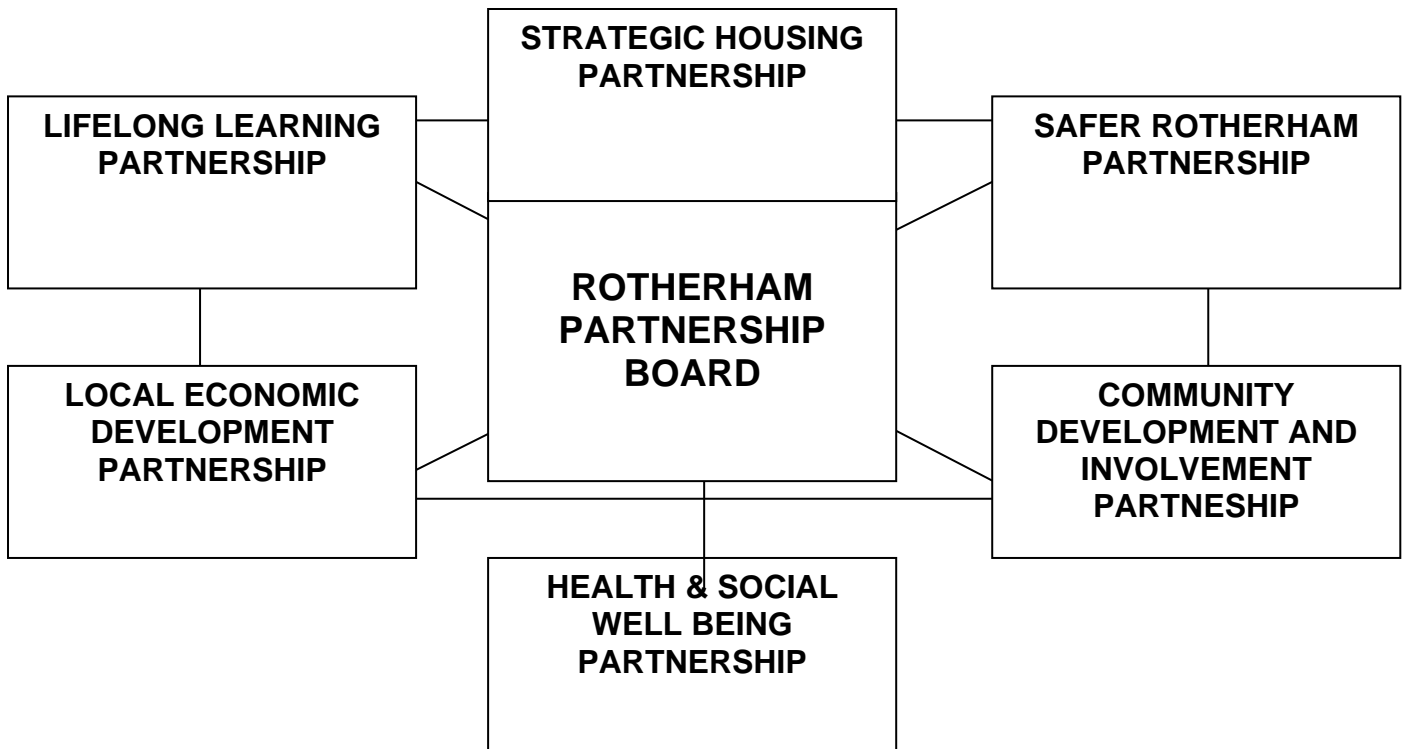
The Rotherham Partnership has developed structures for partnership working on a wide range of government programmes and initiatives that require joint sector working and community involvement.

The Rotherham Partnership is currently structured around a 'hub and spoke' model (Figure 1, overleaf) with the LSP Board at the centre and themed spokes which focus on housing, health & social well being, crime & disorder, community involvement, economic development, and lifelong learning. Each spoke incorporates representation from public, private and voluntary sector organisations. In addition, there is a partnership focused on community cohesion, the agenda of which cuts across the work of all spokes.

Some of the stakeholders interviewed as part of the consultation were unclear about the wide ranging role of the Rotherham Partnership, but all stakeholders recognised that the Rotherham Partnership could have a critical role in the development of Neighbourhood Management. In particular, that the Rotherham Partnership - through its wider structure - was ideally placed to create links between local communities and service providers.

Linkages need to be made between the commitments being made by partners as part of the Rotherham Partnership and the delivery of services at a neighbourhood level. There is potential for Area Assemblies to support local delivery partnerships to ensure that these commitments are translated to action on the ground.

Figure 1 – Structure of The Rotherham Partnership



Area Assemblies

Area Assemblies should be influencing the way in which statutory organisations operate in their area. However stakeholders felt that this influence was limited. There is a lack of clarity about the role of Area Assemblies. It is unclear how Area Assemblies report to statutory organisations and there was a perceived problem with resourcing the Assemblies. There was a strong commitment to strengthening the powers of the Area Assemblies so that they had more control over what was happening in their area.

Area Assemblies could be reinvented as local partnerships which bring together Councillors, local residents and service providers. There are currently seven Area Assemblies across the Borough. They could be responsible for identifying local needs and priorities. They could examine ways in which services can respond to local needs and are able to access some external funding to enhance the local area.

Rotherham MBC Neighbourhoods Service is currently the lead organisation looking at restructuring Area Assemblies.

Community Partnerships

There are a number of community partnerships in Rotherham. These were originally formed to champion improvements in particular areas. They incorporate representation from local community groups, bringing together their skills and experience of local services.

These partnerships are at different stages of development. Some have established community plans, staff teams and dedicated premises. These partnerships are usually overseeing local projects and have access to external funding streams. Some partnerships are formally constituted organisations, which are limited by guarantee. Others are looser forums which work on a more informal basis.

Stakeholders recognised the contribution that community partnerships could make to Neighbourhood Management. However, concerns were raised during the study about coverage and resourcing of these partnerships. For example, community partnerships only cover specific areas of Rotherham and it would be difficult to create a comprehensive network of partnerships without significant additional resources. In addition, most of the community partnerships rely on temporary funding.

It was considered that any Neighbourhood Management model which relied on these partnerships would have to address the long term viability of existing partnerships and the role and relationship of these partnerships.

The Community Empowerment Network (CEN)

The Community Empowerment Network is made up of two sub-networks the Network of Partnerships (NoP) enables representatives from community partnerships to share information, advice, skills and resources. Voice brings together voluntary organisations and communities of interest. Both raise the profile and act as a collective voice for the community sector.

Stakeholders considered that the impact on the role of the Community Empowerment Network would have to be taken into account in the development of a Neighbourhood Management model and the role and relationship of these partnerships.

Tenants & Residents Associations (TARAs)

TARAs focus mainly on housing issues but can also get involved in issues that affect local communities. They act as a voice for tenants and residents and operate within a separate consultation structure to the community partnerships. Figure 2 (overleaf) provides a diagrammatic representation of the consultation structure for TARAs.

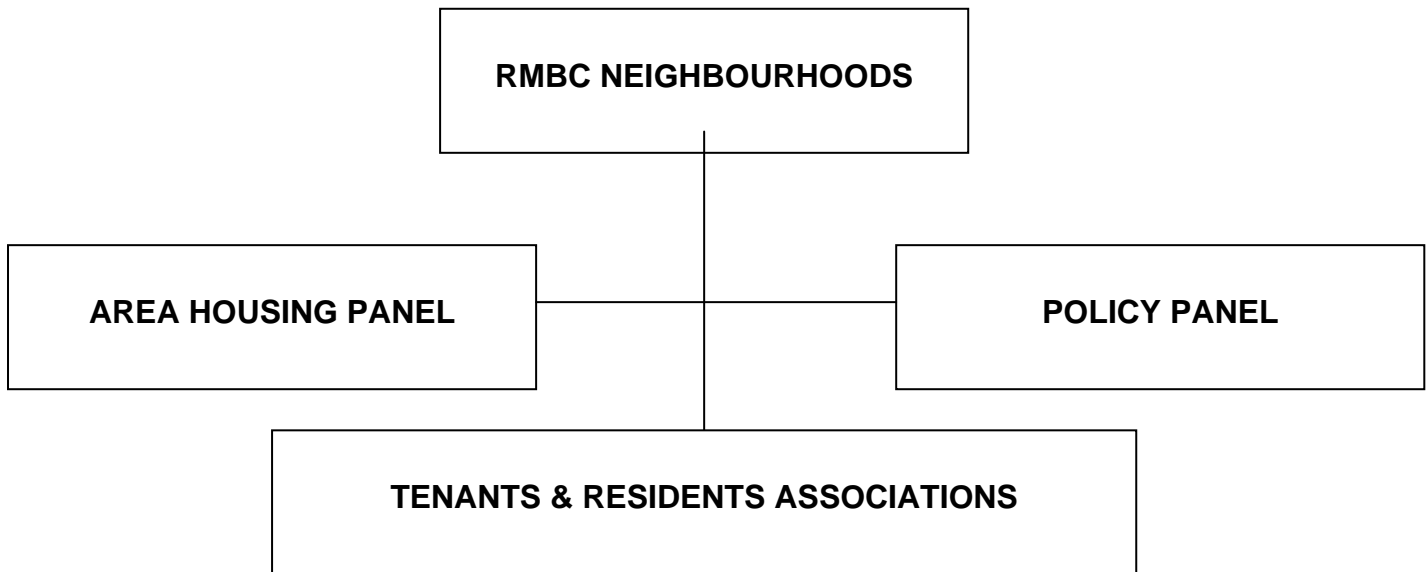
TARAs are represented on Area Housing Panels and Policy Panels. There are eight Area Housing Panels with the same boundaries as the Area Assemblies. They are responsible for developing area plans, setting out the housing priorities for their area. There are five Policy Panels, which focus on key cross-cutting themes; estate management, repairs and maintenance, rents and budgets, housing strategy and void properties.

Both panels have played a key role in ensuring that tenants are properly consulted on housing issues. Tenant participation and consultation arrangements form part of a local agreement or Compact between the Council and tenants. Local Compacts are agreed by the Area Housing Panels.

Stakeholders recognised the importance of tenant consultation but felt that there was insufficient differentiation between the role of community partnerships and that of TARAs.

In addition, it was considered that the consultation structure for housing currently seems to run separately from other consultation mechanisms and there may be scope to combine resources so that a single consultation framework is established.

Figure 2 – Consultation Framework for Tenants & Residents



3.5 Local Examples of Neighbourhood Management

Neighbourhood Policing Teams

Rotherham Police are committed to establishing Neighbourhood Policing Teams (NPTs) which they are looking to operate within each of the seven Area Assemblies. Each NPT will have its own Sergeant. It is anticipated that ‘hotspot’ areas will be identified and managed more intensively than others.

The NPTs will work alongside partner agencies, for example Anti-Social Behaviour Teams, in order to provide a joint approach to problem solving. By working together with a range of partners, NPTs will have the ability to share information and allow better identification of the root cause of problems and, therefore, solve them more effectively.

NPTs will strive to ensure locally identified issues are dealt with by the appropriate agency, for example, working with youth services to provide diversionary activities for young people whose behaviour may be perceived as intimidating by local residents. Examples such as this will assist in reducing the fear of crime as well as actual crime.

Streetpride

Streetpride has a number of initiatives which embrace Neighbourhood Management. Streetpride has a single telephone number which allows access to all its services and surgeries are held at every Area Assembly meeting. A part of the budget is devolved directly to Area Assemblies to support them in influencing their own environment. Streetpride work with Area Assemblies to produce an area spending plan to address identified issues.

A network of Streetpride Champions is being set up. To date, forty have been recruited and there is a target of two hundred. The Champions are able to telephone the Streetpride contact centre from their own homes, free of charge, to report issues. This allows people access to Streetpride services regardless of whether they have a telephone or not, free of charge.

A service leaflet has been delivered to every household in Rotherham and area working has been introduced wherever possible. Streetpride continually reviews its services by consulting 100 customers monthly and making adjustments as appropriate.

Going Local Pilot

Going Local is a pilot scheme, which brings together housing management and repairs within a defined area. The pilot covers Greaseborough, Munsborough, Kimberworth Park, Kimberworth, Rockingham, Meadowbank, Wingfield, Blackburn, Richmond Park and Thorpe Hesley.

The scheme employs Area Service Officers who act as a central point of responsibility for void management, tenancy agreements, rent arrears, estate management and tenant involvement. They are supported by Neighbourhood Service Officers who provide customer support.

Housing repairs are co-ordinated through a local depot. The repairs workforce is mobile and easy to contact. It is also equipped to ensure that repairs are completed in one visit. The repairs team also hold a monthly surgery for local tenants.

Going Local works closely with local TARAs, Councillors, including them in local decision making and service inspections.

Primary Care Trust

The Primary Care Trust has healthy living centres in Brampton and The Valley and is strongly committed to multi-agency working at a neighbourhood level. One example is Children's Services where Education, Social Services and Health come together to pool resources and identify community needs. Planning is carried out at a neighbourhood level, Planning Groups are based around communities of interest and involve service users, carers and other members of the community, in addition there is a Patients Forum and events are held throughout the year.

In terms of the future, a desire to work more closely with other agencies such as the Police was expressed.

The PCT is also committed to empowering people throughout the organisation demonstrated by Health Visitors having the power to make decisions on the ground within specified terms of reference.

Eastwood & Springwell Gardens NM Pathfinder

The The Eastwood and Springwell Gardens Pathfinder is one of twenty established in Round 1. The Delivery Plan has been developed and is being implemented; the Pathfinder is now at the end of its third year which is halfway through its programme.

The Board membership includes representatives from residents of the area, community groups, Health, Police, Rotherham MBC, Education, Voluntary action Rotherham. Voluntary and community representation is in the majority and the Partnership is not perceived to be led by any one single organisation. There is a concern that there is no representation from employment themes, employers or local businesses and closer links are being developed with the LSP spokes to address this.

There is concern that the Pathfinder not be seen as a pot of funding but that it is about approaching service delivery in a different way. There is a commitment to 'rolling out' successful projects and partnership working is carried out with adjoining initiatives such as the Valley Partnership.

The Pathfinder has had some organisational difficulties relating to staffing but is now putting its strategies together and feels it has the potential to raise the profile of the Board. There is a lot of optimism and a belief that local service delivery can be demonstrated and inroads are being made into community involvement and engagement.

Community Partnerships

As well as being a consultation mechanism, some community partnerships have also been developing Neighbourhood Management approaches to service delivery. There are many examples throughout the Borough one of which is the East Maltby Neighbourhood Renewal Partnership.

The purpose of the East Maltby Neighbourhood Renewal Partnership is to tackle the inequality suffered in East Maltby in comparison to the rest of Rotherham Borough by tackling the root causes of deprivation thus contributing to Rotherham's Neighbourhood Renewal Strategy, Rotherham's Community Strategy and Maltby's Community Plan. The Board meets monthly and is chaired by a local resident.

The Partnership is developing comprehensive themed action plans and has developed some agreements, for example a landlord's agreement for White

City Community Association; Neighbourhood Agreements are also being looked into.

Other community partnerships are developing their own structures and action plans at a local level in similar and different ways to meet local needs.

4. ANALYSIS OF FINDINGS

The study revealed a significant commitment to Neighbourhood Management across partner organisations. All stakeholders emphasised the importance of ensuring that services should, where possible, be co-ordinated locally. There was a common view that a Neighbourhood Management approach would promote ownership of neighbourhoods by local communities. It would lead to a more joined up approach to service delivery and strategic development. It could also provide a physical focal point for neighbourhoods. Stakeholders believed that Neighbourhood Management could empower communities, improve accountability and promote better communication between service providers. There would be less likelihood of duplication and more effective use of resources. Finally, a Neighbourhood Management approach would be more likely to deliver services that meet the needs of local communities.

There were differences in emphasis between partner organisations. Some saw Neighbourhood Management as a service delivery vehicle, focusing on the localisation of services while others placed a greater focus on developing multi-disciplinary teams, 'one-stop' shops and a multi-skilled workforce. There was also a particular emphasis on the devolution and integration of budgets and decision making.

Many partners have focused on developing strong links with local communities; creating effective communication and participation structures, which would empower local communities and make services more sensitive to local needs. However, in doing that, many stakeholders believed that there was a lot of duplication in the current consultation structures, that there was a need to draw together community consultation and participation. They felt that there is currently no clear reporting mechanism from community based groups to statutory organisations. Consequently it is difficult to measure the impact that local communities have on the services they receive.

They also felt that there was currently no clear reporting mechanism from community based groups to statutory organisations. Consequently, it was considered that it is currently difficult to measure the impact that local communities have on the services they receive.

This is why there is a universal belief in the need for an agreed Neighbourhood Management model for Rotherham.

4.1 Consultation Framework

Figure 4 (overleaf) provides a diagrammatic summary of the current partnership and consultation framework in Rotherham. The diagram is not exhaustive but it does show how Area Assemblies and community partnerships link in with Rotherham MBC and The Rotherham Partnership. There are some significant issues here.

Currently the relationship between the community (both geographical communities and communities of interest) and Rotherham Partnership is through the Community Empowerment Network. Community partnerships are represented through NoP and communities of interest are represented through VOICE. There is no direct link between Area Assemblies and the Rotherham Partnership other than through elected Members and senior officers of the Council who are involved in the various partnerships in Rotherham Partnership. As part of the development of a Neighbourhood Management model the different relationships at a local level would need to be reviewed and developed through, for example, Area Assemblies to ensure effective representative and not duplication due to a variety of different mechanisms.

Currently community partnerships can influence decision making either through the Community Empowerment Network or the Area Assemblies. Firstly, in relation to Area Assemblies, however, stakeholders stated that they had limited influence over the way services were delivered because they did not have enough authority (or resources). Secondly, in relation to the Community Empowerment Network, however, it was felt there was a lack of clarity about how community partnerships could influence Rotherham Partnership through the current spoke structure.

Stakeholders agreed that consultation mechanisms should be simplified and, where possible, combined in order to avoid duplication. It was considered that Area Assemblies should be the main vehicle which communities use to influence the way services are delivered locally. However, there was recognition that the Area Assemblies are not currently as effective as they could be and need a greater degree of authority. The community partnerships should be adequately represented on Area Assemblies and need to be properly resourced.

4.2 Definition of Neighbourhood Management

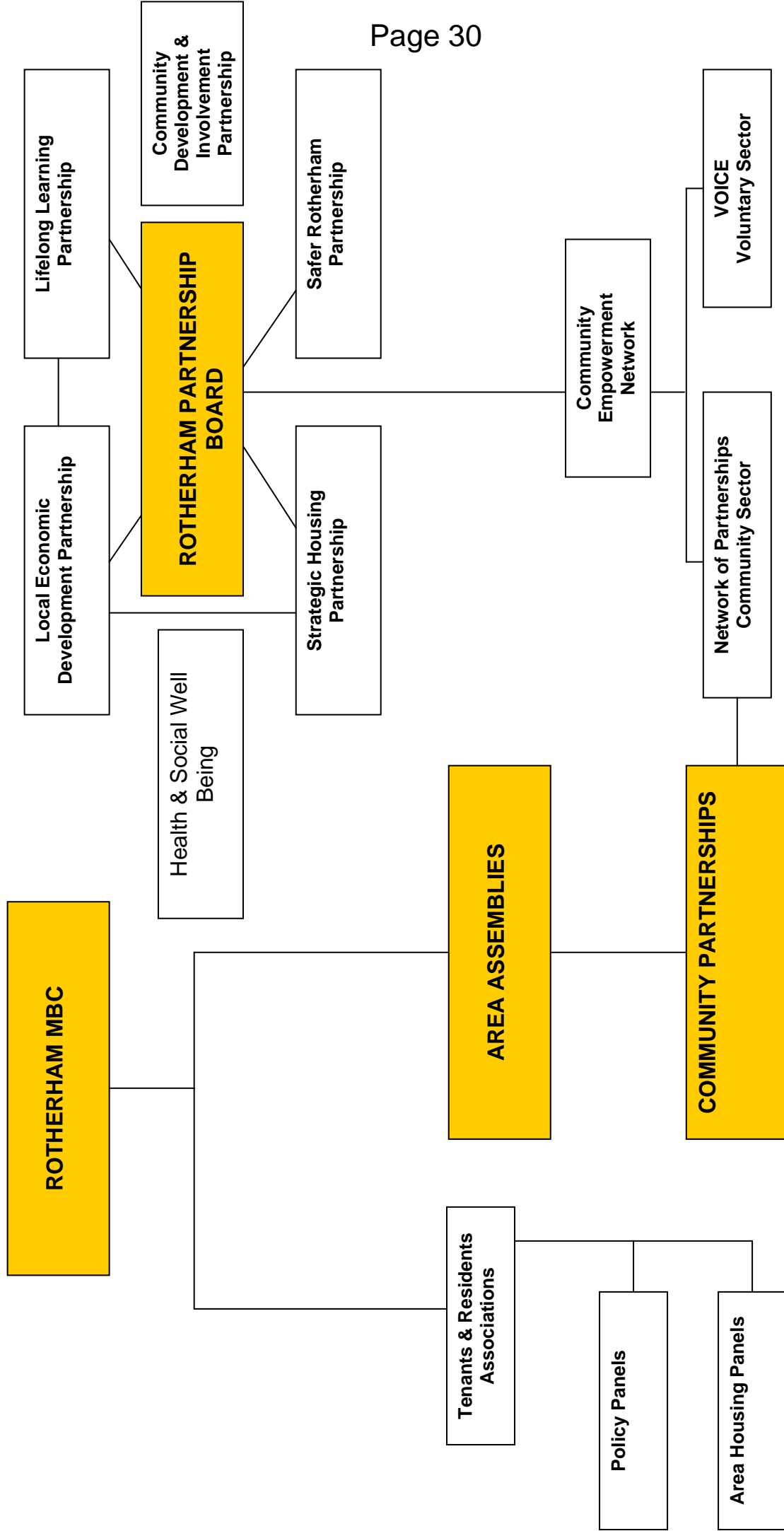
All partners were committed to Neighbourhood Management and demonstrated an understanding of what this meant. However each stakeholder placed a different emphasis on specific aspects of Neighbourhood Management.

In terms of developing Neighbourhood Management, it is important that a **common definition** is adopted across partner organisations. This would provide clarity and help develop a **common approach**.

More work needs to be done on this but from the Study key elements can be summarised as follows;

1. Neighbourhood Management should promote social inclusion and help build sustainable communities by capitalising on the talents and energy of communities and recognise their vital roll in the design and delivery of services

Figure 4 – Overview of Consultation and Partnership Structures



2. Public services should be locally based wherever possible and be the main instruments of Neighbourhood Renewal
3. Local communities should be involved in decisions that are made about their neighbourhood
4. Clear, simple and properly resourced consultation and participation structures should be in place, which encourage community involvement
5. Consultation and participation frameworks should be transparent and locally based
6. There should be joined up strategies based around local communities, which draw together the strategies of statutory organisations
7. The impact of Neighbourhood Management on the delivery of local services should be measured
8. Partners should promote cultural changes within their organisations so that workers feel accountable to their local communities
9. Neighbourhood Management should spread rather than protect knowledge, resources, skills and learning
10. There should be one point of contact for local services
11. Partners should work together to develop multi-disciplinary teams and a multi-skilled workforce, based in neighbourhoods.

5.0 CONCLUSION AND RECOMMENDATIONS

In conclusion, the research has shown there is a shared commitment to Neighbourhood Management.

There is widespread optimism and a strong desire to be involved in the Neighbourhood Management process. This is evidenced by the willingness of individuals to participate in one to one interviews and the level of attendance at the Neighbourhood Management Workshop.

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.

In order for Neighbourhood Management to develop, there is also a need to be flexible. For example, to allow different results to be delivered in different areas and to ensure support is available for people to try new ways of working which cannot, by their nature, be tried and tested before being delivered.

5.1 Recommendations:

It is recommended that:

1. A Neighbourhood Management Co-ordination Group made up of senior managers from key partner organisations is set up to oversee Neighbourhood Management. It is suggested that there is a relatively tight membership, with officer support, as follows:

Partner Membership:

1. Rotherham Partnership (Director).
2. Rotherham MBC (Executive Director, Neighbourhoods).
3. Rotherham PCT (Deputy Director of Public Health).
4. South Yorkshire Police (Chief Inspector, Partnerships & Support).
5. Children's & Young People's Partnership (Executive Director, RMBC).
6. Arms Length Management Organisation (Chief Executive).
7. Elected Member.
8. Nominated representative from the private sector.
9. Nominated representative from VOICE.
10. Nominated representative from NoP.

Officer Support:

11. Head of Neighbourhood Development, RMBC.
12. Strategic Housing Partnership Manager, Rotherham Partnership.

2. The Executive Director Neighbourhoods be identified as the lead manager for this Group, accountable for progress and that the Chief Executive Office Group takes responsibility for 'championing' the Neighbourhood Management work in Rotherham.
3. The key roles of the above Group are to:
 - Develop a common definition of Neighbourhood Management and agree a set of principles around budgets; commitment/empowerment; resolving service delivery issues at a neighbourhood level; boundaries; cost effectiveness and local decision making set within the strategic context
 - Develop a Neighbourhood Management model which partners can 'buy in' to and takes account of the findings of this study. For example, the future role of Area Assemblies making the link between local communities and service providers.
 - Ensure all defined neighbourhoods in Rotherham develop plans for implementing Neighbourhood Management
 - Monitor and update partner organisations on the progress of Neighbourhood Management, and review the long term impacts.
 - Address, working with partners, the issue of longer term funding and coverage of community partnerships.
 - Oversee the development of joint local intelligence systems which ensure no one partner agency is vulnerable.
 - Ensure Neighbourhood Management is 'championed' across Rotherham by the Rotherham Partnership.
 - Oversee the work of local current Neighbourhood Management activities receiving reports and ensuring action learning is shared and informs the development of a Neighbourhood Management model for Rotherham.
4. Specific events are held quarterly by the Neighbourhood Management Co-ordination Group to engage wider stakeholders at key stages of development. This would include attendees from the workshop from this study and others, as appropriate.
5. As part of the development of a Neighbourhood Management model, and in support of the Neighbourhood Management Co-ordination Group's work, partner organisations will:
 - Explore further the potential for developing multi-disciplinary teams and a multi-skilled workforce to deliver an integrated package of appropriate local neighbourhood services.
 - Identify services where it would be inappropriate to plan or deliver at a local neighbourhood level.
 - Raise awareness of, and facilitate access to, existing involvement and support structures for community representatives.

- Review the current consultation and participation framework to ensure it is streamlined, clear, effective and transparent and that issues relating to communities of interest are protected.
 - Commission work to comprehensively review Neighbourhood Management pilot projects with a view to establishing that :
 - They address local priorities within the context of national ones
 - They narrow the deprivation gap and meet targets
 - Value for money compares favourably with non pilot areas
6. Ensure all risks associated with delivering new ways of working are assessed; managed and shared between partners.
 7. The role of the Community Empowerment Network is reviewed as part of the development of a Neighbourhood Management model. In particular the role of the Network of Partnerships (NoP) and its relationship to Area Assemblies and how resources can be used more effectively to ensure geographical communities and communities of interest have an equal voice.
 8. Specifically for Rotherham MBC, to examine the potential for combining the Local Authority's tenant participation structure with the community consultation/participation framework.



6.0 APPENDIX 1

NEIGHBOURHOOD MANAGEMENT IN ROTHERHAM SURVEY

1. QUESTIONNAIRE

The Rotherham Partnership is carrying out a study on Neighbourhood Management in Rotherham. There are already several pilot projects currently underway which are testing out this new way of working and we are looking at how the lessons learned from these projects can be applied to other services.

The Rotherham Partnership has recently commissioned a Neighbourhood Renewal Advisor to consult with partner organisations on the future development of Neighbourhood Management in Rotherham. Using questionnaires, interviews and workshops we will, over the next two months, be gathering together views and ideas. As a first step we would be grateful if you could complete this questionnaire.

Any information provided will be used in the strictest confidence.

WHAT IS NEIGHBOURHOOD MANAGEMENT?

The Social Exclusion Unit has identified the following ingredients, which define Neighbourhood Management

- Someone in charge of a range of services at neighbourhood level
- Significant restructuring of public services with a fresh focus on localised delivery
- Maximum involvement of communities, voluntary and private organisations
- Local strategies joining up effectively with broader strategies
- Local strategies shaping local services

1. Please tell us what Neighbourhood Management means to you and your organisation

2. Do you think that it is a good idea to develop a Neighbourhood Management approach to service delivery and strategic development?

3. Please give examples of where your organisation adopts a Neighbourhood Management approach.

4. In your view what are the main advantages of Neighbourhood Management?

5. In your experience what are the main problems associated with Neighbourhood Management? What do you think are the barriers, which could prevent it working effectively?

6. Do you feel you need any support in developing a Neighbourhood Management approach? If so, what is it that you feel is needed and who do you think is best placed to provide it?

7. Which organisations do you work most closely with? Are there any you'd like to have closer working relationships with?

8. Are there any organisations you may be able to help make closer links with if you had more information regarding their plans and services?

9. What is your understanding of the Rotherham Partnership and how do you think it can help deliver Neighbourhood Management?

10. How do you involve communities and partners in your decision making processes?

11. Do you feel there are any issues relating to Black and Minority Ethnic communities or other communities of interest? If so, please describe.

12. Please describe how you involve people from Black and Minority Ethnic communities or other communities of interest. Have you identified any barriers in doing this?

13. What models of good practice have you seen working well in other areas? What have been the underlying principles, approaches and culture that have made it successful?

14. Please let us have any other comments you have regarding Neighbourhood Management.

15. In your view what are the main ingredients required to develop the right culture for Neighbourhood management?

16. Please provide us with a contact name and the address of your organisation and your role within it.

Name -----

Organisation -----

Phone -----

Email Address -----

Thank you for taking the time to complete this questionnaire. Please return the questionnaire by **Friday 25th February**. You can return the questionnaire by email or post to;

Jackie Heeney
43 The Melting Point
Firth Street
Huddersfield
HD1 3BB

Tel: 01484 542214
Mobile: 07887 854787

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Cabinet Member Community Cohesion
2.	Date:	25th July 2005
3.	Title:	Neighbourhood Boundaries
4.	Programme Area:	Neighbourhoods

5. Summary

To confirm the principles to be adopted in considering and agreeing a common approach to defining the geographical basis of “neighbourhoods” in Rotherham to support the delivery of Neighbourhood Management.

6. Recommendations

- 1. Agree that the area assembly boundaries should be accepted as the starting point to take forward proposals in relation to neighbourhood management.**
- 2. Support the proposed work of the Neighbourhood Management Coordination Group in relation to PCT restructuring, integrated children’s services, Area Assemblies and Community Partnerships.**
- 3. Receive a report on the outcomes of this work in August.**
- 4. Receive a further report from the Neighbourhood Management Co-ordination group on the perceived benefits of enhancing arrangements above the seven area assemblies to provide a proportionate response to the strategic planning issues from all the partner agencies.**
- 5. Receive a further report on the perceived benefits of identifying common boundaries for much smaller areas for intensive management initiatives, the provision of day to day services or data capture purposes.**

7. Proposals and Details

The Rotherham Partnership has considered and accepted the findings and recommendations of an independent study of Neighbourhood Management in Rotherham and supported the establishment of a Neighbourhood Management Coordination Group under the leadership of the Executive Director of Neighbourhoods.

The Study highlighted a lack of clarity regarding the definition of a neighbourhood and a number of stakeholders identified the need for greater alignment between service providers working to common boundaries.

A series of draft neighbourhood boundaries have been determined through an initial assessment by RMBC Neighbourhoods Programme Area and South Yorkshire Police. These boundaries were presented for consultation with partners at the CEO Group in April, to determine whether they provided a suitable building block for the development of partnership strategies for community planning and service delivery.

It is vital that a common definition of neighbourhoods maximises opportunities for providing a good “fit” with existing successful local initiatives and promotes new opportunities for joined up service delivery.

The success of neighbourhood management will depend on achieving buy in from all partners. The further work proposed will strengthen this development and provide the necessary time to achieve agreement with key partners.

The CEO Group agreed that Neighbourhood Management will contribute to achieving three main outcomes for local communities:

- Residents and businesses can see that someone is in charge and can get things done in every neighbourhood
- Neighbourhood plans, investment and services will be designed to ensure that no-one is disadvantaged by where they live
- Service will be delivered in a way that contributes to the sustainability of communities

The Neighbourhood Management Coordination Group is undertaking work to:

- Develop a common definition of neighbourhood management and agree a set of principles that will underpin its development in Rotherham
- Develop a model which partners can “buy in to”, that takes account of the findings of the independent study and ensures linkages to key developments such as the redefining of the role of Area Assemblies
- Identify the potential for developing multidisciplinary teams and integrating service delivery at a local level
- Streamline community consultation and involvement

At the 15th June meeting of the Coordination Group, consideration was given to determination of neighbourhood boundaries. The Group agreed that in defining neighbourhoods we should consider boundaries:

- To which we can practically apply the principles of neighbourhood management
- To which we can practically and economically manage services collectively and collaboratively
- In which we can plan for the collocation of services and cost effectively provide joint service centre provision
- That allow for transformation of services in line with customer expectations without pushing up costs
- At a scale which allows an understanding from the citizen on how services link together.

The Group acknowledged that the area assembly boundaries, although drawn by the local authority, were of the scale that would allow partner agencies to apply these principles. It is suggested therefore that the area assembly boundaries be adopted by all agencies as the most appropriate starting point on which to take forward proposals in relation to neighbourhood management.

The Group agreed to take forward the issues relating to neighbourhood boundaries put forward to the CEO Group, in particular to enable:

- An assessment of the implications for the current restructuring of the Primary Care Trust
- Agreement to be reached with Head Teachers in the light of proposals for integrated services for children and young people
- Consideration of proposals for redefining the role of Area Assemblies and local democratic framework
- An assessment of the sustainability of existing community partnerships

The Group agreed to complete these tasks by the end of July and to report outcomes to the August meeting of the CEO Group. In the meantime it was felt that action was needed immediately, running alongside this work, to strengthen working relationships on the ground.

There has also been some discussion about the benefits of defining common boundaries at a level above the area assembly and a level below. The question has been asked as to whether we should put in place any new arrangements above the seven area assemblies to provide a proportionate response to the strategic planning issues from all the partner agencies. At this higher level a number of agencies (including some service areas that are part of the Council) have some structures in place based around MP constituency boundaries. Work with South Yorkshire Police to establish Safer Neighbourhood Teams has recommended the establishment of Joint Assessment Groups at this level to provide an analysis of trends and develop strategic responses, informing the work of teams based in area assembly areas. Further consideration needs to be given to this issue.

At the opposite end of the scale many services identify much smaller areas for intensive management initiatives or the provision of day to day services. Once again the work with South Yorkshire Police has resulted in a commitment to align beats with the patches used by staff involved in activity to combat anti social behaviour and enforcement. These smaller areas do not in all cases mirror the boundaries identified as Super Output Areas for statistical purposes. Theoretically they represent natural communities but they have been defined by the agencies not the communities themselves. Further consideration is required therefore on the boundaries to be used at a subordinate level to the area assemblies, and for what purposes.

There are two linked papers on today's agenda – neighbourhood management and a paper on the role and functions of area assemblies.

8. Finance

The development of a common approach to neighbourhood boundaries will support partnership measures to identify the level of resources devoted to neighbourhoods and support a key element of neighbourhood management – the development of integrated investment planning. Common boundaries will also support partnership efforts to coordinate the work of locality workers and to focus activity on Neighbourhood Renewal target areas.

9. Risks and Uncertainties

The principal risks are associated with a failure to secure sufficient agreement between key service delivery partners on common operating boundaries. However, through the work of the Neighbourhood Management Co-ordination Group, strong support has been expressed for a geographical model that recognises Area Assembly boundaries as the key unit for service delivery partnerships.

At a lower level further work is being undertaken to ensure that any proposed boundaries have legitimacy with communities and partner agencies. Very local neighbourhood boundaries will also be carefully considered so as to complement successful area based initiatives.

10. Policy and Performance Agenda Implications

The adoption of a commonly agreed definition of neighbourhoods will assist in the development of a more robust approach to profiling local communities, measuring performance across all partnership spokes and promoting the development of integrated service delivery.

11. Background Papers and Consultation

Rotherham Partnership – An Independent Study of Neighbourhood Management – May 2005

ODPM Sustainable Communities – January 2005.

Neighbourhood Renewal Unit – Policy Action Team reports

Contact Name :

Lead Officer: Tom Cray, Executive Director – Neighbourhoods, 3400

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

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Page 46

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