CABINET

Venue: Town Hall, Moorgate   Date: **Wednesday, 29 March 2006**
          Street, Rotherham

                                       Time: **10.30 a.m.**

A G E N D A

1.   To consider questions from Members of the Public.

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

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

4.   Minutes of the previous meeting held on 15th March, 2006.
      (copy supplied separately)
      -   **to approve as a true record.**

5.   Enviro-Crime Strategy:- Promoting Respect and Responsibility - Improving the Local Environmental Quality in Our Neighbourhoods (report attached) (Pages 1 - 44)
      -       Executive Director of Neighbourhoods to report.
      -       **to approve Enviro-Crime Strategy.**

6.   Year Ahead Statement - Commitment 67 - Review of Regulatory Services (report attached) (Pages 45 - 78)
      -       Executive Director of Neighbourhoods to report.
      -       **to note contents and recommendations and to nominate an Elected Member Better Regulation Champion.**

7.   Corporate Procurement Strategy (report attached) (Pages 79 - 186)
      -       Executive Director of Corporate Services to report.
      -       **to approve Corporate Procurement Strategy.**

8.   The Beacon Scheme - Past, Present and Future (report herewith) (Pages 187 - 189)
      -       Chief Executive to report.
      -       **to note impact on achievement of Beacon, intention to bid in Round 8 and awards in Round 7.**

9.   Neighbourhood Renewal Strategy (report attached) (Pages 190 - 223)
      -       Chief Executive to report.
      -       **to consider and endorse Neighbourhood Renewal Strategy and note service delivery, policy development and action plans.**

10. Consultation Draft Older Persons' Strategy for Rotherham (report attached) (Pages 224 - 245)
    - Chief Executive to report.
    - **to consider and endorse Draft Strategy and agree wider consultation and action plan.**

11. Children and Young People's Single Plan (report attached) (Pages 246 - 356)
    - Senior Executive Director of Children and Young People's Services to report.
    - **to approve final version of Single Plan for publication.**

12. Minutes of a meeting of the Rotherham Local Development Framework Steering Group held on 24th February, 2006 (attached) (Pages 357 - 365)
    - Executive Director of Economic and Development Services to report.
    - **to receive the minutes and note key issues.**

13. Minutes of a meeting of the Regeneration and Asset Board held on 22nd February, 2006 (attached) (Pages 366 - 376)
    - Executive Director of Economic and Development Services to report.
    - **to receive the minutes and note key issues.**

14. Exclusion of the Press and Public.
    The following item is likely to be considered in the absence of the press and public as being exempt under the paragraphs, indicated below, of Part 1 of Schedule 12A to the Local Government Act 1972:-

15. Release of Funding to 2010 (Rotherham) Ltd. (report attached) (Pages 377 - 379)
    - Executive Director of Finance to report.
    - **to consider the release of funding to 2010 (Rotherham) Ltd**.

    (Exempt under Paragraph 3 of the Act – information relating to the financial or business affairs of any particular person)

Agenda Item 5

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet
2.	Date:	**29th March 2006**
3.	Title:	**Enviro-crime Strategy: Promoting Respect and Responsibility - Improving the Local Environmental Quality in Our Neighbourhoods**
4.	Programme Area:	**Neighbourhoods, Chief Executive, Education, Culture & Leisure and Economic & Development Services**

5. Summary

The report presents the final draft of the Enviro-crime Strategy developed by a cross Council group with contributions from communities and partner agencies.

The Strategy builds both on national drivers and local priorities to improve local environmental quality. These priorities are recognised in objectives and priorities of both the Community Strategy and Corporate Plan. It fulfils commitment 55 of the 2005/06 Year Ahead Statement and is a key focus for delivering key actions within the Local area Agreement.

The Strategy is recommended for approval following consideration at the Corporate Management Team meeting on the 6th March 2006.

6. Recommendations

RECOMMENDED THAT THE ENVIRO-CRIME STRATEGY BE APPROVED BY CABINET.

7. Proposals and Details

The Enviro-crime Strategy builds on an already excellent platform of demonstrated improvement in local environmental quality. This is evidenced by the Council's performance against Government national indicators and both regional and national achievement recognition. These awards range across strategic planning, service delivery, innovation and individual merits. Public perceptions, however, do not match to these achievements and the major challenge of the strategy is to change the viewpoint of local communities to recognise the quality of the environment in our neighbourhoods.

The Strategy sets an action plan to strengthen both enforcement and educational marketing to improve local neighbourhoods, and in particular their local environmental quality e.g. litter, dog fouling, graffiti, fly posting and fly tipping. These issues are recognised as a priority for the quality of life of local communities. The strategy will also influence the feeling of pride in local areas and develop stronger relationships between service providers and communities. The views of local residents and businesses have informed the development of the Strategy.

The Strategy contributes to the delivery of key priorities and objectives of the Community Strategy, Corporate Plan and Local Area Agreement. The two key aims of the Strategy, both customer focused, are as follows;

i) To reduce by 10% by April 2009 the percentage of people who view Enviro-crime to be a problem in their local area

ii) To enable all communities to widely recognise the quality of their neighbourhood so that by April 2009 there is a 75% level of satisfaction with the cleanliness of their area

The impact of local environmental quality is recognised within the Strategy in the context of the cross linkages across a range of both national and local strategies and agendas, including neighbourhood regeneration, neighbourhood management, public health and, notably crime and anti- social behaviour.

Two strategic delivery objectives to help improve local quality of life by both intervention and behavioural change approaches are provided and these reflect approaches highlighted within the Corporate Plan. The delivery objectives are;

a) ***Education & campaigning***
Changing attitudes and behaviour through public engagement, and promotion of community responsibility

b) ***Enforcement***
Implementing a stronger "zero tolerance" approach utilising local intelligence

The Enviro-crime Strategy recognises that to enable the aims to be achieved will require local communities to influence shape and trigger action of service providers, and that delivery of the strategy will require supportive partnership working, including responsive cleansing operations, predominantly delivered by Streetpride services. The strategy reflects this by promoting;

- *Community choice, self help, involvement, & problem solving, and*
- *Partnership working with other agencies, bodies and business*

To deliver the objectives of the strategy a 30 point action plan has been developed and the methods of both re-sourcing and measuring progress are also presented. Measurement will utilise a framework for performance management based not only on existing key indicators but also measures developed from the 2006 MORI Quality of Life Survey which will reflect impact of the strategy by means of local neighbourhood outcome assessment.

8. **Finance**

An action plan (Appendix 4 of the Strategy) has been assessed for delivery and staffing resources have been identified from existing extensive resources of all contributory Council and partner services. Future re-alignment may be required with a refresh of the mapping of resources for Safer Neighbourhood Teams and BPR for Neighbourhood Management purposes. The use of community devolved budgets will strengthen delivery of the Strategy.

Bending of existing resources, especially those related to direct public area and street cleansing, to focus on the needs of communities of interest and place, will be essential to ensure a narrowing of the difference in environmental quality between areas of deprivation and more advantaged neighbourhoods. Potential Neighbourhood Renewal and Housing Market Pathfinder funding opportunities will be identified during the delivery of the Strategy.

9. **Risks and Uncertainties**

Co-ordination of services and engagement with communities are critical to delivering the strategy. The strategy provides a framework which enables both performance and risk to be managed.

The Strategy recognises that success in achieving cleaner local neighbourhoods will depend on changing people's attitudes and behaviour towards the environment and this in turn depends on visible, effective deterrents. Where there are problems they should be addressed coherently to try to tackle the causes as well as the symptoms. Whilst the Strategy draws on good practice and also develops innovative approaches its fundamental challenge is in influencing and sustaining behavioural change. This in itself is well recognised as being a longer term approach factor rather than immediate impact.

All contributing services, agencies and bodies need to recognise the fundamental changes required to re-engineer and prioritise services for greater community and neighbourhood impact.

10. **Policy and Performance Agenda Implications**

The Enviro-crime Strategy reflects and commentary to its contribution to national agendas and local priorities. Key strategic areas in particular are indicated below;

a. **Community Strategy**

The Enviro-crime Strategy contributes to the themes and priorities of "Rotherham Safe", "Rotherham Achieving" and Rotherham Proud". In addition, actions deliver against the cross cutting "Sustainable Development" theme. The strategy in particular delivers against the key strategic actions of "Rotherham Safe":-

- *Increased satisfaction with street cleanliness, parks and open spaces*
- *Increased % of residents satisfied that their area is kept clear of vandalism, graffiti and rubbish*

- *Dealing effectively with perpetrators of anti-social behaviour through enforcement and rehabilitation*
- *Providing support to victims of anti-social behaviour through effective response to reported incidents*

b. Corporate Plan

The Strategy contributes to the following corporate priorities "Rotherham Safe", Rotherham Alive", "Rotherham Achieving" and "Rotherham Proud". The strategy documents the linkages to the relevant key priorities.

c. Year Ahead Statement 2004/05

Delivers commitment 55.

d. Local area Agreement

The Enviro-crime Strategy delivers directly against objectives of the Safer and Stronger Communities block and specifically a key outcome of the draft Local Area Agreement;

"To improve the quality of the local environment, creating cleaner, greener, safer and better used public spaces (including the Town Centre), reducing the gap on aspects of liveability between the worst neighbourhoods and the district as a whole."

In delivering this outcome key actions relating to both improving the cleanliness of neighbourhoods and increasing resident's satisfaction, the Enviro-crime Strategy is recognised as the focus on which operational plans will be based.

e. Cross Cutting Issues

- *Neighbourhood Renewal Strategy 2004-2010*
- *Anti-Social Behaviour Strategy*
- *Community Safety Plan*
- *Housing Strategy*
- *Equalities & Diversity Strategy*
  (The Enviro-crime Strategy adheres to the Council's Corporate Equality Strategy and Action Plan and the Race Equality Scheme 2).
- *Neighbourhood Management*
- *Neighbourhood Policing/Safer Neighbourhood Teams*
- *Green Spaces Strategy (under development)*
- *Local Development Framework (under development)*
- *Public Health Strategy (under development)*
- *Housing Market Renewal*
- *Licensing functions*

11. Background Papers and Consultation

a) Consultation

The Enviro-crime Strategy has been developed against a wide range of consultative exercises to examine both public and business perceptions of local environmental quality in Rotherham and opinions on the best way to improve neighbourhood cleanliness. These are reflected on the following page;

- *Enviro-crime Strategy Qualitative Consultation – December 2005/January 2006*
- *Rotherham Reachout Surveys 1, 4, 8 and 11*
- *MORI Surveys – BVPI89*
- *2010 Rotherham Tenants Survey 2005*

- *Young People Consultation 2005; Anti Social Behaviour Strategy*
- *Police Talk, Issue 8 2005*
- *Eastwood and Springwell Gardens NMP Household Survey 2005*
- *Green Spaces Consultation 2003*
- *Housing Needs Survey 2003*
- *Neighbourhood Warden Area Surveys 2001, 2003,& 2004*

In addition the Sustainable Scrutiny Panel has considered the Strategy's development on two occasions on the 3rd November 2005 and 16th February 2006, with additional scrutiny and input being provided by the Rotherham Partnership's Environment Partnership Group on the 22nd February 2006.

b) <u>Background Papers</u>

Extensive research covering national agenda, legislative powers, recognised best practice and related research has been undertaken in 2005 and 2006 utilising document and internet review, case studies, seminars, ENCAMS People & Places networking and best practice visits.

The Enviro-crime Strategy has also been guided by the Council's Scrutiny process by means of specific Scrutiny Reviews of Fly-tipping, Warden Services and Street-scene services and input during the development of the strategy by the Sustainable Communities Scrutiny Panel.

Reports by the Audit Commission in several service inspections of the Council have already been used to drive improvements by the Council and 2010 Rotherham Ltd. the Strategy recognises several improvement recommendations and has embedded these into the action plan to deliver the strategy. Particular reference has been made of the Waste Inspection of 2004 and the Indicative and Full ALMO inspections of 2004 and 2005 respectively.

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Rotherham
**Metropolitan
Borough Council**

Enviro-crime Strategy

Promoting Respect and Responsibility

Improving the Local Environmental Quality
In Our Neighbourhoods

Final Draft V9 - March 2006

Enviro-crime Strategy; Promoting Respect and Responsibility
Improving the Local Environmental Quality In Our Neighbourhoods

CONTENTS

Enviro-crime Strategy; Promoting Respect and Responsibility
Improving the Local Environmental Quality In Our Neighbourhoods

Executive Summary

1) The Enviro-crime Strategy sets an action plan to strengthen both enforcement and educational marketing to improve local neighbourhoods, and in particular their local environmental quality e.g. litter, dog fouling, graffiti, fly posting and fly tipping. These issues being a top priority for the quality of life of local communities. The strategy will also influence the feeling of pride in local areas and develop stronger relationships between service providers and local communities.

2) The Strategy recognises the impact that local environmental quality has for local communities in the context of the cross linked national and local strategies and agendas, including neighbourhood regeneration, neighbourhood management, public health and, notably crime and anti- social behaviour.

3) The strategy builds on the perceptions of local residents and businesses, service performance achievements and contributes to the delivery of key priorities and objectives of the Community Strategy, Corporate Plan and Local Area Agreement. Two key aims to deliver this are provided in the Strategy;

> **i)** To reduce by 10% by April 2009 the percentage of people who view enviro-crime to be a problem in their local area
>
> **ii)** To enable all communities to widely recognise the quality of their neighbourhood so that by April 2009 there is a 75% level of satisfaction with the cleanliness of their area

4) Delivery of the Strategy is underpinned by two objectives to integrate both intervention and behavioural change, these reflect approaches highlighted within the Corporate Plan. These delivery objectives are;

> **Education & campaigning**
> *Changing attitudes and behaviour through public engagement, and promotion of community responsibility*
>
> **Enforcement**
> *Implementing a stronger "zero tolerance" approach utilising local intelligence*

5) The Enviro-crime Strategy recognises that to enable the aims to be achieved will require local communities to influence shape and trigger action of service providers, and that delivery of the strategy will require supportive partnership working, including responsive cleansing operations, predominantly delivered by Streetpride services. The strategy reflects this by promoting;

- *Community choice, self help, involvement, & problem solving, and*
- *Partnership working with other agencies, bodies and business*

6) To deliver the objectives of the strategy a 30 point action plan has been developed and the methods of both resourcing and measuring progress are also presented. Measurement will utilise a framework for performance management based not only on existing key indicators but also measures developed from the 2006 MORI Quality of Life Survey which will reflect impact of the strategy by means of local neighbourhood outcome assessment.

Enviro-crime Strategy; Promoting Respect and Responsibility
Improving the Local Environmental Quality In Our Neighbourhoods

The Purpose and Focus of the Strategy

1. The condition of the surrounding neighbourhood to our homes is a key element to how we feel about living in an area. It demonstrates pride, respect and has direct links to the wider quality of life issues e.g. safety, health and economy which are fundamental to building a strong, confident sustainable community. In Rotherham the commitment to raise the standards of neighbourhoods is clear – from the voice of local communities through to the reflected aspirations and priorities of the Community Strategy[1].

2. The Enviro-crime Strategy prioritises on these concerns by focusing on improving the quality of our local neighbourhoods by addressing the range of impacts that affect local environmental quality and the liveability of an area e.g. Littering, fly tipping, graffiti, dog fouling, fly posting, abandoned vehicles etc.

3. Success in achieving cleaner local neighbourhoods over the long term will depend on changing people's attitudes and behaviour towards the environment and this in turn depends on visible, effective deterrents. Where there are problems they should be addressed coherently to try to tackle the causes as well as the symptoms. This is the main focus of the Enviro-crime Strategy - establishing the balance between changing behaviours, promoting responsibility and enforcing strongly and consistently when required.
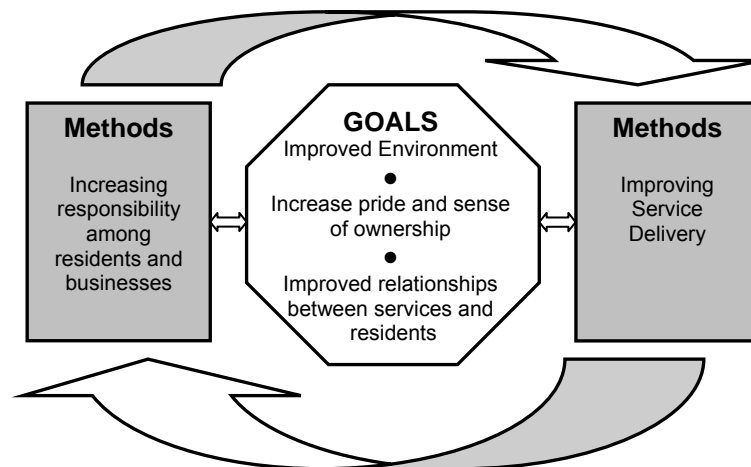
4. The actions within this strategy will also be complemented importantly by shaping operational cleansing arrangements to meet local needs. This aspect will be subject to the refreshing and development of current public space and street cleansing policies and will recognise the delivery of services to further ensure value for money to local communities. Targeting services into deprived areas tacitly or formally is paramount.

5. Importantly it is in the delivery of the clean, green and safe agenda which, on the whole, is the key driver to influence the public's perception and reputation of Councils.[2]

6. The Enviro-crime Strategy builds on the successes that have been achieved in improving the cleanliness of the Borough over the last 3 years achieved by introduction of the "Clean Sweep Rotherham" Plan[3] and Streetpride service[4], both of which have gained national accreditation, these and other achievements are given in Appendix 1. The strategy focuses on picking up momentum, as advised by both local community views and national agendas, and provides for innovative leadership in transforming the

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local environmental quality of our neighbourhoods. In doing this we will be able to, by intervention and public engagement, influence behavioural and attitude change so that we deliver against the priorities and objectives of the Community Strategy, Corporate Plan and Local Area Agreement and in doing so make a real difference and add value for our communities.

7   The Enviro-crime Strategy adheres to the Council's Corporate Equality Strategy and Action Plan and the Race Equality Scheme 2.

Aims of the Strategy

8   The Enviro-crime Strategy is recognised as a major contributor to deliver the priorities of the Community Strategy and Corporate Plan, these are discussed later in the Local Context section (paragraph 32) and demonstrate the importance of local environmental quality for ensuring that people are safe and are confident and proud of their neighbourhoods.

> *Local Surveys have consistently shown clean and safe streets and improved public spaces to be a top priority for local people, which is likely to continue*
> *Rotherham Partnership; Community Strategy 2005-2010*
>
> *Rotherham will be a place where neighbourhoods are safe, clean, green and well maintained … Environments, people and businesses will be protected …*
> *RMBC; Pride in Performance, Corporate Plan 2005-2010*

9   In addition the Strategy will help deliver the objectives of the Local Area Agreement's Safer and Stronger Communities block. In the agreement, to be finalised in March 2006 with central government, the following is recognised as a key outcome for the Council and its partners;

> *To improve the quality of the local environment, creating cleaner, greener, safer and better used public spaces (including the Town Centre), reducing the gap on aspects of liveability between the worst neighbourhoods and the district as a whole.*

10   To deliver against this outcome a series of key actions with embedded delivery targets are prioritised within the Local Area Agreement. Two key actions directly relate to the aims of the Enviro-crime Strategy, these are "Improve Cleanliness of all Neighbourhoods" and "Increase Residents satisfaction with their neighbourhoods and in disadvantaged areas narrow the gap between these areas and the rest". These key actions are further discussed in paragraph 40 of this Strategy.

11   In reflecting the role this strategy has in delivering against the above commitments two key aims of the Enviro-crime Strategy have been developed. These are;

> i)   To reduce by 10% by April 2009 the percentage of people who view enviro-crime to be a problem in their local area
>
> ii)   To enable all communities to widely recognise the quality of their neighbourhood so that by April 2009 there is a 75% level of satisfaction with the cleanliness of their area

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12 Two strategic delivery objectives contribute to the delivery of the aims of the Enviro-crime Strategy and help improve local quality of life by both intervention and behavioural change approaches. These are as follows;

- ***Education & campaigning***
  Changing attitudes and behaviour through public engagement and promotion of community responsibility
- ***Enforcement***
  Implementing a stronger "zero tolerance" approach utilising local intelligence

13 The Enviro-crime Strategy recognises that to enable the aims to be achieved will require local communities to influence, shape and trigger action of service providers; all at the heart of the developing Neighbourhood Management approach in the Borough[5].   The strategy reflects this by promoting;

- ***Community choice, self help, involvement, & problem solving, and***
- ***Partnership working with other agencies, bodies and business***

How the Strategy is Organised

14 The Enviro-crime Strategy highlights the background and strategic context against which the strategy has been developed and details actions that are essential to enable the aims of the strategy to be delivered. In developing the strategy a thorough understanding of the issues has been researched and the process is detailed, including community consultation input in Appendix 2.

15 The actions have been grouped under the two delivery objectives of the Strategy given in paragraph 12 above i.e.;

- *Implementing a stronger "zero tolerance" approach to enforcement utilising local intelligence, and*
- *Changing attitudes and behaviour through public engagement and promotion of community responsibility*

16 In each of these sections the actions are preceded by examination of the progress made to date, what needs to be done and how we will measure success.

17 An action plan drawing together all the key actions with timescales and responsibilities is provided in Appendix 4.

Strategic Context

18 "Liveability" is a key driving agenda at the core of developing cleaner, safer, healthier, prosperous and more inclusive sustainable communities. Consistently communities and individuals express, although not using the term "Liveability", that their local environmental quality and safety is amongst the most important issues for living in an area.

19 Typical issues of expectations include;

- *Clean Streets that are free from litter, dog fouling and drug litter*
- *Reductions in graffiti, fly tipping, fly-posting and abandoned vehicles*
- *Low levels of crime with reduced anti-social behaviour*
- *Clean parks and open spaces, with quality features*

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20   The Enviro-crime Strategy delivers against this agenda and has been set within a national and local framework, highlighted below, contributing to improving local quality of life.

National Context

21   A safe and healthy local environment is one of the key requirements for a sustainable community and achieving sustainable development. Improvement in quality of life arises in a holistic framework of social and economic circumstances and, critically, the environmental setting. The issues of clean, safe and green places to live and use are defining issues both for communities and Councils[6,7], although within communities it should be recognised that views will differ on just how much a particular issue e.g. litter, graffiti etc will impact on the quality of an area[8].

22   The Liveability agenda has been driven from a key note speech by the Prime Minister, Tony Blair, in April 2001 and since that date and the Government's subsequent commitment[9] a number of national policy documents setting out priorities and performance standards for delivering Cleaner, Safer, Greener communities have been issued. These drivers have also been accompanied by legislative change strengthening and filling gaps to provide more comprehensive powers to tackle environmental problems e.g. Clean Neighbourhood and Environment Act 2005. The community role has also been recognised and supported by the Cleaner, Safer, Greener Communities initiative to promote self, help, good practice and innovation and is integral with the developing "Together We Can Secure the Future" sustainable development action plan[10] and supportive national programmes, such as "Community Action 2020" to develop new and existing community action[11].

23   Cleaner, safer and greener neighbourhoods support other facets of sustainable communities, ranging from health, waste management, employment, transport, education to, more explicitly, community safety and well being. Connections with Local Transport Plans, Local Development Framework and Community Safety Strategies are required.   Cleaner, Greener environments encourage investment and economic development, and directly link to neighbourhood regeneration. The Communities and Local Government Minister David Milliband MP recognised this strongly in March 2006 when he made a key note speech which reflected that "if we cannot make neighbourhoods clean, safe and green then the results for our society and our economy will be dire"[12]. The value of public space, especially in urban areas is important across a range quality of life and factors contributing the sustainability of communities and importantly how people feel about themselves and their locality[13].

24   Deprived neighbourhoods are recognised to have generally lower environmental amenity - closing the environmental gap between these neighbourhoods and less deprived areas is paramount[14][15]. Levels of deprivation are closely associated with poor visual qualities of an area and local residents view problems with litter or rubbish as strong contributors. Recent research by MORI as part of the Cleaner Safer Greener Communities initiative has enabled the development of a new index – "Physical Capital", which now enables the linkage between visual quality and local quality of life[2].

25   Increasingly the drive to improve the public health of the country is focusing on healthier lifestyles and social well-being and the quality of the local environment and green

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spaces should not be overlooked in its contribution to encouraging activity for all in our communities[16] and reduction of basic public health risk associated, for example with rats and dog faeces. This is reflected from a growing body of evidence from Health Action Zones and elsewhere which indicates that for most people, having a clean and secure neighbourhood is a key foundation stone of their health.[17]

26 The relationship between the state of the local environment, anti-social behaviour and the fear of crime is now well known, often such "low level" environmental crime being a signal to a wider local crime/anti social behaviour problem. This relationship is just as relevant in the linkages between the quality of parks and user behaviour[18]. Incidents of Enviro-crime are formally recognised within the Home Office's category listing of anti-social behaviour[19] and connection has now being legally recognised by amendments to the Crime and Disorder Act 1998 requiring Crime and Disorder Partnerships to include in their reviews anti-social and other behaviour adversely affecting the local environment[20].

27 Inclusion of environmental considerations within priorities of the National Community Safety Plan 2006-2009[21], and quality of life linkages in the delivery of citizen focused Neighbourhood Policing[22] recognise the greater emphasis in linking the cleaner and safer agendas for sustainable neighbourhoods. The Neighbourhood Policing Programme recognises the increased capabilities of issues like reducing local environmental pollution being addressed by the Police in partnership with Council's and other agencies[23]. Obviously, with local environmental degradation often being a result of criminal act and/or anti social behaviour[24], the need to address enviro-crime as part of the Government's "Together" Action Plan[25] and the new "Respect" Action Plan[26] to promote responsibility and good behaviour is significant.

28 Importantly the Audit Commission's Key Lines of Enquiry for CPA 2005 ("the Harder Test") recognise these linkages between the local environment and other shared priority areas and will assess a Council's performance in the way the relationships are brought together to demonstrate outcomes for all in the community. Specific examples include tackling graffiti as a contributor to the reduction of fear of crime and targeting environmental improvements in the most deprived neighbourhoods as part of healthier communities.

29 The emphasis of the role of everyone to face their responsibilities has been supported by a raft of new legislative powers which whilst, in the main impact on the wider anti-social behaviour agenda, have brought stronger powers to local authorities and other agencies/bodies, including Parish Councils, to address enviro-crime. These new range of tools to tackle those who damage our environment and neighbourhoods include; the Clean Neighbourhood & Environment Act 2005 and the Anti-Social Behaviour Act 2003, and will include provisions of the new Police and Justice Bill published in January 2006.

30 The Clean Neighbourhood & Environment Act 2005 in particular is seen as a milestone to raising the profile and negative impacts of local enviro-crime. A step change is expected in the use of the broad sweeping powers of the act which widens the use of fixed penalty notices, other enforcement measures and thereby strengthens the view of local environmental degradation as being often criminal in nature. The Act has been introduced in a phased way since enactment in April 2005 with the majority of its powers and associated guidance[27] being implemented from 1st April 2006.

31 Reflecting the priority that Government is giving to the quality of local environments local authorities will be placed under greater scrutiny in improving both performance and,

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importantly their commitment and responsibility to manage, prioritise and uphold local environmental standards. This scrutiny, to allow government assessment will be enabled by expansion of the Local Environmental Quality Survey to cover a wider examination of environmental standards and also on-line reporting to post code level which will enable local residents to do the same[28]. This theme is similarly reflected in the Government's Respect Action Plan[29] where "Community Call for Action" will be introduced for Council's and other agencies when action to stop persistent or community safety problems have not been taken to the satisfaction of local communities.

Local Context

Community Strategy

32   The vision for Rotherham for the future to 2010 is set within the Community Strategy. The Strategy sets the direction for partner organisations and provides a prioritised thematic framework to deliver the vision against. The Community Strategy, set by both strategic requirements and importantly the views of local communities and businesses, sets five strategic and two cross cutting themes, these are;

Strategic themes	Cross Cutting Themes
"Rotherham Achieving", *"Rotherham Learning"* *"Rotherham Alive",* *"Rotherham Safe", and* *"Rotherham Proud"*	*"Fairness"* *"Sustainable Development"*

33   The Enviro-crime Strategy is committed to these themes and will help to deliver the associated priorities. In respect to *"Rotherham Safe"* further contribution will be made to the following priorities;

- *reducing the incidence and impact of anti-social behaviour by dealing effectively with the perpetrators and supporting victims,*
- *harnessing resource to enhance environment & general appearance of neighbourhoods, and*
- *promoting a "Neighbourhood Management" approach to service delivery, community participation and strategic development.*

34   In addressing these "Rotherham Safe" priorities the strategy contributes to delivering the following key strategic actions;

- *Increased satisfaction with street cleanliness, parks and open spaces*
- *Increased % of residents satisfied that their area is kept clear of vandalism, graffiti and rubbish*
- *Dealing effectively with perpetrators of anti-social behaviour through enforcement and rehabilitation*
- *Providing support to victims of anti-social behaviour through effective response to reported incidents*

35   In addition it will contribute to the *"Sustainable Development"* cross cutting theme by protecting and enhancing the environment, *"Rotherham Achieving"* by helping raise the quality of life in the most deprived communities and *"Rotherham Proud"* by increasing the satisfaction in the local area as a place to live.

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Corporate Plan

36 The Council sets its priorities for a five year period in its Corporate Plan. The vision is aligned to the Community Strategy's strategic themes given in paragraph 32.

37 The Enviro-crime Strategy contributes to all the priorities of the Corporate Plan, however, particular mention is required to the following themes and priority actions;

Theme	Priority
"Rotherham Safe";	• *Ensure clean, green and well maintained neighbourhoods* • *Ensure communities are free from anti-social behaviour, crime, drugs misuse and fear of crime* • *Protect people*
"Rotherham Achieving";	• *Minimise inequalities* • *Provide an excellent town centre*
"Rotherham Proud";	• *Ensure Involvement in Local Decision Making* • *Promote active citizenship*
"Rotherham Alive";	• *People feel good*
"Sustainable Development"	• *Protect the environment*

38 In addition the Council's key priorities are presented in an annual "Year Ahead" statement. The major themes for 2005/06 being "Delivering Improvement and Change". The development of the Enviro-crime Strategy is detailed as a key priority that will improve the outcome for service users and will contribute to help renew and revitalise local communities.

39 In delivering against these key priorities the Enviro-crime Strategy will directly influence Service Planning of the Council in the operational objectives of contributing service areas.

Local Area Agreement

40 As indicated in paragraphs 9 and 10, improvement of the local environment is a key outcome of the Local Area Agreement for Rotherham. The Local Area Agreement provides a framework to ensure prioritisation and, importantly, manage performance against with specific targets; some of which are agreed as "stretch" ones which have a reward grant benefit.

41 Two of the key actions to ensure the stated outcome, shown in the following table, reflect the dependency between this Strategy and other complementary operational planning requirements.

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1. Improve Cleanliness of all Neighbourhoods
Operational plan based on production of an Enviro-Crime Strategy by March 2006, increased Street Cleaning resources, an Education / Campaigns Coordinator, establishing an Enviro-Crime Enforcement team, targeting of Safer Neighbourhood Teams, schemes for the long term unemployed/ disadvantaged to work in Rotherham Streetpride, widening enforcement powers to more Council Officers, etc.

2. Increase Residents satisfaction with their neighbourhoods and in disadvantaged areas narrow the gap between these areas and the rest.
Operational plan focused on Neighbourhood Charters, larger devolved budget for environmental improvements in the most disadvantaged wards, capital funding for footway improvements, breakthrough environmental projects, Safer Neighbourhood Teams and relevant actions from Green Space Strategy, Service Action Plans, Rotherham Town Centre Action Plans, etc.

Corporate & Partnership Strategies

42   The Enviro-crime strategy will link and help contribute to the delivery aims of several community focused strategies and plans of the Council. These include;

- *Neighbourhood Renewal Strategy 2004-2010*
- *Anti-Social Behaviour Strategy*
- *Community Safety Plan*
- *Housing Strategy*
- *Equalities & Diversity Strategy*
- *Neighbourhood Management*
- *Neighbourhood Policing/Safer Neighbourhood Teams*
- *Green Spaces Strategy (under development)*
- *Local Development Framework (under development)*
- *Public Health Strategy (under development)*
- *Housing Market Renewal*
- *Licensing functions*

Main Challenges and Achievements

43   The leadership for the improvement of the local environment has been provided by the Council and from a step change introduced in 2001 a positive impact has been made from implementation of the "Clean Sweep Rotherham" Plan and, significantly, the introduction of the national LGC award winning street scene based service "Streetpride". An objective measure of performance in this regard is the APSE 2005 Performance Networks "national top four" Best Performing award for Rotherham's street cleansing service.

44   The new direction to be set by this Enviro-crime Strategy must build on the considerable successes that have raised Rotherham to be the 3rd best metropolitan area for local environmental standards when measured to the objective indices and incident counting required for national accountability (BVPI199)[29].

45   The objectives of the Enviro-crime Strategy are based on outcomes experienced by residents in the Borough and therefore reflect real perceptions of the quality of local neighbourhoods by the people who actually live there, rather than the objective measurements given in traditional BVPI approaches. Indeed as will be seen in the

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following sections a gap is very apparent between objectively measured levels of litter etc and the perceptions of local residents.

46   Such public based performance assessment will be increasingly influential for local communities to assess public service delivery and drive service improvement. This is of fundamental importance as local people will usually know more about their neighbourhood than Council and other services' officers. The need to know how people think and feel on issues is the main plank on which to develop and deliver services. This principle will drive the future of service provision in the future with the framework to enable community influence and choice on key issues and local priorities, service accountability and ultimately the shaping of services to the local needs, being developed under Neighbourhood Management principles. A summary of current national and local community views which influence both the objectives of the strategy are given in the following sections.

Public Perception of Local Environmental Quality in England

47   Recent research by MORI commissioned by the ODPM recognises that nationally the local environment remains a key concern for the public, with more people thinking it will get worse than better over the next few years. In this research crime and the cleanliness of streets were found to remain as central issues for residents living in our poorest communities but since 2002 residents in these areas are starting to significantly notice that litter, rubbish, graffiti and abandoned cars etc. are of less of a serious problem. Saying this, however, doesn't remove the underlying position of deprived areas having a significant gap between local environmental quality and those of other areas in the country[15].

48   In rating local environmental problems ENCAMS found from a public attitude survey[30] on the scale of perceived problems the following ranking resulted (worst problem first) – Litter; Dog fouling; Fly tipping; Abandoned vehicles; Weeds; Graffiti. When asked about which service changes they would want to be contacted on by Council's when changes were proposed, a similar picture was painted except that "drug litter" featured strongly way ahead in interest than that of "weed growth".

Cleanliness of Rotherham; The Residents' Viewpoint

49   Every three years a survey is required to assess satisfaction levels with cleanliness in the Borough. This survey, conducted by MORI, informs national BVPI 89[31] – the indicator that is most likely to influence attitudes about the Council[4]. In addition three surveys using Rotherham Reachout have been used to gauge the views of residents regarding the cleanliness of their area. These are shown in the following table;

	Satisfaction Level	Survey
2005	61%	2010 Tenants Survey
2005	58%	Reachout 11, March 2005[32]
2003/04	58%	MORI BVPI89
2003	56%	Reachout 8, October 2003
2001/02	54%	Reachout 1, July 2001
2001	44%	MORI BVPI89

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50   Whilst the results of the MORI and Reachout surveys can not be used in direct comparison, due to differences in methodology and survey construction, they do provide an overall picture of improving satisfaction with the cleanliness of our neighbourhoods although the last BVPI score is below the national average.

51   In addition the Reachout Surveys also indicate increasing satisfaction with the services that the Council is providing with significant improvement being recognised in particularly in the areas of graffiti (75% - improved by 27%), fly tipping (64% - 27 % improvement) and dog fouling (58% - 15% improvement).   The bracketed % figures being reported from Rotherham Reachout 11 in 2005, with comparison with the 2003 Rotherham Reachout 8. In Rotherham's Neighbourhood Management Pathfinder area satisfaction with local street cleansing was in 2005 established at 74%.

52   A target of 85% satisfaction by 2010 is set within the Community Strategy and intelligence will be strengthened by an annual MORI Quality of Life survey for Rotherham being introduced in 2006. Current satisfaction levels are well short of this target, and this is directly influential in setting an objective for this Strategy for local residents to be more satisfied with the cleanliness of their neighbourhood.

What local environmental concerns do Rotherham's Residents have?

53   Local environmental problems, in line with national perceptions, are ranked strongly by Rotherham communities. In the **Quality of Life "Status" Survey** conducted for 2010 Rotherham Ltd. in November 2005, 79% of residents viewed litter and rubbish in the street as the top problem affecting them, with clean streets being ranked as the fourth top issue important for making somewhere a good place to live[33].   In **Rotherham Reachout 4** 2002 by far the main reason for someone being dissatisfied with their neighbourhood related to enviro-crime issues (litter/dirty streets/dog fouling 43%)[34] and **Reachout 13** in January 2006 evidencing this further with 38% of respondents feeling that graffiti was a problem in their area[35]. This finding on graffiti also recognised geographical variation in neighbourhoods with Rotherham North showing the highest level of concern with 50% of respondents feeling that graffiti was a problem, and Rotherham South showing the least perceived problem at a 22% rating.

54   The importance of the cleanliness of public space was also recognised in the **Green Spaces Consultation** in March 2003 conducted by MORI which placed cleanliness and tidiness of public green spaces as a top 3 factor of importance[36]. This was similarly reflected by **Rotherham Reachout 3** in 2002 where main concerns relating to public green spaces included dog fouling (92%), litter (90%) and graffiti (84%)[37].

55   The **Housing Needs Survey** of 2003 also identified lack of environmental maintenance and dog issues (including dog mess) as two of the top four reasons for disliking their neighbourhood with services to address these being 92% important (opinions from Rotherham Reachout 4 went further indicating 96% level of importance for litter etc removal). The Housing Needs Survey gave 60% of respondents being satisfied with services provided, but 4% of households (implied 166 in number) who moved out of the Borough cited poor quality neighbourhoods as the reason for the move[38].

56   The link between the effect of a poor quality local environment was interestingly made in the **Rotherham Reachout 8** in May 2003 when nearly 1 in 5 of respondents suggested

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they wouldn't recommend Rotherham to visit due to too much litter and it being a dull & dirty place[39]. In 2005, however, an indication of change was reflected during a new Customer Inspection partnership with Sheffield Homes when one of the Sheffield inspectors commented "I can't believe it I didn't see any graffiti in Rotherham".

57   In Rotherham, currently objective analysis of the environmental standards in our 13 communities of place (28.79 % of total population) and other parts of the Borough requires to be developed further to examine the undoubted gap between these and other more well off areas. From baseline research, consultation and community engagement in every "Target Community of Place" liveability, quality of life and local environmental concerns have been identified and as such will form the basis for identifying key actions within the Neighbourhood Renewal Strategy[40]. Indication of the level of local concern is provided from resident's surveys carried out by Neighbourhood Warden teams working in areas of neighbourhood renewal where, in the Rawmarsh and Parkgate area, levels of serious concerns of the following problems have been found – both showing local perceptions but also the impact that teams can have in improving localities[41]. This is shown in the following summary table.

Serious/quite serious problem?	2000	2003	2004
Graffiti	34%	35%	27%
Litter/rubbish	54%	73%	43%

58   In the Neighbourhood Management Pathfinder area litter and rubbish and graffiti are seen by residents to be a serious problem at a 16% and 10% level respectively[42]. This relationship between lower local environmental quality in disadvantaged area is reflected in CPA Assessments by a statistical deprivation adjustment to BVPI 89.

59   Overall, as demonstrated by Rotherham Reachout 8 the number one priority for making Rotherham a better place is to provide high quality neighbourhoods for everyone that are clean, safe and with good homes, shops and recreational facilities.

60   Reducing the perception of Enviro-crime being a big problem in a local neighbourhood is a key objective of this Strategy and is borne from the above viewpoints which clearly show continued concerns of environmental defacement.

Cleanliness of Rotherham; Enviro-crime Incidents and Local Performance

Reporting Incidents of Enviro-crime

61   The official launch of Rotherham Streetpride on 1st September 2003 has greatly improved access to report Enviro-crime with the following being notable aspects:

- A one-stop shop contact centre has been established by RBT for reporting on all street scene issues (i.e. Streetpride golden number on 336003).
- 300 Streetpride banners on the streets (Litter?, Graffiti?, Fly Tipping?) together with extensive branding and marketing means that the public know where to report Enviro-crime.
- Calls to Streetpride have risen by 50% and currently sampling of 100 reports per month shows 92% of customers satisfied with how their report was dealt with on the ground.

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62   Interestingly in the Police Talk 8 survey in 2005, 40% of residents expect the police to respond to reports of graffiti but realise that most expect a partnership, including the police, will be involved in finding a solution[43]. This presents a challenge to make very transparent where people can report Enviro-crime incidents to enable first contact resolution and importantly expectation of rapid response.

Incidents reported

63

Description	2002/03	2003/04	2004/05	2005 / 2006 predicted
Litter	n/a	1737	2904	2905
Fly tip removals	2474	3346	4188	4118
Syringe & drug litter	n/a	302	286	390
Graffiti	626	1906	1535	1381
Dog Fouling	n/a	479	1032	905
Abandoned vehicles	2412	2233	1627	2107
Vehicles removed	708	569	318	397

NB Streetpride Connect Contact Centre live from September 2003, n/a – not available.

65   As indicated in paragraph 57 above the quality of the local environment in Rotherham's deprived areas is not widely analysed. An indication of the nationally proven environmental quality gap, however, is supported from analysis of graffiti reported incidents over a year from August 2004 to the end of July 2005. This found that of the 1256 incidents reported, 735 of these related to locations within the 13 deprived neighbourhoods in the Borough. This result gives a total of 58.5% reported attacks of such vandalism in our areas of deprivation where some 29 % of the total population for Rotherham live.

66   *Fly tipping* in Rotherham has increased in recent years by more than 25% year on year and has, from use of Flycapture data, the second highest number of incidents per head of population in Yorkshire and the highest average "notional" cost per removal. Fly tipping was the subject of a Scrutiny Panel review in 2004[44] which picked up on the changes initiated by the previous Scrutiny Streetscene Review[45] and sought specifically to improve the way in which fly tipping was managed within the Council. The recommendations and outcomes of the review related to the improvement and refinement of working arrangements and responsibilities to manage fly tipping, improve and co-ordinate reporting and recording of incidents, increased marketing and education and an increase in enforcement to deter this environmental crime.

67   This increase in fly tipping has been arrested temporarily in 2005/06 by concentrating an exceptional level of resources on this issue, e.g. publicity campaigns, training of fly tip operatives in evidence gathering and provision of additional funding to ensure that 90% of reported fly tipping is removed within 1 working day. Unless there is the greater focus associated with fly tipping it will not be practicable or sustainable to keep concentrating additional resources on this single issue. In addition other important factors would ensure that an upward trend almost commensurate with previous levels is created. These include:-

- *General waste minimisation policies to address increasing Landfill Tax*
- *Alternate week wheelie bin collections (being introduced 2005/06 then to be extended borough wide).*
- *Greater enforcement of access restrictions at Household Waste Recycling Centres*

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- *WEEE and Hazardous Waste Regulations*

68   Having regard to the above it is reasonable to contend that fly tipping incidents in Rotherham could increase by 12.5% year on year, this Strategy provides an element of risk management to the issue. In contrast a Local Area Agreement stretch target to reduce fly tipping by 10% has been formulated and is in negotiation with the Government Office.

69   *Graffiti* increased greatly during 2003/04 and into 2004/05. The Council have arrested this in 2005 by temporarily increasing graffiti removal resources from one removal team to 4 teams and by running a campaign jointly with Crime-stoppers to target graffiti vandals. Running 4 teams was not financially sustainable and there are now two teams operating and recent trend information indicates graffiti is increasing again. An ambitious 40% reduction stretch target for the Local Area Agreement is under negotiation.

Performance in neighbourhoods

70   The quality of the local environment is assessed nationally by all local authorities against a best value performance indicator – BVPI 199. The BVPI requires routine surveys to assess litter and detritus (BV199a), Graffiti (BV199b), Fly-posting (BV199c). Results are normally shown as the percentage level of unacceptable standard. Rotherham's rating is transposed in the following paragraph to show acceptable compliance.

71   In 2004/05 Rotherham's survey results gave 91% of sites checked to be of acceptable level for litter and detritus. This compares with a top quartile of 89% and the All England average of 81.9%. Metropolitan figures are top quartile 82.2% and 78.75% average. This places Rotherham third best Metropolitan District in the country.

72   This position also reflects a year on year improvement from 2003/04 when 81.14% of sites were of acceptable standard for litter and detritus (91% in 2004/05).

73   Assessments for survey transects for each site category and environmental issue is given in Appendix 3, with "secondary retail/commercial" areas showing the only increase in failure rate to 16% in 2005/06 (part year) compared with 6% for 2004/05.

74   *Dog Fouling Survey:* In Rotherham we assess dog fouling in conjunction with the BVPI199 surveys but it is not an official requirement for national assessment. For 2004/05 and this year to date 2.4% of surveys had dog faeces present. This compares favourably with surveys undertaken by ENCAMS that show 9% of sites afflicted nationally by dog fouling.

Enforcement Action

75   Enforcement is both pro-active and responsive to customer reports of enviro-crime. Response is made within set service standards and where evidence of the offender is ascertained legal proceedings, either by prosecution or the issuing of Fixed Penalty Notices (FPNs) where applicable, is taken. This approach follows the Council's published enforcement policy which reflects the principles of good enforcement contained within the Enforcement Concordat Enforcement action predominantly is taken by the Environmental Warden team (4 staff in 2005/06) and since 2003 some 1500 FPNs have been issued.

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FPNs Issued	2003/04	2004/05	2005/06 predicted
Littering	293	396	390
Dog Fouling	106	134	112

76   Expanded witness capability has been put into place by "Eyes & Ears" training of Streetpride staff and this has been highly successful with, in 2005/06 over a third of proceedings being initiated by this initiative. The issuing of FPNs is corporately co-ordinated via the Environmental Warden team. Since being enabled by the Local Government Act 2003, instalment payment plans for offenders are provided for FPNs, with "fines" paid being re-invested as required by the act in related activities e.g. campaign and educational activities. Recovery rates for unpaid fines require to be increased especially for littering offences where for 2005/06 around only 60% of FPNs have been paid. Payment of FPNs for dog fouling was at a 88% level for 2004/05.

77   Whilst the level of enforcement action that results in FPNs is high, estimated to be within the top quartile of activity in the country, direct prosecutions are relatively low with 45 offences being taken to Magistrates' Court over 3 year period from 2003. The level of fine gained averaged at £85, with fly tipping offences (3no.) averaging £188. A review of the Council's Enforcement Policy is required to examine the paucity of court referrals and the low level of fines and in 2005 a liaison meeting with Rotherham Magistrates' Court's District Legal Director was held with officers and elected members to explain the impact of enviro-crime on the local neighbourhoods and seek ways to make greater impact in Court. It's interesting to note that nationally a Magistrate will typically see an environmental offence every seven years[46] and may have limited experience to apply.

What Enforcement Approach should we have? The Rotherham Viewpoint

78   With the phased introduction of the Clean Neighbourhood and Environment Act 2005 the opportunity is provided to review the Council's approach to Enviro-crime enforcement. The views of local residents have been sought in 2005 via **Rotherham Reachout 12** and several key issues examined[47]. The findings included that;

- *over two thirds of respondents favoured the issuing of a fixed penalty notice as an alternative to immediate prosecution*
- *issuing of a fixed penalty notices for young offenders (11-16 years) as an alternative to prosecution was preferred (69%)*
- *for some offences e.g. fly tipping, there was more of a sway to direct prosecution than for say littering and dog fouling offences, but, no fewer than two-thirds of residents feeling that FPNs should be offered as an alternative for prosecution for any of the stated offences.*
- *respondents favoured (63%) allowing the offender to pay in instalments.*
- *higher penalties (£100) should be imposed by fixed penalty notices particularly for fly-tipping (77%) and graffiti (55%)*
- *for all offences two thirds indicated a minimum of £50 for FPNs*
- *over 80% supported a "zero tolerance" approach to Enviro-crime.*

79   In their consideration of the issue in November 2005 the Sustainable Communities Scrutiny Panel verified the findings of the Rotherham Reachout 12 survey and the public consultation carried out in the development of the strategy further recognised strong enforcement as a key issue[48]. Development of a refreshed Enviro-crime Enforcement Policy in 2006 will build these views, national perspectives on penalty regimes[49] and the hardening line in both public and media opinion[50]. Specific attention will be given in the

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Policy to ensure victims and offenders from identified communities of interest and vulnerable groups, including those using mental health services, are supported.

Education and campaigns

80   The emphasis placed on education and advice to encourage people to change behaviour and attitudes was recognised in the Audit Commission's Waste Inspection and particular credit was given to the "Toxic" campaign with children and young people that links hard hitting imagery, youth language and pop music school assembly presentations with enforcement and local resident impact surveys. This was recognised as good practice and built on national research by ENCAMs[51] in focusing on a social marketing approach to influence behavioural change[52]. Since the start of the "Toxic" campaign, focused in schools with catchments from deprived areas, over 15,000 year 7-13 year olds have been engaged. In the neighbourhoods in the vicinity of the schools after the assembly presentation residents have returned up to 80% reduced dissatisfaction levels on littering. The initiative gained national commendation at the 2005 ENCAMs People and Places Conference.

81   There remains, however, a challenge to "mainstream" enviro-crime education within the national curriculum. The issue could be part of the civic agenda within the curriculum, and the possibility of introducing Enviro-crime as part of delivering the package needs to be explored.

82   Other campaign initiatives, linked to both national (led by ENCAMS and the Environment agency) and local priorities, have included;

- *Presentations; eg Area Assemblies, and ad hoc invitations by other residential and commercial groups*
- *Gum and Litter Campaign; using poster warnings, street graphic stencils, special gum bins, sting weeks and impact cleaning (£25,000 investment)*
- *'Don't be a Tosser' Campaign; "from car littering" linked to national ENCAMS campaign*
- *Press releases; positive messages - both topical (e.g. seasonal) and ad hoc (e.g. the outcome of a successful prosecution) issues*
- *Advertising campaigns; bus adverts for "Chuck it" and "Fly tipping"*
- *"Litter" bags; local retailers have been provided with paper bags suitable for their needs pre-printed with a message about not dropping litter.*
- *Community Clean Ups; popular and often originated by requests from the public*
- *Poop scoop bags; Poop scoop bags are still a favourite demand from dog owners*
- *Junior Warden scheme; launched by the Neighbourhood Warden service in 2003, and engages young people on the Enviro-crime agenda as well as the community safety and service issues.*
- *Fly tipping awareness campaign; repeated press releases, local radio programme from fly tipping vehicle, adverts ("Report the Fly Guys") on buses and Streetpride vehicles.*
- *"Name that Tag" – anti-graffiti campaign in partnership with Crimestoppers.*
- *"Butts out" campaign against dropping cigarette butts. Adverts, press release, staff dressed in costume giving away portable ashtrays.*
- *Road signs at Enviro-crime hotspots – "522 fines for littering in 2005 – Don't be the Next!"*

Delivering the Aims & Objectives

83   To drive improvements in local environmental quality the Council has provided a clear focus within the Corporate Plan. Delivery mechanisms to meet the priorities and objectives are provided and, in order to support delivery of the Enviro-crime Strategy,

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these and other approaches to encourage change in public perceptions are fundamental building blocks on which to deliver the aims and objectives of the Strategy.

84 Making an impact in our communities to reduce the incidents of enviro-crime and raise local satisfaction levels cannot be achieved without combining methods of delivery nor in isolation from *community and strong partnership influence and working*. This is imperative in recognising the influence that a responsive effective cleansing service can provide in making immediate impressions with local communities and influence behavioural change.

85 The delivery framework below, including key delivery actions, reflects this and is presented against each of the two delivery objectives that the strategy focuses on i.e. stronger enforcement and community engagement to influence behavioural change. Particular prioritisation for improving the local environment in the Borough's areas of deprivation is highlighted. In addition, support for minority and vulnerable groups is recognised. A comprehensive action plan to deliver the Strategy is provided in Appendix 4 which will drive increased performance in all areas across the Borough.

86

Implementing a stronger "zero tolerance" approach utilising local intelligence

Ensuring a greater number of officers are up-skilled and deployed to enforce against enviro-crime offences	• Establish an enviro-crime team to focus on proactive investigative and public awareness project working • Introduce Borough wide Neighbourhood Warden service • Utilise Safer Neighbourhood Team framework • Deliver against neighbourhood standards • Deliver against Key Performance Indicators • Deliver Community Safety & Anti-social Behaviour targets • Accredited Wardens • Setting the standards eg Litter Clearing notices
Ensuring the consistency of enforcement proceedings	• Review use of Enviro-crime Enforcement Policy in light of Clean Neighbourhood & Environment Act 2005, and Children &Young Person agenda • Ensure the wide range of enforcement powers are used, including ABCs, ASBOs and tenancy enforcement where appropriate • Understanding "zero tolerance" • Strengthen use of Fixed Penalty Notices in light of Clean Neighbourhood & Environment Act 2005 • Re-investment of FPN income and increasing payments made
Placing customers at the heart of actions	• Support and encourage Community self regulation • Utilising Neighbourhood Management Pathfinder to test initiatives • Developing more effective means of involving

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	communities • Developing a range of approaches to engage all service users • Demonstrate to residents that ther concerns being taken seriously • Support community information – picphones • Encourage self regulating/policing by the community by providing clear information on what to identify and where to contact • Provide feedback and publicise success • Promote mutual responsibility
Promoting wider use of partnership powers to support enviro-crime reduction	• Safer Neighbourhood teams • Environment Agency • Support Parish Councils in the implementation of the use of Fixed Penalty Notices and Dog Control Orders • Increase partnership working with local businesses to promote a cleaner Rotherham • Diversionary methods for large item collection • Strengthen Community Safety Strategy to consider Enviro-crime in more depth • Ensuring LEQ is linked more closely with neighbourhood renewal health, housing, transport, land use planning.
Utilising publicity to promote actions taken, including "name & shame" of those successfully prosecuted	• Strengthen public awareness of enviro-crime offences in marketing the launch of the Clean Neighbourhood & Environment Act 2005 • Integrate enforcement with educational/information campaigns
Focusing enforcement on local priorities and intelligence	• Utilise hot spotting by the Community Information Unit • Target specific offences to make significant impact e.g. Fly tipping, graffiti, particularly in areas of deprivation • Identify triggers for action • Prioritise enforcement and awareness raising for waste transportation, deposit and disposal • Problem Solving - identifying a priority environmental problem which is having the most significant impact in the area and seeking to solve it that month • Need to target on proposed LAA stretch targets e.g. Fly Tipping; sting operations in partnership on waste carriers, use of CNEA powers to investigate waste transfer arrangements of businesses.

87

Changing attitudes and behaviour through public engagement & promotion of community responsibility

Raising awareness of what is enviro-crime and what can be done to help improve the	• Use the Clean Neighbourhood & Environment Act to be the vehicle to market litter definitions

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local area	and local contributions
	• Tackling "hot spot" areas
	• Drawing down Housing Market Renewal resource to target harden and develop environmental initiatives
	• Neighbourhood Renewal – bending to areas of deprivation
Engaging with Children and Young People to advise us on approaches and action to influence improvements	• Promote into the National Curriculum for PSHE key stage 1,2, 3 & 4; and more loosely to Citizenship key stage 1(2g), 2(2b &c), 3(2c), & 4(1f,h, & j)
	• Schools and youth projects – more graffiti
	• More involvement in campaign etc. development
	• Continue Toxic Campaign approach
	• Incentive schemes
Raising the understanding of responsibilities and standards of acceptable behaviour	• Clarifying required standards of behaviour – litter charters
	• Rights and responsibilities – clarifying standards of behaviour expected
	• Householders responsibilities
	• Promote Good Neighbour charter/pledge
Actively campaigning and marketing public information messages	• Improving Information - selecting channels, targeted campaigns on single issues , creative messages to trigger thought and capture attention, internet use
	• Utilising Neighbourhood Management Pathfinder to test initiatives
	• Impact survey of campaigns
Developing social marketing techniques to provide knowledge, social awareness, and focused improvement in the environment of communities.	• Need to move away from short lived campaigns towards long-term sustainable initiatives by understanding and breaking down barriers that prevent "customers" from changing their behaviours for the better.
	• No longer enough to rely on relaying educating messages but we need to make change irresistible and make sure people have reasons for doing something and understand why they don't. This will need greater customer research and a creative approach to choose which social or cultural group to influence. Already ENCAMS are using "Social Marketing" techniques but we need to build on this national perspective and, as with the Toxic campaign, bring it local to drive LEQ improvement in Rotherham.
	• Coalitions, including the private sector to achieve our goals will be essential but the key issue is to connect with communities and individuals and to give reason for joining in. The outcome is expected too have both short term wins in identifying spontaneous solutions, together with a long term sustainable initiative to change the behaviour of the public towards

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	enviro-crime.
Linking public awareness campaigns and promotions to wider priorities	• campaigns (calendar of events linked to national initiatives to build on partnerships eg ENCAMs & the Environment Agency • Health agenda e.g. Butts Out, drug litter • Regeneration agenda • Community cohesion
Ensuring communities know what standards they can expect and what they can influence	• Promote Neighbourhood Standards • Raising environmental awareness and how residents can take action • Impact of seeing things get done, response to service request & community priorities timing and flexibility of delivery, brand impact, increasing trust, newsletters, street scans, impact projects , media relationships • Local problem solving – cause and solution • consultation to shape policies and interventions – also assists in raising profile and promotes awareness (community, businesses, utilities, college, licensing forum, parish councils, police, other agencies) • Impact survey of actions • Support communities and signpost • local people are greatest expert on their own situation • Incentives • Street champions - develop capacity • Capacity building for residents contribution • Reward schemes – best garden etc
Supporting vulnerable individuals and groups to benefit from, and contribute to an improved local environmental quality	• Range of formats and languages • Use of Language Line • Support for vulnerable individuals and groups e.g. mental health service users & disabled • Link to BME, faith groups and other hard to engage groups for community actions • Support "new comer" vulnerable hard to reach groups eg asylum seekers to understand rights & responsibilities
Further Improve and provide cleansing services responsive to community needs	• Targetted cleansing operations to BPPI failure sites, hotspot locations and communities of place

Measuring Progress and Resourcing the Strategy

Performance Management Framework

88 The performance management framework for the strategy has been advised from existing performance indicators embedded in the Community Strategy, Corporate Plan and the draft Local Area Agreement. The key indicators for the measurement of the impact of this strategy are shown below and focus on the key issues related to the delivery of the strategy. For monitoring purposes indicators will be included within the Key Performance Indicator suites of both Neighbourhoods and Economic Development Services. Each indicator will be subject to annual reporting.

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Key Action	How will we measure it?	Who will lead?
To reduce enviro-crime as a problem in local areas	Utilising MORI Quality of Life Survey - reduction by 10% the rating of as being a fairly or very big problem by April 2009 (baseline 2006)*	Neighbourhoods EDS, Streetpride
To increase satisfaction of the cleanliness of neighbourhoods	Utilising MORI Quality of Life Survey - satisfaction levels of local communities to be at 75% level by April 2009 (LAA)	Neighbourhoods EDS, Streetpride
	Utilising BVPI 89 survey in 2007	EDS, Streetpride

* to include "graffiti", "rubbish and litter" and "abandoned or burnt out cars" (MORI Q4)

89 In addition Local Area Agreement Performance indicators can support measurement of specific enviro-crime types;

Key Action	How will we measure it?	Who will lead?
To reduce the numbers of dog fouling	Utilising BVPI 199 measurement - reduction of 0.2% of sites by April 2009 (baseline 2004/05, 2.4%)	Neighbourhoods EDS, Streetpride

90 Further specific performance indicators derived from the proposed Local Area Agreement stretch targets will be utilised:

Key Action	How will we measure it?	Who will lead?
To reduce the numbers of fly tipping incidents	Utilising Flycapture Database - reduction of incidents by 10% by April 2009 (baseline 2004/05, 4188 no.)	Neighbourhoods EDS, Streetpride
To reduce the numbers of graffiti incidents	Utilising BT CRM database - reduction of incidents by 40% by April 2009 (baseline 2004/05, 1535 no.)	Neighbourhoods EDS, Streetpride

91 Local indicators will be established for Safer Neighbourhood Teams with respect to enforcement actions. These will ensure a focus to teams working on the ground and contribute to ensuring a "zero tolerance" approach, a greater level of prosecution for identified offences e.g. fly-tipping, and increased performance in detection of reported incidents.

92 Enviro-crime, is recognised as anti-social behaviour, and impact of this strategy will influence delivery of the objectives of the Safer Rotherham Partnership's Anti-Social Behaviour Reduction Strategy. A key indicator of the progress of that Strategy is the lowering in number of reported incidents made to partner services. Accordingly, monitoring of the impact of the Enviro-crime Strategy will be utilised to gauge contribution to the cross cutting objectives with the Anti-social Behaviour Strategy. Performance reports will be made to the Safer Rotherham Partnership.

93 Clearly the Enviro-crime Strategy has a wider accountability in terms of contributing partners and the emerging Rotherham Partnership Performance Management Framework will be enable a closer integration and accountability to such partnership priorities. In addition, development of Performance Management Frameworks to reflect

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local priorities and the working of Safer Neighbourhood Teams will strengthen in line with both local and national good practice[53]

Resources

94 Substantial resources of the Council and other agencies are available to deliver the strategy, some of which are already recognised as providing value for money in delivery eg Streetpride 4th best national performer[54]. Importantly these resources will be utilised more effectively and efficiently by both enforcement and public awareness campaigns being delivered in partnership by the Safer Neighbourhood Teams. These teams, including the Council's Rotherham Warden services whose impact in local neighbourhoods was recognised in the Scrutiny Review of Wardens in 2005[55], will be fully operational across the Borough from 1st April 2006. The teams will be deployed in seven areas based on "neighbourhood" boundaries and will be working to local "crime and grime" priorities informed by incident analysis and hot-spot mapping by a Council/South Yorkshire Police partnership Community Information Unit.

95 A resource mapping refresh is required to maximise efficiencies but an indication of the level of resourcing in Safer Neighbourhood Teams is provided in the following summary list. It should be noted that, given the scope of the teams, only a proportion of these resources will be available at any time for enviro-crime response, this will be further dependant on the local priorities identified by communities as part of the Safer Neighbourhood Team "community influence cycle". Resources identified include;

- *RMBC Rotherham Neighbourhood Warden team, 36 staff operating in both neighbourhoods and urban parks - £1million*
- *South Yorkshire Police Safer Neighbourhood Teams, 90 officers including Police Community Support Officers – estimated £4 million*
- *2010 Rotherham Limited, 44 Neighbourhood Champions & 7 Neighbourhood Managers addressing local estate and tenancy management issues – £720,000*
- *RMBC Streetpride services, 8 Streetpride Area Co-ordinators, 4 Fly tip removal teams – 390,000, plus 433 staff trained in "Eyes and Ears" initiative*
- *RMBC Streetpride Parking Attendants, 20 Attendants trained for Enviro-crime enforcing*
- *RMBC Neighbourhood Enforcement team, 14 officers - £220,000*

96 A dedicated Enviro-crime team of 6 staff focused on more complex investigations and surveillance, legal proceedings co-ordination, plus planning and delivery of education will be operation from 1st April 2006. The core enforcement complement of this team will be the current Environmental Warden team and overall this reflects a financial commitment of £227,000. This team will be working and planning operations, especially with regard to fly-tipping offences and waste transportation regulation with regional officers of the Environment Agency.

97 The need to focus action into our communities of interest to make significant impact in narrowing the gap in environmental quality between these and other more advantaged areas requires both the bending and targeting of existing resources and additionality from external funding streams whenever possible. Impact on the environment of deprived neighbourhoods can only be made by use of a wider range of strategies across the regeneration agenda and linkages to such schemes as the Housing Market Renewal and Decent Homes programme can provide a foundation to help both design out and target harden against Enviro-crime and contribute to sustainable local environmental quality.

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Local Environmental Quality Achievements & Awards

- LGC *Environment Award* 2005

- APSE *Performance Networks Street Cleansing Award* 2005

- ODPM *National Warden Achievement Award – Young Person 2005*

- ODPM *National Warden Achievement Award - Manager* 2005

- Green Organisation; *National Green Apple Environment Award for Environmental Best Practice and a "Green Hero" Trophy 2005*

- APSE Annual Service Awards*; Commendation for Best Community Initiative 2005*

- ENCAMS; Commendation for Innovative Programme of the Year 2005

- ODPM; Distinction in Neighbourhood Warden Quality Standard 2005

- Rotherham Partnership; *"Achievement in Excellence"* Award 2004

- South Yorkshire Police District Commanders Commendation 2003

- ENCAMS Encams National Award for New Initiative of the Year 2003.

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<u>**APPENDIX 2**</u>

<u>What has informed the Strategy?</u>

1) The Enviro-crime Strategy has been developed to address priorities of communities which are reflected in the Community Strategy for the Borough. Community influence of the Enviro-crime Strategy has been made from a number of consultation events which have included;

- *Enviro-crime Strategy Qualitative Consultation – December 2005/January 2006*
- *Rotherham Reachout Surveys*
- *MORI Surveys – BV89*
- *2010 Rotherham Tenants Survey 2005*
- *Young People Consultation 2005; Anti Social Behaviour Strategy*
- *Police Talk, Issue 8 2005*
- *Eastwood and Springwell Gardens NMP Household Survey 2005*
- *Green Spaces Consultation 2003*
- *Housing Needs Survey 2003*
- *Neighbourhood Warden Area Surveys*

2) The Enviro-crime Strategy builds on an already excellent platform from demonstrated improvements in local environmental quality. This is evidenced by the Council's performance against Government national indicators and both regional and national achievement awards ranging across strategic planning, service delivery, innovation and individual merits.

3) Extensive research covering national agenda, legislative powers, recognised best practice and related research has been undertaken in 2005 and 2006 utilising document and internet review, case studies, seminars, ENCAMS People & Places networking and best practice visits.

4) The Enviro-crime Strategy has also been guided by the Council's Scrutiny process by means of specific Scrutiny Reviews of Fly-tipping, Warden Services and Streetscene services and input during the development of the strategy by the Sustainable Communities Scrutiny Panel.

5) Reports by the Audit Commission in several service inspections of the Council have already been used to drive improvements by the Council and 2010 Rotherham Ltd. the Strategy recognises several improvement recommendations and has embedded these into the action plan to deliver the strategy. Particular reference has been made of the Waste Inspection of 2004 and the Indicative and Full ALMO inspections of 2004 and 2005 respectively.

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<u>**APPENDIX 3**</u>

BV199 2003/04 Results Breakdown

Land Use	Litter	Detritus	BV199 a litter and detritus	BV199b - graffiti	BV199c - flyposting
Primary retail/commercial	14%	33%	24%	N/A	N/A
Secondary retail/commercial	10%	24%	17%	N/A	N/A
High density housing	7%	19%	13%	N/A	N/A
Low density social housing	8%	27%	17%	N/A	N/A
Low density private housing	5%	23%	14%	N/A	N/A
Industry / wrhse / retail sheds	0	0	n/a	N/A	N/A
Main roads	10%	30%	20%	N/A	N/A
Rural roads	9%	30%	19%	N/A	N/A
Other highways	23%	47%	35%	N/A	N/A
Recreation areas	10%	17%	13%	N/A	N/A
OVERALL	**11%**	**28%**	**19%**	**N/A**	**N/A**

BV199 2004/05 Results Breakdown

Land Use	Litter	Detritus	BV199 a- litter and detritus	BV199b - graffiti	BV199c - flyposting
Primary retail/commercial	7%	5%	6%	N/A	N/A
Secondary retail/commercial	4%	7%	6%	N/A	N/A
High density housing	5%	11%	8%	N/A	N/A
Low density social housing	6%	10%	8%	N/A	N/A
Low density private housing	4%	0%	2%	N/A	N/A
Industry / wrhse / retail sheds	0	0	n/a	N/A	N/A
Main roads	5%	24%	14%	N/A	N/A
Rural roads	4%	18%	11%	N/A	N/A
Other highways	28%	12%	20%	N/A	N/A
Recreation areas	11%	2%	7%	N/A	N/A
OVERALL	**8%**	**10%**	**9%**	**N/A**	**N/A**

BV199 2005/06 Results Breakdown Current part year

Land Use	Litter	Detritus	BV199 a litter and detritus	BV199b- graffiti	BV199c - flyposting
Primary retail/commercial	1%	1%	1%	3%	0%
Secondary retail/commercial	14%	18%	16%	3%	0%
High density housing	2%	13%	8%	0%	1%
Low density social housing	5%	13%	9%	1%	0%
Low density private housing	0%	12%	6%	0%	0%
Industry / wrhse / retail sheds	0	0	0	0	0
Main roads	0%	12%	6%	1%	0%
Rural roads	6%	20%	13%	0%	0%
Other highways	11%	17%	14%	17%	0%
Recreation areas	8%	0%	4%	5%	0%
OVERALL	**5%**	**12%**	**8%**	**3%**	**0%**

Appendix 4

Action Plan

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Key Objective 1	Education & campaigning
	Changing attitudes and behaviour through public engagement and promotion of community responsibility

Outcome Measures:
- To reduce by 10% by April 2009 the percentage of people who view Enviro-crime to be a problem in their local area
- To enable all communities to widely recognise the quality of their neighbourhood so that by April 2009 there is a 75% level of satisfaction with the cleanliness of their area

Action No.	Action	Target date	Task Manager	Measure/ Milestone	Resources
1.1	To raise awareness and understanding of enviro-crime and what can be done to help improve the local area	March 07	Mark Parry	• Organise an annual "State of the Environment/Enviro-crime Action Day" Seminar (Sept 07) • Provide "teach-in" and support advice for local Councillors (July 06 + annual) • Utilise publicity of introducing the Clean Neighbourhoods & Environment Act (June 06) • Produce annual education, campaign and event programme focusing on single issues (May 06) • Increase internet presence & scope (Aug 06) • Introduce community advice/support web site Oct 06 • "What is …" publicity campaign (Sept 06) • "What can I do …" to report, to minimise (Sept 06) • Programme of Community clean ups & expand the Streetpride Champions scheme (June 06) • "Before & After" Surveys based on awareness of enviro-crime (July 06 + 3mth) • Shock/Impact Stunt (June 06) • Annual review of milestone delivery (Feb 07,08)	0.25 FTE •N'hood Enforcement •N'hood Wardens •N'hood Development •EDS Streetpride •Design studio •Press Office •2010 Rotherham Ltd •Member Support services
1.2	To increase the influence of Children and Young People in Enviro-crime campaigns and community initiatives	March 07	Mark Parry	• Examine feasibility of establishing a Youth Summit on enviro-crime, and Eco-schools (June 07) • Improved delivery of public messages eg RCAT media studies, video box etc (Apr 07) • Improved integration of enviro-crime into national curriculum at KS1 & KS2 (Mar 07)	0.4 FTE •N'hood Enforcement •N'hood Wardens

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No.	Objective	Date	Owner	Actions	Partners
				• Competition & incentive events e.g. picture, essay, sculpture e.g. "Rubbish Art" (U11s), "crap art" (U18s) (May 07) • Programme of KS1 & KS2 events in primary schools in "hotspot areas" (Sept 06) • Plan & deliver Junior Warden Programme – minimum 6 events/year (Mar 07) • Toxic campaign refresh (Aug 06) • Toxic campaign delivery (June 07) • Develop Graffiti Wall project (May 07) • Integrate Enviro-crime into "Crucial Crew" (Jul 06) • Incentive schemes	• EDS Streetpride • Children & Young People Services • Schools
1.3	To raise the understanding of responsibilities and standards of acceptable behaviour across communities to promote a cleaner Rotherham	March 07	Mark Parry	• Rotherham Matters pull out feature, link to CNEA introduction (Sept 06) • Introduction of "Good Neighbour" Charter (April 07) • Introduce a "Sign Up to a Cleaner Rotherham" campaign (Mar 07) • Campaign focusing on Householder Duty of Care & development of "5 Top Tips" advice (June 06) • Campaign focusing on Businesses' Duty of Care (Sept 06) • Explore & implement where applicable Community Service rehabilitation schemes/ FPN waive scheme for community clean up participation (Dec 06) • Achieve 3 Green Flag awarded parks (Dec 08)	<u>0.3 FTE</u> • N'hood Enforcement • Safer Neighbourhood Teams (SNTs) • EDS Streetpride • Design studio • Press Office • Children & Young People Services • Youth Offending Team • Schools • Green Spaces
1.4	To carry out targeted campaigns & press releases linked to national and	March 07	Mark Parry	• Annual calendar link to national plan eg ENCAMS & Environment Agency (Apr 06) o (Gum, Let's Kick the spit out of England, Bone of	<u>0.3 FTE</u> • N'hood

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Ref	Objective	Date	Lead	Actions	Responsible
	community priorities			Contention etc.) o Seasonal media stories plan o Range of channels – Pubs, beermats, tv , radio cinema, papers, shops • Campaigns to location of occurrence (Apr 06) • Form partnership with local press re Enviro-crime to change behaviour (Sept 06) • Scope incentive & reward schemes (Jul 06)	Enforcement •SNTs •EDS Streetpride •Design studio •Press Office
1.5	To develop a public influence capability to change behaviour to fit public expectations	March 07	Mark Parry/ Janet Greenwood	• Link to SNT Community Influence Cycle for priority setting (April 06) • Utilise Neighbourhood Management Pathfinder to trial impact schemes (June 07) • Door knocking for priority setting (Sept 06) • Link into selective Licensing & Landlord accreditation schemes (Jun 07)	0.3 FTE •N'hood Enforcement •SNTs EDS Streetpride
1.6	To implement Social Marketing techniques to provide knowledge, social awareness, and focused improvement in the environment of communities.	Dec 07	Lewis Coates	• Identify intelligence based 'hotspot' to carry out pilot social marketing study of enviro-crime attitudes (Sept 06) • Establish scope of research (Nov 06) • Identify survey criteria, methodology and required information based on segmented approach to respondents. (Jan 07) • Construct appropriate and informed questionnaire to gain relevant first stage information based on sympathiser segmentation and sub-segments (May 07) • Construct campaign targeted at changing behaviour based on quick win 'spontaneous solutions' and long term campaign themes (Aug 07). Implement Dec 07	0.3 FTE •N'hood Enforcement •SNTs •EDS Streetpride •Children & Young People Services •ENCAMs
1.7	To link public awareness campaigns and promotions to wider priorities and strategies	March 07	Janice Manning	• Promote workplace and public spaces smoking policies when using "Butts Out" campaign (Jul 07) • Healthy eating campaigns with takeaway litter included(Aug 06) • Waste minimisation (Apr 06)	0.1 FTE •N'hood Standards •Waste management

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				• Waste management in retail premises and Safer Food, Better Businesses (April 06)	• Chief Exec's
1.8	To promote reassurance by impact surveys of actions & campaigns in neighbourhoods	May 06	Janet Greenwood	• Targeted to hotspot areas (Sept 06) • Refine /adjust action (Nov 06) • Before & After Surveys • Market SNTs & their impact on the ground (Jun 06)	<u>0.1 FTE</u> • SNTs • Community Information Unit (CIU)
1.9	To ensure communities know what standards they can expect and how they can influence local delivery	March 07	Mark Ford	• Introduce Neighbourhood Charters (May 06) • Develop Neighbourhood Standards across partners (Sept 06) • Market refuse and special collection days (Sept 06) • Market how to access services (Aug 06)	<u>0.25 FTE</u> • N'hood Development • Waste Management • SNTs
1.10	To ensure communities have excellent information on drug litter services	Sept 06	Richard Bramall	• Promote easy access and internet information (Sept 06) • Educational leaflets (Dec 06) • School education – leaflets appropriate (Sept 06) • Ensure SNTs tuned in to drug litter as a priority and link clear ups with patrols/walkabouts (Sept 06) • Guarantee service standard, including out of hours arrangements and prove clear ups to communities (Jun 06) • Strengthen intelligence sharing with the Rotherham PCT Drug action Team (Sept 06)	<u>0.2 FTE</u> •N'hood Enforcement •SNTs •EDS Streetpride •Children & Young People Services •RPCT DAT
1.11	To introduce specific actions to address grime issues in Neighbourhood Renewal Areas and amongst vulnerable groups	Dec 06	Mark Parry	• Promote gardening services (Jun 07) • Publicity, including Executive Summary of Strategy, in range of formats and languages (Sept 06) • "Know the game" advice for newcomers to Rotherham eg asylum seekers (Dec 06) • Support Faith Groups in community initiatives (Dec 06) • Ensure awareness and use by staff of Language Line (Sept 06) • Ensure customer contacts are recorded for ethnicity	<u>0.2 FTE</u> •N'hood Development •N'hood Enforcement •N'hood Wardens •2010 Roth. Ltd. •EDS

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	Action		Task Manager	Measure/ Milestone	Resources
				• to enable user and non user profiles (Sept 06) • Introduce targeted street and neighbourhood cleaning regimes (May 07) • Workplace schemes in Streetpride for disadvantaged groups (April 06)	Streetpride
1.12	To further improve and provide cleansing services responsive to community needs	May 07	Andy Shaw	• Development of re-scheduling software and implementation of new schedules having regard to priorities of BVPI199 failures, customer and workforce input & communities of interest (May 07) • Sample satisfaction on monthly basis and target improvement in liaison with Learning from customers Forum (monthly) • Co-ordination of cleansing schedules with the work of community caretakers (Sept 06) • Targeting of available additional resources at BVPI199 failure sites, customer complaints, areas of deprivation and LAA stretch targets (ongoing)	0.2 FTE + £10,000 (For RBT to develop software) • EDS Streetpride • 2010 Rotherham Ltd

Key	Enforcement
Objective 2	*Implementing a stronger "zero tolerance" approach utilising local intelligence*

Outcome Measures:
- To reduce by 10% by April 2009 the percentage of people who view enviro-crime to be a problem in their local area
- To enable all communities to widely recognise the quality of their neighbourhood so that by April 2009 there is a 75% level of satisfaction with the cleanliness of their area

Action No.	Action	Target date	Task Manager	Measure/ Milestone	Resources
2.1	To establish an enviro-crime team to focus on proactive investigative and public awareness project working	April 2006	Mark Ford	• Implement re-structuring to have 4 Enforcement Officer complement (Apr 06) • Appoint team leader (Mar 06) • Refresh job descriptions etc. (Mar 06)	0.1 FTE • N'hood Enforcement
2.2	To expand enviro-crime enforcement capabilities on a neighbourhood focus	April 2006	John Parks	• Recruit new Rotherham Neighbourhood Warden team to operate on Safer	0.2 FTE

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				• Neighbourhood Team (SNT) arrangements (Mar 06) • Implement training plan to ensure consistent skill set (Apr 06) • Accredit Rotherham Neighbourhood Wardens to South Yorkshire Police standards (Oct 06)	• N'Hood Wardens/ UPR team • SNTs
2.3	To respond to enviro-crime incidents at a neighbourhood level	April 2006	Janet Greenwood	• Widen environmental enforcement across SNT personnel (Mar 06) • Prioritise "grime" issues on Neighbourhood Action Group (NAG) & Joint Action Group (JAG) agendas (May 06) • Establish a PMF to ensure enforcement actions is prioritised and detection rates increased (Sept 06) • Increased number of offences reported from 2005/06 level (Mar 07) • Refresh resource mapping for SNTs (Jun 06)	Proportion of <u>180 FTEs</u> SNTs

2.4	To ensure consistency and quality of enforcement proceedings	Sept 2006	Richard Bramall	• Recruit Legal Support Officer (May 06)
				• Ensure quality assurance booklet & intranet guidance issued (July 06)
				• Ensure quality assurance procedures rolled out & followed (Sept 06)
				• Create series of standard proformas for cross agency use (July 06)
				• Introduce series of "Good Practice Guides" to include;
				  o Enforcement Handbook for Enforcers (duties & powers) (Aug 06)
				  o Investigation Techniques, Photographic Evidence, Use of
					<u>0.4 FTE</u>
					
					• N'hood Enforcement
					• N'hood Development
					• Design studio
					• Press Office
					• Legal Services

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Ref	Objective	Actions	Timescale	Lead	Resources	Partners
		CCTV, Witness Statements, Effective Case File Preparation & Court Presentation, Press/Media releases (Dec 06) • Introduce best practice sharing on a bespoke cross agency website (Mar 07) • Establish sharing of best practice across agencies by introducing a work shadowing scheme (Sept 06) • Establish delegation/authorisation protocol (June 06) • Establish regular solicitor surgery access (May 06) • Produce Best Practice Legal File format (July 06) • Increase CCTV surveillance capabilities (July 06)				
2.5	To ensure customer focus at the heart of actions and targets	• Introduce risk assessment to establish response to service requests and programmes (June 06) • Ensure Service Standards consistent across all enforcement teams (Sept 06) • Review procedures to ensure protection of Human Rights in enforcement action (June 06) • Review service design to ensure response meets community needs incl. accessibility (June 06) • Establish feedback systems for customers complaining of enviro-crime (July 06) • Establish benchmarked performance standards for customer satisfaction across all agencies (July 06)	Set 06	Janet Greenwood	<u>0.2 FTE</u>	•N'hood Enforcement •N'hood Development •EDS Streetpride •Legal Services •SNTs

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Ref	Action	Date	Lead	Tasks	Resource	Partners
				• Introduce qualitative performance management framework (Sept 06)		
2.6	To refresh the Enviro-crime Enforcement Policy in light of Clean Neighbourhood & Environment Act 2005, and Young Person & Children agenda	Sept 2006	Mark Parry	• Refresh Enviro-crime Enforcement Policy (May 06) • Adopt Enviro-crime Enforcement Policy (June 06) • Roll out training to staff (Sept 06) • Undertake annual review (Jan 06)	0.1 FTE	•N'hood Enforcement •SNTs
2.7	To strengthen the use of Fixed Penalty Notices in light of Clean Neighbourhood & Environment Act 2005 and agenda	Sept 2006	Mark Parry	• Produce and adopt corporate "Use of Fixed Penalty Income Policy" (Sept 06), including; o Review levels of FPN "fine" o Review re-payment options o Review for Children & Young Persons o Review of FPNs by partners eg police & Environment Agency o Ensure powers CNEA are adopted and have necessary delegation and authorisations o Ensure consistent procedure o Increase % of fixed penalty notices paid (Mar 07)	0.1 FTE	•N'hood Enforcement •Legal Services
2.8	To support Parish Councils in the implementation of the use of Fixed Penalty Notices and Dog Control Orders	Sept 2006	Mark Parry	• Arrange & hold Parish Council seminar (July 06) • Hold Enviro-crime & ASB surgeries in parishes (Sept 06) • Establish protocols for issuing FPNs utilising national guidance (Sept 06)	0.1 FTE	•N'hood Enforcement •N'hood Development •Legal Services •Parish clerks •SNTs
2.9	To utilise publicity to promote actions taken, including "name & shame" of those successfully prosecuted	Sept 2006	Legal Support Officer	• Establish legal limitations (May 06) • Produce Policy (June 06) • Utilise all channels to inform including intranet (Aug 06)	0.1 FTE	•N'hood Enforcement

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Ref	Objective	Date	Lead	Actions	Resources
				• Ensure local communities advised and leafleted (Sept 06) • Explore & implement where applicable Community Service rehabilitation schemes (Sept 06)	• Legal Services • Parish clerks • SNTs
2.10	To focus enforcement on local priorities and community an partner information/intelligence	April 06	Richard Bramall	• Utilise local SNTs and Community Information Unit (CIU) to identify hotspots (May 06) • Improve Flare/Civica connection to the Flycapture system to enable rapid input and analysis (April 06) • Re-confirm Information Sharing Protocols across all agencies (April 06) • Utilise Community Influence Cycle, Area assemblies and Street Champions Sept 06 • Joint community and partnership neighbourhood walkabouts/environmental scans (April 06) • Task appropriate enforcement squads via SNT/NAG process (April 06)	0.1 FTE • N'hood Enforcement • SNTs
2.11	To integrate enforcement with educational/information campaigns	Sept 06	Richard Bramall	• Review annual campaign programme for opportunity (June 06) • Introduce project plan to NAGs to ensure officer deployment (Aug 06)	0.1 FTE • N'hood Enforcement • SNTs
2.12	To strengthen the Community Safety Strategy to consider Enviro-crime in more depth	Sept 06	Tim Hawkins	• Review the Community Safety Strategy (Sept 06) • Refresh targets to address additions (Mar 07) • Approval via Safer Rotherham Partnership (Apr 07)	0.1 FTE • Community Safety Unit • N'hood Enforcement
2.13	To prioritise enforcement and awareness raising for waste transportation, deposit and disposal	Sept 06	Richard Bramall	• Plan an annual Stop & search operation programme with the Environment Agency and police (July 06) • Proactive business inspections for relevant	0.1 FTE • N'hood Enforcement

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				Actions	Resources
				waste documentation & duty of care Sept06	• SY Police • Env. Agency
2.14	To strengthen public awareness of enviro-crime offences in marketing the launch of the Clean Neighbourhood & Environment Act 2005	April 06	Mark Parry	• Promote responsibilities of communities and individuals jointly together with responsibility for neighbourhood standards in a marketing campaign including Rotherham Matters Supplement (Sept 06)	<u>0.1 FTE</u> • N'hood Enforcement • Press Office
2.15	To support and encourage community self regulation to promote mutual responsibility	Dec 06	John Parks	• Promote the use of Crimestoppers -June 06 • Review the use of local reward systems eg "Dish4Dosh" (Sept 06) • Agree local triggers of action for Safer neighbourhood teams (Aug 06) • Introduce and promote "Your View" (Phone Pic) technology (Oct 06) • Establish and hold annual Borough-wide Clean Up (April 07) • Develop package to provide clear information on what to identify, how to contact, confidentiality and assurances on feedback (Nov 06)	<u>0.1 FTE</u> • N'hood Wardens • N'hood Enforcement • Legal Services • EDS • Streetpride • Design Studio
2.16	To promote wider use of partnership powers to support enviro-crime reduction	April 06	Mark Parry	• Trading standards – annual enforcement programmes eg ASBA powers re underage sales and packaging regulation (April 06) • Develop joint approach with Rotherham PCT to DEFRAs "Tackling Drug Litter" (April 06) • Formalise local agreement provided in Working Better Together Protocol 6 with the Environment Agency (May 06) • Introduce a local Fly tipping Forum, Sept 06 • Develop and implement a cross agency Fly Tipping Strategy (Sept 06) • Promote enviro-crime through roll out of Food Safety Agency's "Safer Business"	<u>0.25 FTE</u> • N'hood Enforcement • Legal Services • EDS • Streetpride • Env. Agency • RPCT DAT

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Ref	Action	Date	Lead	Tasks	Resources
2.17	To target specific offences to make significant impact e.g. Fly tipping, graffiti, particularly in areas of deprivation	Dec 06	Andy Shaw	(May 06) • Establish operational plans and strategy for service delivery, and intervention action (Nov 06) • Establish performance management framework (Sept 06) • Undertake impact surveys	0.2 FTE • EDS Streetpride • N'hood Enforcement • SNTs
2.18	To Increase partnership working with local businesses to promote a cleaner Rotherham	Dec 06	Andy Shaw	• Introduce for Town centre businesses the DEFRA Code of Practice on Litter (Dec 06) • Est. "Clean Rotherham" Awards (Mar 07) • Integrate waste management and local environmental upkeep within the Landlord Accreditation scheme (Sept 06) • To introduce a Litter Control Area in Rotherham Town Centre and actively engage with businesses for compliance (Sept 06) • Engage with local businesses and License Watch to address enviro-crime associated with the night time economy (July 06)	0.2 FTE • EDS Streetpride • N'hood Enforcement

2.19	To creatively introduce diversionary methods for large item and hazardous waste collection	Sept 06	Adrian Gabriel	• To research by Sept 06 possible methodologies to address community collection of;
				  ○ Bulky Item
				  ○ Community Skips
				  ○ "Bring out your Rubbish" schemes
				• Examine feasibility of a "Toxic Taxi" service and clinical waste contract procurement (Jan 07)
				• Develop a programme for Rotherham Wardens to target areas to increase re-cycling participation (Dec 06)
				• Introduce wider community awareness of waste & recycling options (Sept 06)
					0.1 FTE
					• Waste Management
					• EDS Streetpride
					• N'hood Enforcement
					• Rotherham Wardens

Enviro-crime Strategy; Promoting Respect and Responsibility
Improving the Local Environmental Quality In Our Neighbourhoods

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ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS		

1.	Meeting:	Cabinet
2.	Date:	29th March, 2006
3.	Title:	Year Ahead Statement – Commitment 67 – Review of Regulatory Services
4.	Programme Area:	Neighbourhoods

5. Summary

Commitment 67 within the Year Ahead Statement 2005/2006 states the following:-

"To undertake a cross-Council review of regulatory services to ensure effective, consistent and value for money service delivery"

This report summarises the findings of the review.

6. Recommendations

THAT CONTENTS OF THE REVIEW, ITS RECOMMENDATIONS AND THE IMPLEMENTATION PLAN BE NOTED

THAT THE CABINET CONSIDERS THE NOMINATION OF AN ELECTED MEMBER BETTER REGULATION CHAMPION TO TAKE FORWARD THE REVIEWS RECOMMENDATIONS

7. Proposals and Details

The Service Improvement Review of Regulatory Services was carried out between November and January. It was set against the backdrop of a significant Government policy drive for better regulation and a period of change and transformation within the services that participated. This report outlines the findings of the review, its recommendations. It also outlines the implementation plan to bring about a step change from traditional enforcement led service provision to effective business regulation through guidance and advice.

At its meeting held on 31st October, 2005 the Corporate Management Team considered a report indicating that the scope of the review would focus on regulatory services which impact upon business. Subsequently the review focused on the Trading Standards and Licensing Service, Food and Health and Safety and Neighbourhood Enforcement, within Neighbourhood Services and Development and Building Control within the Planning and Transportation Service.

The review considered the following issues:

(a)   Effective, consistent and value for money service delivery by regulatory services

(b)   Identify the improvements required to deliver regulatory services in line with the Governments better regulation agenda

The findings have therefore been linked to these two issues. Additional issues have arisen during the course of the review some of which relate to services to customers and some are more process related.

There are 16 key recommendations arising from this review which aim to deliver the following strategic objectives:

- More effective regulatory compliance and informed successful businesses through a single point of entry to access regulatory advice and simplified, easy to access forms and guidance notes

- Efficient and effective co-ordinated value for money regulatory services through improved business awareness, targeted enforcement, wider consultation and customer engagement and the application of business process re-engineering

- The delivery and development of regulatory services in line with the Governments Better Regulation Agenda by developing a Better Regulation Working Group and an Elected Member "Better Regulation" champion

- Consistent enforcement and inspection practices and improved regulatory outcomes through a clear purpose and vision, data-sharing, increased knowledge and effective IT systems

A number of actions at a national level have impacted on the reviews findings particularly the Hampton Review to reduce the administrative burdens that regulation

imposes on business and the establishment of the Better Regulation Executive (BRE) to carry forward the Governments better regulation agenda.

The review has been developed within the Council's Service Improvement Review framework and guidance which is designed to to help all service managers review and improve services. A review group was formed, comprised of a cross section of employees from the Neighbourhoods and the Economic and Development Services Programme Areas to provide leadership to specific tasks. Additionally participation was sought from external agencies and these were involved in the work of the review.

The review was project managed by the Trading Standards and Business Partnership Manager and as the review was cross cutting across programme areas full engagement with all partners was established. Participants in the review challenged the way the services were delivered in order to look at ways to get around problems.

Learning from customers played a key part of the review and the contribution of the Rotherham Chamber greatly assisted the process. Furthermore service users were surveyed in order to involve users in identifying improvements which could be made. Best practice was used to learn from others and compare the service to other providers.

Staff, other than those involved in the review group, were aware of the review process and on many occasions staff from across programme areas provided information which formed part of the review. Elected Members participated in the review process and nominees were provided from both the Sustainable Communities and the Regeneration Scrutiny Panel.

The review identifies that regulatory services contribute to the well being of the Borough's residents through public protection. Also by assisting businesses with regulatory compliance they help to foster economic growth and make Rotherham an attractive environment for economic investment. Additionally their performance, through a number of indicators within the environmental services assessment framework forms part of CPA and will contribute to the Councils overall performance rating.

A key question arising from this review is how realistic is it that the services involved can make a culture change, maintain a commitment to delivering continuous improvement and reduce the burdens regulation imposes on business. It is submitted that the findings of this review evidence the commitment to providing better regulation and its recommendations are the practical mechanism to take forward this process.

The action plan for the implementation of recommendations is designed to achieve improvements that are **s**pecific, **m**easurable, **a**chievable, **r**ealistic and **t**imed to coincide with the delivery of more effective and efficient regulatory services in line with the Government's agenda. It also outlines, the target date, task manager, measure/milestone, status, resource and risk. Taking forward and delivering the recommendations will support the delivery fair, consistent and sustainable regulatory services, undertaken by officers displaying the highest professional standards.

8. Finance

At this stage no new financial considerations for the Council arise from this report.
It is envisaged that the initial development of a business partnership would not incur any capital outlay, however in the longer term its development will require further consideration to be given to its financial implications.

9. Risks and Uncertainties

The review recommendations aim to achieve improvements that support the provision of effective, consistent and value for money service delivery. Failure to implement these recommendations would mean that an opportunity to implement measures to deliver more effective and efficient regulatory services is lost.

Failure to implement the reviews recommendation will limit the Council's capacity to develop regulatory service in line with the Governments Better Regulation agenda, the Hampton Review recommendations and the Better Regulation Action Plan. Additionally the opportunity to support economic growth by identifying ways of reducing the administrative burdens regulation imposes upon business, without compromising public protection, will be lost.

10. Policy and Performance Agenda Implications

Regulatory services contribute to the well being of the Borough's residents through public protection. They also impact upon businesses within the area through regulation, enforcement and advice. Additionally their performance, through a number of indicators within the environmental services assessment framework, now forms part of CPA and will contribute to the overall Council's performance rating.

High quality, co-ordinated regulatory services contribute to making Rotherham a safe place by protecting its residents. Furthermore reducing administrative burdens on business will contribute to the viability of commercial concerns and in this way aid economic regeneration and the sustainability of communities.

11.   Background Papers and Consultation

Key Commitment 67 - Review of Regulatory Services - Service improvement review
HM Treasury report "Reducing Administrative Burdens: effective inspection and enforcement" March 2005
HM Treasury - Chancellor of the Exchequer – Better Regulation Action Plan, 2005
Better Regulation Task Force report to the Prime Minister – March 2005 "Regulation - Less is More – Reducing Burdens, Improving Outcomes"
Report to Cabinet Member, Neighbourhoods – The Hampton Report 6th June, 2005
Report to CMT 31st October, 2005 – Key Commitment 67 – Scope of Review

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Rotherham
Metropolitan
Borough Council

Neighbourhoods

KEY COMMITMENT 67

SERVICE IMPROVEMENT REVIEW OF REGULATORY SERVICES

CONTENTS

EXECUTIVE SUMMARY

The Service Improvement Review of Regulatory Services was carried out between September and January. It was set against the backdrop of a significant Government policy drive for better regulation and a period of change and transformation within the services that participated. There are a number of key recommendations arising from this review which aim to deliver the following strategic objectives:

- More effective regulatory compliance and informed successful businesses through a single point of entry to access regulatory advice and simplified, easy to access forms and guidance notes

- Efficient and effective co-ordinated value for money regulatory services through improved business awareness, targeted enforcement, wider consultation and customer engagement and the application of business process re-engineering

- The delivery and development of regulatory services in line with the Governments Better Regulation Agenda by developing a Better Regulation Working Group and an Elected Member "Better Regulation" champion

- Consistent enforcement and inspection practices and improved regulatory outcomes through a clear purpose and vision, data-sharing, increased knowledge and effective IT systems

These objectives present a challenging agenda. They aim to provide a starting point to drive forward better regulation within the time-frame outlined in the implementation action plan. However raising the quality and effectiveness of regulatory services in line with the better regulation agenda is a long-term existing commitment and the recommendations aim to strengthen this.

Much of the Government's better regulation agenda requires a step change across regulatory services which despite significant support for this approach cannot be achieved immediately. The recommendations of the review provide the base upon which to take forward a culture change to improve regulatory services and drive them forward in line with the Governments agenda.

In order to accelerate the process of change and improve standards research has been undertaken during the course of the review on the development of a business partnership. The findings of this piece of work have been incorporated within the review.

The review recognises that the Government's better regulation agenda requires a culture change across regulatory services in terms of greater partnership working with businesses. This review has raised awareness that coordinated services support the delivery of effective and efficient regulation. Furthermore the process has widened understanding of how better regulation aids economic regeneration through making the Borough a more attractive place to do business.

The review also highlighted that the purpose of the Government's better regulation agenda is not to weaken the public protection role of regulators. Its purpose is to strengthen it by increasing quality and effectiveness and simplifying the regulation process so that businesses are more able to comply. This simplification process not only

supports greater public protection but also, through reducing administrative burdens regulation can impose on business, makes Rotherham a more attractive place to invest.

A key question arising from this review is how realistic is it that the services involved can make a culture change, maintain a commitment to delivering continuous improvement and reduce the burdens regulation imposes on business. It is submitted that the findings of this review evidence the commitment to providing better regulation and its recommendations are the practical mechanism to take forward this process.

1. NATIONAL POLICY CONTEXT

Following the budget of 2004 the Chancellor commissioned Philip Hampton to undertake a review aimed at identifying ways of reducing the administrative costs that regulations impose on business. The Hampton review considered central and local inspection and enforcement of businesses and viewed administrative costs as an overhead to business. It described these costs as those incurred in gathering information and checking compliance e.g. filling in forms and showing inspectors around a business site.

The Hampton report[1] was published in March 2005 and made 35 recommendations regarding reducing the administrative burdens that regulation imposes on business. These recommendations aim to modernise inspection and enforcement across a wide range of regulatory systems with a shift away from specialist and isolated inspectorates.

To carry forward the Governments better regulation agenda the Better Regulation Executive (BRE) was established in May 2005. The BRE has responsibility for the Governments key commitments which are to regulate only when necessary, to set exacting targets for reducing the costs of administering regulations and the rationalisation of inspection and enforcement arrangements for business.

Government policy aims to reduce administrative burdens on businesses whilst ensuring effective enforcement is not compromised. The timescale for implementation of this policy is incremental with many parts of the HM Treasury "Better Regulation Action Plan[2]" coming into force in summer 2006. Objectives within this plan require actions from local authority regulatory services that impact upon businesses, particularly in respect of risk based enforcement, the simplification and shortening of forms, data sharing and internal joint working.

To progress the Hampton agenda for local authorities the BRE established a new body, the Local Authority Better Regulation Group (LABREG) in June 2005. The body, consisting of senior representatives from business, regulators, departments, consumer groups and local government, looked at issues as diverse as best practice, prioritisation, performance management, and risk-based enforcement.

LABREG had been scheduled to consult on its findings in January 2006, however the Chancellor in the Pre-Budget Report announced the creation of the Local Better Regulation Office (LBRO) to progress the Hampton and LABREG findings. In the light of this announcement, LABREG decided not to consult formally on its findings. Instead it delivered a progress report to BRE, and dissolved itself.

The LBRO will drive up standards within the wider local government performance framework. It will improve consistency and coordination for all businesses, particularly those that operate across local authority boundaries. A formal outline of LBRO proposal was expected by the end of January, 2006, however at the time of completing this review no such proposal has been made.

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[1] HM Treasury – Reducing administrative burdens: effective inspection and enforcement – Philip Hampton March, 2005
[2] Better Regulation Action Plan – www.hm-treasury.gov.uk

Enforcement Concordat

Launched on 5 March 1998, the Enforcement Concordat is a transparent, published agreement setting out what businesses can expect from local enforcers. It encourages enforcers to be risk-based and proportionate in their engagement with business. Adoption of the Concordat is voluntary, yet to date 96% of all organisations within its scope has adopted it.

LABREG was asked by the BRE to help develop a new set of guidelines for enforcement, building on Hampton, to update the Enforcement Concordat. LABREG produced a preliminary draft, called the Compliance Code, on which it intended to consult in January 2006. This is now impossible given LABREG has dissolved. Instead, responsibility for the further development of the Code has been passed back to the BRE.

To allow all bodies both inside and outside the LABREG/LBRO process to have their say in developing the Code, BRE officials be engaging with them in due course and will do further work on the Code. They will consult on a revised draft when work is complete.

2. LOCAL POLICY CONTEXT

The Corporate Plan outlines the priorities that the Council will deliver over the next five years. Making Rotherham a prosperous place, with a vibrant, mixed and diverse economy and flourishing businesses is one of these priorities. Providing an environment that will foster the growth of existing businesses and attract new businesses to the borough is central to the delivery of this priority.

Reducing the burden that regulation imposes on business, without compromising public protection, is a key factor in increasing investment as it supports business growth and start-up. In recognition of this the Neighbourhoods Progamme Area Service Plan 2005/08, under objective eight, sets out several key tasks which are consistent with effective and value for money service delivery.

A report summarising the findings of the Hampton Review was presented to Cabinet Member Neighbourhoods at the meeting held on 6th June, 2005. This report outlined the main issues within the Hampton recommendations and identified that many aspects of these are in line with the direction of regulatory services in Rotherham.

The report stated that the overall objective of the Hampton Review, to reduce administrive burdens on business, was supported providing no new undreasonable burdens are placed on regulators to the extent of compromising effective enforcement. Additionally this report identified that improved joint working, co-ordination and data sharing was desirable although slow progress had been made on this in the services witihin Neighbourhood Standards Unit, Neighbourhoods Programme Area.

The review also highlights that freedoms and flexibilities provide scope for service growth in some areas of regulatory services with a commercial dimension. This is evident in the work undertaken by the Building Control, Planning Transportation Service and the market and processes within which the service operates .

The report to Cabinet Member submitted that integration on the scale proposed by the Hampton review would require very considerable change and agreement on complex service and procedural differences to achieve desired outcomes. Moreover it highlighted that key issues within the Hampton review, particularly the provision of advice to business, joint working and more co-ordinated and targeted inspection and enforcement accord with key performance indicator BV166.

Regulatory services across the authority provide a diverse range of services, many of which impact upon new and existing businesses. This impact places significant administrative burdens on businesses which, by increasing costs, can adversely affect their growth. Developing the Councils regulatory services in way consistent with the spirit of the Hampton recommendations will support the process of fostering economic growth. It will also help to ensure that regulatory services are effective, consistent and provide value for money service delivery.

In terms of delivering and developing its regulatory services consistently with the national policy agenda and in way which supports economic growth the Councils Year Ahead Statement 2005/2006 makes the following key commitment:-

"To undertake a cross-Council review of regulatory services to ensure effective, consistent and value for money service delivery"

In order for this review to be effective discussions were undertaken with officers from Economic and Development Services to determine its scope. These dicussions indicated that the direction of regulatory services in Rotherham were in-line with many aspects of the Governments action plan. However undertaking a cross Council review that focuses on regulatory services which impact on businesses would support the development of responsive, effective and value for money services. Additionally discussions with Rotherham Investment and Development Office highlighted that focusing the review in this way would be consistent with their aims to provide an infrastructure of support services to fulfil business needs.

3. SCOPE OF THE REVIEW

A report outlining the process of scoping the review was submitted to the Councils Corporate Management team at its meeting on 31st October. This report outlined the national policy agenda and the impact of this on local authority regulatory services. It identified that the review should focus on regulatory services within the Council that impact upon business.

The review involved the following services from within the Neighbourhood Standards Unit, Neighbourhoods Programme Area:

- Trading Standards
- Licensing
- Food, Health and Safety
- Neighbourhood Enforcement

The following Services from within the Planning and Transportation Service, Economic and Development Services Programme Area also formed part of the review:

- Development control
- Building Control

Additionally nominees were sought from the following external organisations to participate in the review:

- South Yorkshire Fire Service
- Health and Safety Executive

Focusing the review on regulatory services with a commercial impact provided an opportunity to identify measures required to comply with the Better Regulation Executive, the Hampton Review recommendations and the Better Regulation Action Plan. Additionally it presented an opportunity to support economic growth by identifying ways of reducing the administrative burdens regulation imposes upon business, without compromising public protection.

Following approval by Corporate Management team the scoping report was submitted to the meetings of Cabinet Member, Neighbourhoods on 15th November and the Cabinet Member, Ecomonic and Development Services on 28th Novemember. Subsequently Councillor Fred Wright and Co-opted Panel member Jack Carr were nominated by the Sustainable Communities Scrutiny Panel and Councillors Richard Russell and John Swift by the Regeneration Scrutiny Panel to to contribute to the review process.

Following discussions with the Head of Performance and Quality, Chief Executives Department, the new Service Improvement Review format was piloted by the review. This provided a clear mechanism for reporting the reviews findings and a practical application of the new format.

4. METHODOLOGY

The review has been developed within the Council's Service Improvement Review framework and guidance which is designed to help all service managers' review and improve services. The review has followed the corporate guidance for conducting a service improvement review **(Evidence ref: RSR1)** designed to demonstrate the drive of continued improvement.

A review group was formed, comprised of a cross section of employees from the Neighbourhoods and the Economic and Development Services Programme Areas to provide leadership to specific tasks. Additionally participation was sought from external agencies and these were involved in the work of the review.

The review was project managed by the Trading Standards and Business Partnership Manager and as the review was cross cutting across programme areas full engagement with all partners was established. Participants in the review challenged the way the services were delivered in order to look at ways to get around problems.

Learning from customers played a key part of the review and the contribution of the Rotherham Chamber greatly assisted the process. Furthermore service users were

surveyed in order to involve users in identifying improvements which could be made. Best practice was used to learn from others and compare the service to other providers.

Staff, other than those involved in the review group, were aware of the review process and on many occasions' staff from across programme areas provided information which formed part of the review. Elected Members participated in the review process and nominees were provided from both the Sustainable Communities and the Regeneration Scrutiny Panel.

Given the scope of the review much of the information available from the Better Regulation Executive assisted the process. This information provided insights into what should be considered when drawing up an improvement plan. Additionally the findings of the Hampton Review and its 35 recommendations significantly informed the review process.

Base line assessment

A base line assessment **(Evidence ref: RSR-2)** was carried out as part of the review which is supported by information provided from the services involved. The base-line assessment looked at the services on an "as of now basis" in order to assess current performance, and identify gaps.

The baseline assessment drew on information from the Charter Mark status of the Development control service and the Charter Mark bid submission by the Neighbourhoods Programme Area. It also drew upon the Best Value Performance Indicator 166 - Environmental Health and Trading Standards checklist inspection, Best Value Performance Indicators 109, 111, 204 and 205 relating to the Development Control Service and the Best Value Indicator 106 Performance Clinic.

Linkages

The review is being carried out within the context of the emerging national policy agenda and against the backdrop of fundamental review of the way both local and national regulatory services are delivered. The summary of the most important issues taken into consideration is provided in the national and local policy context sections of this report.

5. APPLICATION OF THE FOUR C'S

The timescale of the review limited undertaking detailed comparative measurement against the four C's previously required within the prescribed methodology in line with the Best Value Review process. However the "Four C's" have been applied to the review process in the following ways:

Challenge

The services involved in the review have been challenged in a number of different ways which identified areas of strength and weaknesses:

- Review group members assessing the services they provide against the Hampton recommendations and the Governments best regulation agenda

- Review project leader undertaking consistent questioning of the participants to challenge ways of service delivery and identify areas which could be improved through business process re-engineering

- Increased engagement between regulatory services to foster a critical friend approach to challenging ways of providing services

- Increased awareness of the Governments and the work required to develop services in line with the national policy context

Consult

Consultation has followed the Council's consultation strategy. It has involved a range of stake holders in a variety of ways. The consultation undertaken identified a range of views, opinions and improvements which will help shape the future of regulatory services and contributed to the recommendations within this review. Methods of consultation are as follows:

- **Customers**

  During the review we have engaged with the Head of Rotherham Chamber which to identify priorities for service improvement from the Chambers perspective. This enabled us to view the current service through the customer's eyes.

  Additionally a survey was dispatched to service users which aimed to give qualitative feed back on the services provided and how they could be improved in line with the Government's agenda. **Evidence ref: RSR 3** sets out the findings of this survey.

- **Customer Feedback**

  Information obtained from the customer feedback surveys undertaken by services involved in the review form part of the base line process and this method of consultation contributed to identifying the current position and ways to improve.

- **Elected Members**

  To ensure the Elected Members were involved and their views were taken on board the scope of the review was reported to Cabinet Member Neighbourhoods and also to Cabinet Member Economic and Development services. Additionally nominees were sought from the Sustainable Communities and the Regeneration Scrutiny Panels to contribute to the review process.

- **Staff**

  Staff participated throughout the review giving their opinions on the future of the service. Staff other than those who formed part of the review group contributed to the service as the review group was anxious to communicate with the officers who directly interacted with businesses through their work.

- **External Agencies**

  Nominees were sought to participate in the review from the Health and Safety Executive and South Yorkshire Fire and Rescue Service. Discussions were undertaken with a representative from the Fire and Rescue Service and this information contributed to the findings of the review.

Compare

The review carried out research involving comparisons with operations, performance and proposed solutions in other local authorities. This identifies how we are currently performing against others and has shown new ways in which we can deliver better services by adopting good practice. We have looked at various processes and disciplines and have compared ourselves with other organisations which included:

- Researching examples of business partnership best practice to identify the structure, nature and method of the services they provide.

- Using the LACORS notice board to identify regulatory services reviews undertaken by other authorities

- Enquires with other authorities to highlight work being done as part of the better regulation agenda

- Using regional and sub-regional partnership forums to communicate with other authorities to identify common approaches to better regulation

Compete

The information within the base line assessment established, through compiling details of performance against key performance indicators such as BVPI 166, a measure for comparison. The review examined the methods that others have adopted to develop services in line with the better regulation agenda, however this research provided little conclusive evidence. It is submitted that despite the high profile of the Governments drive for better regulation there is little evidence of a consistency of approach across local authorities. However the review highlighted the following:

- Baseline assessment is key to evidencing continuous improvement, examples of best practice should be examined when identifying ways to fill gaps and benchmarking should be used deliver improvements

- Performance measures can be used for those services were no statutory measures are in place to demonstrate effectiveness and efficiency and aid comparison

- Developing in-house performance measures to assess improvement in line with better regulation and reduced administrative burdens should be a key task of the Better Regulation Working Group

6. FINDINGS

Regulatory services contribute to the well being of the Borough's residents through public protection. By assisting businesses with regulatory compliance they help to foster economic growth and make Rotherham an attractive environment for economic investment. Additionally their performance, through a number of indicators within the environmental services assessment framework now forms part of CPA and will contribute to the Councils overall performance ratings.

The scope of the review considered the following issues:

(a)   *Effective, consistent and value for money service delivery by regulatory services*

(b)   *Identify the improvements required to deliver regulatory services in line with the Governments better regulation agenda*

The findings have therefore been linked to these two objectives. Additional issues have arisen during the course of the review some of which relate to services to customers and some are more process related. These are addressed in the section entitled 'Emerging issues'.

Effective, consistent value for money service delivery of regulatory services

Base-budget review

The base budget review process was completed in November 2005. Its key findings for Environmental Health (including Food and Health an Safety, Noise and Pollution, Trading Standards and Licensing) can be summarised as follows.

- Enforcement Services have been integrated with other Neighbourhood Services to improve efficiency and effectiveness
- The rationalisation of enforcement services into Neighbourhood Services was cost neutral.
- The Licensing Service had recently taken responsibility for dealing with liquor licensing
- Food safety inspections have been adversely impacted by staff shortages which re-organisation will remedy
- Partnerships are in place with other Local Authorities for collaborating on Trading Standard issues

Regional working

The review highlights that regulatory services network sub-regional and across Yorkshire and Humberside. This is evidenced by a range of forums as follows:

- South Yorkshire Food and Safety Group
- Yorkshire and Humber Food Working Group
- Yorkshire and Humber Safety Working Group
- South Trading Trading Standards Joint Committee
- Yorkshire and Humber and South Yorkshire Fair Trading and Metrology Groups

This list is not exhaustive and it is clear that regulators interact with neighbouring Councils and this informs service delivery through joint working. A number of regulatory services use these forums to progress joint enforcement projects and this is apparent in the Trading Standards Service which undertakes regional intelligence led joint operations. These exercises also highlight a multi agency approach as key partner organisations are involved, particularly the Police, the Department of Work and Pensions and the Inland Revenue.

However this review highlights that there is a lack of a co-ordinated approach to responding to the work and proposals of the BRE. This should form part of the work of the proposed Better Regulation Working Group. This will enable the Council to provide clear co-ordinated responses to consultation on proposals shaping the future of regulatory services. Furthermore this process could be advanced to a sub regional level with a longer term objective being the development of a Better Regulation Working Group across the sub-regional authorities.

Information Technology

The review highlighted that information technology systems were key to providing effective regulatory services. To support the review research was conducted which looked at the systems in use in services. This highlighted shortfalls and criticisms of the systems used and summarised these under the following headings:

- Lack of system training and knowledge
- Competence and capability of systems for processes
- System maintenance
- Lack of protocols
- Lack of designated system trainers and co-ordinators

In summary the research highlighted difficulties and barriers by which information technology systems impacted upon effectiveness and efficiency of the services provided. It also highlighted potential solutions to resolving these problems and these are reflected in reviews recommendations.

Data-sharing

The review highlighted that data sharing was the key factor in the provision of efficient and effective regulatory services. Services both inside and outside of the Council did not have named contacts between one another and therefore sharing of data was reliant on informal links.

Awareness of what services other regulators provided was often based on an officer's general knowledge and this did not support data sharing or help to prevent duplicated visits. The recommendations aim to implement measures to address this issue.

Business Process Re-engineering

The efficiency of regulatory services could be improved through the use of business process re-engineering. However it is essential that areas which would most benefit from the process were prioritised to achieve cost reduction, potential revenue generation and greater efficiency. The action plan for the implementation of the reviews

recommendations outlines the stages of this business re engineering process in greater detail.

Better Regulation Working Group

The review concluded that a key purpose of the recommended Better Regulation Working Group was to ensure that service development was consistent with the themes expressed in the Governments Better Regulation Action Plan.

The improvements required to deliver regulatory services in line with the Governments better regulation agenda

Many of the reviews findings overlap in that they relate to the provision of effective consistent and value for money service delivery and also identify improvements required to deliver services in line with the Governments better regulation agenda. The following section of the report sets out the improvements required to deliver regulatory services in line with the Governments better regulation agenda.

Best Practice

The Kirklees Business Partnership was considered as part of the review **(Evidence Ref RSR - 4)**. This is a partnership of organisations that regulate business with the aim of making it easier for businesses to understand and comply with regulations.

This partnership includes regulatory services provided by the local authority and external agencies such as the National Care Standards Commission, the Inland Revenue and the Environment Agency.

It provides a help line for business regulation enquiries, twice yearly newsletters, seminars and business rules events. The co-ordinator of this partnership was located within the Food Hygiene and Safety Service within Kirklees Metropolitan Council, Environment and Transportation Service.

Enquiries indicated that the Executive Director of the Environment and Transportation Service was a member of the board of the Governments Better Regulation Executive and therefore the drive towards a business partnership approach had significant support at a senior level within the authority.

Discussions with the partnership co-ordinator touched upon a number of issues particularly raising the profile of the partnership, dealing with external agencies and increasing participation at business seminars, exhibitions and business rules events.

These discussions also highlighted a number of key factors particularly the format of newsletters and using existing communication networks such as Business Link for engaging with ethnic minority businesses and methods of assessing the effectiveness of the partnership.

A key factor which came out of examining the Kirklees Business Partnership was that advice was a much under utilised resource and effective advice was central to compliance. The review suggests that a business partnership can offer more than just a signposting service as it can help to make an area more attractive for businesses to

locate. It is submitted that RIDO should contribute to the development of a partnership within their role as the regeneration arm of the Council.

During the course of the review further examples of best practice were identified namely the Business Link regulation check list, the New Forest Business Partnership and RIDOs Working With Businesses project. These examples will be used to support the establishment of a businesses partnership.

<u>Survey to Business</u>

During the review a survey was sent to 175 local businesses to seek their views on the way we can improve our services and reduce the administrative burdens that regulation can impose. This survey asked 40 questions under the following headings:

- Type of business
- Business advice
- Inspections
- More effective incentives
- Dealing fairly with business
- Simplifying regulatory structures
- Reducing the paperwork burden

The questions in this survey were consistent with the issues raised in the Hampton Report.

<u>Rotherham Chamber</u>

Discussions with the Chamber highlighted the following points:

- Regulatory services look very complicated from the outside
- Businesses find it difficult to locate the proper regulator
- its difficult for business to determine who they were to be regulated by and how

Discussions indicate that businesses aren't sure of the structure of regulatory services and this made it difficult to comply. Often non compliance was not deliberate but was down to difficulties with finding the right information. Ways of addressing this problem were identified as raising the profile of regulatory services, an improved website with clear links to regulators, a business partnership approach, clearer more concise business regulation advice and guidance leaflets and a greater awareness between regulatory services of one another's roles and responsibilities.

Business believes that on some occasions regulatory services had a siloed approach and didn't share data. A further problem was that many of the forms which had to be used as part of the regulatory process were complex and difficult to follow and therefore understanding and completing these forms placed a considerable administrative burden on business.

Business should be kept aware of any changes to regulations and this could be done through newsletters. Customer focus groups would help businesses contribute to service development and this would provide more direct engagement than customer satisfaction surveys.

The Council should offer more compliance incentives to business such as posters or door stickers which they could display on their premises to indicate compliance. Additionally visits should only be undertaken to high risk premises and all visits should be preceded with a pre notification so that businesses are aware of what is required of them to comply.

Advice was a much under utilised tool and could support effective regulation. Clear and concise advice leaflets were not the only measure that could help to do this but a more pro active approach to advice would help business to overcome difficulties they faced with compliance. However effective business advice was dependant on it being clear who businesses need to speak to about specific pieces of regulation and this required a clear point of entry and links to external regulators. The review identified that the development of a business partnership was key to meeting this objective.

Rotherham Chamber also highlighted that the Councils regulatory services should share the same mission/ vision statement for clarity of purpose and this should pay due regard to public protection and fostering economic growth.

<u>Risk profiling</u>

Regulators operate within different legislative frameworks. This means that risk profiling can work under different rules and guidance. Examples of this are:

- LACORS risk profiling model for Trading Standards Service
- Risk assessment for food safety and standards set out in the Food Safety Code of Practice, Food Safety Act 1990
- Operator Performance and Risk Appraisal Screen used by the Environment Agency
- Commissioning and multi disciplinary inspection regimes of the Health and Safety Executive
- Risk assessments and premises categorisation - Regulatory Reform order and changes to fire safety legislation

The review highlighted that regulatory services did use different processes of risk profiling however this was down to legislative requirements. However a common principle within all risk profiling was that resources should be targeted to the areas of highest risk. A gap identified by the review was that there was no risk profiling process for the Councils licensing service as inspections and visits appeared to be intelligence or complaint led.

Although the review highlighted that some regulatory services undertook risk profiling within a model prescribed by a national authority such as the Food Standards Agency or the Health and safety Executive, there should be consistent themes within a risk based approach as follows:

- That no inspection is done without justification
- There is no form filling without justification
- No information requirements without justification

Furthermore a common principle should be that risk profiling should ensure resources are targeted at those businesses who have failed to comply so that those who are compliant and operate within the law are not burdened by unnecessary visits inspections and information requests.

A consistent approach to risk profiling across regulatory services is a complex issue. Different regulators operate under different pieces of legislation some of which requires the use of specific risk profiling techniques. This makes it difficult to develop a generic risk profiling model for all regulatory services however the review identifies that risk profiling should have common themes.

Compliance Incentives

The review indicates that positive incentives to encourage businesses to comply with regulations should be used. These could take the form of award or recognition schemes, where businesses show that they perform well in a certain area by displaying a sticker or other mark in their window.

Such incentives were under used and the review found that regulatory services should adopt positive incentives where appropriate and offer "scores on the doors "schemes. This allows compliant businesses to highlight the fact that they work within regulations. The review recognises that the Trading Standards Service, through its contribution to the South Yorkshire Motor Trader Partnership was a high profile positive incentive to improve consumer confidence in car dealers across the sub region.

Penalties

Regulatory services use a number of methods of penalising businesses who failed to comply ranging from formal prosecutions, improvement notices from Environmental Health Officers, Stop Orders from Trading Standards Officers, the prohibition of the use of premises for food and the review of licences under the Licensing Act 2003 as a licensing authority.

Rotherham Chamber expressed the view that penalty regimes should be quicker and tougher for persistent offenders. The review highlighted that regulatory services did make use of alternative methods to prosecution particularly formal cautions when the offender had demonstrated they'd made changes to their practices to prevent re offending.

Although the review highlighted the use of a range of penalty measures under different pieces of legislation it identifies scope for changes to the penalty regime. The time scale for the review did not enable further consideration to be given to different types of penalties however it highlights that the following issues should be considered as part of a penalty review:

- The use of penalty by-passes to allow businesses to correct failure to comply
- Past performance affecting the level of penalty
- More administrative penalties on businesses such as regular performance reporting and a more detailed inspection programme
- Criminal sanctions for those who are criminally negligent and dangerously incompetent
- the use of financial penalties to fund improvements elsewhere (such as moneys made available from the proceeds of crime fund)
- More positive incentives for compliance should form part of any penalty review

The review suggests that a penalty review should form part of the programme of work for the proposed Better Regulation Working Group.

Information Technology

Integrated information technology systems underpin the delivery of effective regulatory services. This is particularly the case in terms of data sharing, and co-ordinated inspection programmes. IT systems across the services involved were researched to enable a better understanding of the processes that work and those that don't. This research highlighted the types of systems used, what they did, what they were used for and how they integrated.

Regulatory services within Neighbourhood Services used the same FLARE IT system with the licensing service using an additional system called LALPAC for Private Hire and Hackney Carriage licensing. Develop Control and Building Control Services have access to and use three main systems which relate to planning applications, GIS mapping and a search tool for progress on applications and decisions. These systems, and their development, support the commitment by the Planning and Transportation Service to meet PARSOL requirements and achieve the 21 points of the Pendelton criteria.

In terms of the system in use within Neighbourhood Services the review identified problems with this particularly access and permission levels, knowledge of how to use the system, and common approaches to data input. Feedback from officers within Economic and Development Services also highlighted similar problems and the following common themes:

- Lack of awareness of what systems can do
- Lack of training, lack of common approach to data input, and lack of permissions and access

It is recognised that work is being done to address some of the difficulties with IT systems. The development of the single business account in line with the ODPM E Government Priority G8 will require the interfacing of data from the Flare system to the Siebel system as the customer relationship management system. It is envisaged that this facility will provide a single view of the customer with consistent information from service to service.

Using Regalion software to meet ODPM E Government Priority G7 will facilitate some on-line licence applications and enable the system to be rolled out across the Neighbourhood Services Area supporting future system integration.
At the time of this review there are no formal links between any of the IT systems and external regulators such as the Fire Service however part of the work being undertaken to cleanse the Flare system was for its use to support the full implementation of the Safer Neighbourhoods Teams.

The review highlighted a link between the FLARE system and the community intelligence unit, with a longer term objective being to map partner data and council data. This longer term system integration will inform strategies and improve value for money by realigning and targeting resources.

Business advice

Business advice is needed because the regulatory environment is so complex and this complexity can cause business owners to give up on regulations and "do their best". This is particularly true in respect of small business, many of whom, through the pressure of time, take a conscious decision to avoid finding out about regulation.

Smaller to medium enterprises did not have the people or time available to monitor change in legal requirements or actively seek out regulatory advice. When business find advice they need to be able to assimilate it quickly and easily so within pressure time constraints they can do what's required to comply.

The review concluded that all regulators should use broad reach advice and this is reflected in the recommendations regarding development of a business partnership and business regulation newsletters. Additionally regulators should judge the effectiveness of their advice by monitoring business awareness understanding of regulations and this should be done through modifying existing customer surveys to obtain the information and also through the work of the customer focus groups.

The review believes that the more transparent and positive relationships with business can be achieved if regulatory services, when interacting with lower risk businesses tailor this interaction around advice.

Regulatory services should work to the broad principle that advice is always available to businesses when they want to access it and this would be a key purpose of greater business regulation information on the website. Increasing access to business advice could, in some cases be more resource intensive than a simple box ticking inspection however this process would help to increase business compliance.

7. EMERGING ISSUES

The review identified a number of key emerging issues which the recommendations aim to address in the longer term:

- Limited awareness across regulatory services of the Hampton report, the Government's Better Regulation agenda, the Better Regulation Executive and the Better Regulation Action Plan

- Businesses find it difficult to access regulatory advice and often non-compliance is not deliberately intended but down to a lack of awareness of responsibilities

- A single point of entry for business regulation advice would aid business compliance and help to prevent failure to comply

- Form simplification aids the regulatory process by lessening the time spent trying to fill in difficult to understand forms

- Simple forms and guidance notes make it easier for business to comply by knowing what's required of them. This also lessens the amount of work regulators have to do dealing with incomplete forms and missing data

- Advice is an under used part of enforcement which can significantly assist businesses in complying with regulations

- Information technology systems are a key factor in the delivery of efficient and effective regulatory services particularly system integration, data-sharing, consistency of input and usage

8. FINANCIAL IMPLICATIONS

Much of these reviews recommendations can be met within existing resources. This is on the basis that they do not directly require capital expenditure to deliver. It is acknowledged that the recommendations will mean additional work for the services involved however taking forward the recommendations will increase the efficiency and effectiveness of regulatory services in a number of ways:

- Greater linkages between services and coordinated working

- Focusing resources at high risk business

- Reducing the number of unnecessary enquiries from business

- Reducing the number of follow up visits

- Maximizing efficiency through business process re-engineering

- Better use of information technology systems.

A measurable efficiency saving through improved business compliance is the reduction of return inspections by Trading Standards officers. In 2004/05 213 premises were profiled as high risk in Rotherham. 170 of these premised were found to be compliant upon first inspection, leaving a further 43 to be brought to compliance through at least one return visit. These return visits roughly equate to a minimum of three hours officer time, this includes the visit, undertaking checks and updating IT systems. Therefore a rough estimate is that these return visits cost the Council almost 130 hours of officer time.

Additionally the time spent undertaking return visits for less serious non-compliance could be targeted at those businesses who deliberately fail to comply. With regard to a single point of entry for regulatory advice it is envisaged that the initial development of a business partnership would not incur any capital outlay however in the longer term its development will require further consideration to be given to its financial implications.

9. RECOMMENDATIONS

There are a number of key recommendations arising out of this review within the following strategic objectives

More effective regulatory compliance through informed successful business

- The development of a business partnership to provide a single point of entry for businesses to access advice and guidance on regulation by the Council and external agencies

- An audit of forms be undertaken by all of the services involved in the review to simplify forms to achieve Crystal Mark standard

- That an audit of regulatory guidance leaflets be undertaken in order to simplify the information available so that at a glance guides can be provided and this information be available from the Council website through links

- The development of a website to raise the profile of services provided by the Planning and Transportation Service, particularly Development Control, Building Control and Local Land Charges to support commercial viability and the provision of business advice

- Business process re-engineering be applied to areas of service provision to maximise efficiency and the reduction of administrative burdens on business

Efficient and Effective co-ordinated value for money regulatory services

- Where appropriate pre-notification of inspections / visits be provided so business are aware of their responsibilities and can evidence compliance

- Customer focus groups be established by the services reviewed as part of the business partnership to widen consultation and customer engagement mechanisms

- Service areas set up Information Technology System Co-ordinators and Information Technology User Groups to inform the development of systems and resolve problems causing inefficiencies

The delivery and development of regulatory services in line with the Governments Better Regulation Agenda

- An Elected Member "Better Regulation" champion be nominated to assist in driving forward the findings of the review

- A Better Regulation Working Group be established to take forward the Governments better regulation agenda across services involved in the review to develop a consistent approach

Consistent enforcement and inspection practices and improved regulatory outcomes

- A Clear mission and vision statement for regulatory service to evidence common values and purpose

- A Safer Neighbourhood Action Group be developed for the Town Centre

- The General Enforcement Policy be reviewed in line with the LABREG Regulatory Compliance Code once the Better Regulation Executive have revised this code

- OPDM E-Government Priority Seven be met by the use of Regalion software

- Key contacts be established between service areas to support data sharing

- Cross service awareness sessions be completed to increase knowledge and support greater co-ordination and wider business advice

These recommendations present a challenging agenda. They aim to provide a starting point to drive forward better regulation within the time-frame outlined in the implementation action plan. However raising the quality and effectiveness of regulatory services in line with the better regulation agenda is a long-term existing commitment and the recommendations aim to strengthen this.

Much of the Government's better regulation agenda requires a step change across regulatory services which despite significant support for this approach cannot be achieved immediately. The recommendations of the review provide the base upon which to take forward a culture change to improve regulatory services and drive them forward in line with the Governments agenda.

10. IMPLEMENTATION ACTION PLAN

The action plan for the implementation of recommendations is designed to achieve improvements that are **s**pecific, **m**easurable, **a**chievable, **r**ealistic and **t**imed to coincide with the delivery of more effective and efficient regulatory services in line with the Government's agenda.

The plan outlines the key tasks for delivering the recommendations under four strategic objectives. It also outlines the target date, task manager, measure/milestone, status, resource and risk. Taking forward and delivering the recommendations will support the delivery fair, consistent and sustainable regulatory services, undertaken by officers displaying the highest professional standards.

1. More effective regulatory compliance through informed successful business

Task Ref	Key actions	Target Date	Task Manager	Measure / Milestone	Status	Resources	Risk
1.	A Single point of entry for business to access regulatory advice and guidance	December 2006	Daniel Swaine	• Establish participants and formally invite participation (internal and external) April 06 • Undertake presentations to partners June 06 • Establish partnership board July 06 • Develop partnership protocol Sept 06 • Pilot web page for partnership Oct 06 • Set up web links to internal and external web site Nov 06 • Partnership operational Dec 06 • Assess feedback to measure effectiveness Apr 06	On target	Initially officer time Longer term resources implications to be highlighted as partnership develops	Failure to provide single point of entry and meet business expectation Potential lack of 'buy in' participation from external partners Failure to increase regulatory compliance through improved availability of business advice Opportunity to improve compliance and foster business growth missed

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1.	More effective regulatory compliance through informed successful business						
Task Ref	**Key actions**	**Target Date**	**Task Manager**	**Measure / Milestone**	**Status**	**Resources**	**Risk**
2.	Crystal Mark forms used in business regulation process to standardise and simplify	Licensing Service pilot – completion August 2006 Other Regulatory Services March 2007	David Stockdale Bob Crosby Karl Battersby	• Determine forms for audit Mar 06 • Revise forms Apr 06 • Submit for crystal mark May 06 • As above	On target To commence following Licensing Pilot June 06	Within existing resources	Failure to simplify forms No reduction of burden on business arising from compliance process Forms not crystal mask approved
3.	Simplify regulatory guidance leaflets to produce at a glance guides available from the Council website through links	Trading Standards and Licensing Service pilot – completion August 2006 Other Regulatory Services March 2007	David Stockdale Margaret Statham Bob Crosby Karl Battersby	• Determine guidance notes for audit Mar 06 • Revise forms Apr 06 • Submit for crystal mark May 06 • As above	On target To commence following Licensing Pilot June 06	Within existing resources	Failure to simplify forms No reduction of burden on business arising from compliance process Forms not crystal mask approved

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1. More effective regulatory compliance through informed successful business

Task Ref	Key actions	Target Date	Task Manager	Measure / Milestone	Status	Resources	Risk
4.	Website to raise the profile of services provided by the Planning and Transportation Service, particularly Development Control, Building Control and Local Land Charges to support continued commercial viability, the provision of business advice and meeting of PARSOL and Pendleton requirements	Sept 2006	Keith Hirst	• Appointment of project lead Apr 06 • Identification of best practice May 06 • Pilot site Sept 06 • Update following pilot Dec 06	On target	Within existing resources	Failure to raise profile of services Missed revenue Failure to use opportunity to support commercial viability of service
5.	Improve efficiency and value for money service delivery through Business process re-engineering	Sept 2006	Bob Crosby Karl Battersby	• Identify areas to apply BPR and outline programme June 06 • Deliver BPR programme Sept 06 • Analyse impact Dec 06	On target	Within existing resources	Inefficient processes Missed opportunity to maximise efficiency Missed reduce the administrative burdens regulation imposes on business

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2.	Efficient and Effective co-ordinated value for money regulatory services						
Task Ref	Key actions	Target Date	Task Manager	Measure / Milestone	Status	Resources	Risk
1.	Increase business compliance through pre-notification of inspections / visits	Sept 2006	Bob Crosby Karl Battersby	• Identify appropriate application of pre-notification policy May 06 • Trading Standards Service pilot for Pre-notification of Weights and Measures Inspections June 06 • Apply process other regulatory services undertaking inspections/ visits Sept 06	On target	Within existing resources	Unnecessary re-visits to business trying to complying Resources spent chasing business trying to comply and less time focused on deliberate non compliance
2.	Establish customer focus groups to widen consultation and customer engagement mechanisms	Aug 2006	Bob Crosby Karl Battersby	• Utilise Chief Executives Department and programme areas. consultation support Apr 06 • Determine representatives to Group May 06 • Draft terms of reference and schedule of meetings June 06 • Engage group Aug 06	On target	Within existing resources	Lack of business engagement Failure to consult service users and engage Service development not informed by user needs

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2. Efficient and Effective co-ordinated value for money regulatory services

Task Ref	Key actions	Target Date	Task Manager	Measure / Milestone	Status	Resources	Risk
3.	Improve efficiency of IT systems	Commencing June, 2006	Bob Crosby Karl Battersby	• Established System Co-ordinators May 06 • Set up users groups June 06 • Identify training needs for users June 06 • Protocols be developed / revisited regarding data input/ fault reporting July 06 • Training programmes be implemented Aug 06	On target	Within existing resources	Failure to use full potential of IT systems Inconsistent data input Lack of up to date records Duplication of information requests / visits based on out of date information
4.	Performance manage implementation plan	May 2006	Bob Crosby	• Develop performance management framework for actions April 06 • Establish performance indicators to assess impact May 06 • Discuss impact with Partners June 06 • Report progress to PAMT August 06	On target		Reviews recommendations not implemented Review process ineffective Progress not monitored

3. The delivery and development of regulatory services in line with the Governments Better Regulation Agenda							
Task Ref	Key actions	Target Date	Task Manager	Measure / Milestone	Status	Resources	Risk
1.	Establish Better Regulation Working Group to develop a consistent approach to the better regulation agenda	May 2006	Daniel Swaine	• Determine participants and seek external representatives Mar 06 • Establish terms of reference and work programme Apr 06 • Confirm administrative support May 06 • Schedule meetings May 06	On target	Within existing resources	Regulatory services not consistent with government agenda Inconsistent approach to better regulation
2.	Elected Member "Better Regulation" champion to drive forward the findings of the review	May 2006	Bob Crosby	• Elected Members Seek nominees Apr 06 • Confirm at annual council May 06	On target	Within existing resources	Failure to raise profile of drive for better regulation Lack of Member support Regulatory services not consistent with government agenda Inconsistent approach to better regulation

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4.	Consistent enforcement and inspection practices and improved regulatory outcomes						
Task Ref	Key actions	Target Date	Task Manager	Measure / Milestone	Status	Resources	Risk
1.	A Clear mission and vision statement for regulatory service to evidence common values and purpose	April 2006	Bob Crosby Karl Battersby	• Establish clear mission and vision statement Mar 06 • Integrate into regulatory services team plans Apr 06	On target	Within existing resources	Lack of one-council approach Differing priorities Inconsistent approach
2.	The development of Safer Neighbourhood action group for the Town Centre	May 2006	Janet Greenwood	• Establish terms of reference May 06 • Group in operation May 06	On target	Within existing resources	Failure to provide co-ordinated response to crime and grime issue
3.	Review and revise General Enforcement Policy in line with the LABREG Regulatory Compliance Code once the Better Regulation Executive have revised this code	2006 when guidance published	Bob Crosby Karl Battersby	• Obtain LABREG Regulatory Compliance code once published • Undertake review of Enforcement Policy • Produce revised code • Present appropriate Cabinet members • Cabinet approval;	Awaiting publication of regulatory compliance code	Within existing resources	Enforcement policy not consistent with Government guidance, best practice and LACORS guidance
4.	Cross service inter-working and greater co-ordination through increased awareness	April / May 2006	Daniel Swaine	• Develop awareness raising programme Mar 06 • Schedule awareness raising event s Apr 06 • Undertake events Apr 06 onwards	On target	Within existing resources	Lack of comprehensive business advice Data not shared Activities not co-ordinated Resource wasted through duplication of activities

4.	Consistent enforcement and inspection practices and improved regulatory outcomes						
Task Ref	Key actions	Target Date	Task Manager	Measure / Milestone	Status	Resources	Risk
5.	Established key contacts for better data-sharing	March 2006	Daniel Swaine	• Establish key contacts Feb 06 • Circulate formal list Mar 06	On target	Within existing resources	Data not shared Activities not co-ordinated Wasted resources and through duplication of work
6.	OPDM E-Government Priority Seven (planning / licensing functions integration) be met by the use of Regalion software	March 2006	David Stockdale	• Determine best method to meet target G7 and confirm Regalion preferred option Feb 06 • Revise application forms Feb 06 • Confirm support costs Feb 06 • Factor support costs into budget Mar 06 • Implement Regalion Mar 06	On target	Use of ODPM E-Government funding to cover capital costs Maintenance costs within existing resources	Failure to meet ODPM priority G7

Agenda Item 7

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS		

1.	**Meeting:**	**Cabinet**
2.	**Date:**	**29th March 2006**
3.	**Title:**	**Approval – Corporate Procurement Strategy**
4.	**Programme Area:**	**Corporate Services**

5. Summary

The Council has had a corporate procurement strategy and a construction procurement strategy in place for a number of years. Following the appointment of the procurement client and the performance review of procurement late last year, it was considered necessary to review both of these documents and develop a new integrated Corporate Procurement Strategy. In view of the Council's excellent experience in the establishment of partnerships, a policy within the strategy will refer to the protocols for entering into partnerships. This report presents a brief outline of the consultation and approvals of the document to date and a summary of the structure and content of the strategy.

6. Recommendations

- **That approval is given to the Corporate Procurement Strategy (attached as appendix A), its associated action plan (attached as appendix B) and the Partnership Policy (attached as appendix C)**
- **That progress of the implementation of the strategy is reported to the Cabinet Member for Customer Services and Innovation and PSOC.**

7. Proposals and Details

The strategy gives a brief description of the areas of procurement across the Council and provides a statement position for each of the key themes.

The strategy is linked throughout to the Corporate Plan and broadly follows the structure of the National Procurement Strategy and its key themes of:

- Processes and structures that provide leadership and build capacity
- Approaches to partnering and collaboration
- Systems that allow business to be done electronically
- Process that seek to stimulate markets and achieve community benefit

The strategy outlines a vision for each theme and sets a clear action plan for achieving that vision. A Procurement Panel has been formed, consisting of procurement managers across the Council; Cabinet and Scrutiny Members; a representative of the Equalities and Diversity team; an Environmental Manager; and a representative of the Voluntary and Community Sector. The panel meets monthly to contribute to, and drive through, the strategy's action plan. It is intended that the action plan will act as a working document to steer and monitor activity.

Key actions of the strategy include:

- Strengthening Scrutiny's role in procurement
- Carrying out a skills audit for all members and officers involved in procurement
- Further e-enabling the procurement function
- Improving the procurement pages on the internet
- Developing and publishing a medium term procurement plan
- Reviewing procurement processes to address equality and environmental issues

The strategy has undergone considerable consultation including:

- IDeA
- Trade Unions
- Voluntary Action Rotherham (and their wider network of organisations)
- Rotherham Chamber Construction Liaison Group
- Procurement Panel
- Procurement Champions
- Intranet
- Scrutiny

The Strategy has been through the following approval process:

CMT	Carol Mills	Executive Director of Corporate Services	14.11.05	Draft 1
Cllr Wyatt	Cllr K Wyatt	Member for Customer Services and Innovation	16.01.06	Draft 2
PSOC	Cllr Stonebridge	Chair of Performance Scrutiny Overview	17.02.06	Draft 2

		Committee		

A review of the strategy has been built into the action plan and it is intended that this will be submitted to Scrutiny aswell as going through the usual approval process.

8. Finance

The action plan sets out the resources required to carry out the strategy. These are mainly covered by RBT contractual resources; the construction partnership arrangements; PFI etc.   Other costs are minimal and will either be met by the relevant programme area or external funding. The strategy covers the governance of RBT savings which are captured in the Annual Plan.

9. Risks and Uncertainties

Without a clear procurement strategy the Council may not be able to achieve its value for money objectives or its projected Gershon efficiency savings, and there will potentially be a negative impact on the CPA use of resources block.

10. Policy and Performance Agenda Implications

Procurement impacts upon the CPA use of resources, the Gershon efficiency savings, and the e-government agenda.

11. Background Papers and Consultation

Corporate Procurement Strategy April 2003 to April 2006
Construction Procurement Strategy Sept 2002
BT and RMBC Service Improvement Plan April 2003

12. Appendices

A Corporate Procurement Strategy (attached)
B Action Plan (attached)
C Partnering Protocol (attached)
D Equality and Diversity Impact Assessment (attached)
E Sustainability Impact Assessment (attached)

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Rotherham
Metropolitan
Borough Council

The Corporate Procurement Strategy

Draft 3

March 2006 – March 2009

Document History

Revision History

Date	Issue No	Summary of Changes
31/10/05	Draft 1	Initial draft for review.
25/11/05	Draft 2	Minor changes made as a result of consultation.
17/01/06	Draft 3	Restructure of document - actions removed from body of document and replaced with summary of actions. Action plan in appendix further streamlined and developed. Other minor changes as a result of consultation and approval process.

Approvals

This document requires the following approvals.

Meeting	Name	Title	Date	Version
CMT	Carol Mills	Executive Director of Corporate Services	14.11.05	Draft 2
Cllr Wyatt	Cllr K Wyatt	Member for Customer Services and Innovation	16.01.06	Draft 2
PSOC	Cllr Stonebridge	Chair of Performance Scrutiny Overview Committee	17.02.06	Draft 2
Cabinet	Cllr K Wyatt	Member for Customer Services and Innovation	29.03.06	Draft 3

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Corporate Procurement Strategy (Feb 2006- Feb 2009)

(i) Introduction from Cllr Wyatt

"Over recent years procurement has been an increasingly important activity for the council.

In simple terms procurement is about buying the goods and services that the council needs to operate, but it also includes the commissioning and construction of new buildings. It is true to say that procurement is about everything from pens and paper-clips to PFI and strategic partnerships.

The process should not be seen as an end in itself, rather procurement should be seen as the way that the Council uses its purchasing power to deliver the strategic objectives of the authority.

Procurement can and will play a significant role in helping to deliver the five priority themes adopted by the authority and set out in our Corporate Plan :- Rotherham Learning, Achieving, Alive, Safe, Proud and the two cross cutting themes of Sustainable Development and Fairness.

The procurement process is about seeking best value for our citizens and contributing to the social, economic and environmental well being of the Borough. The starting point for better procurement is the development of a procurement strategy and I am very pleased therefore to write this introduction to the document.

The Council's Procurement Panel will continue to oversee the performance of the strategy. In addition to obtaining value for money we shall seek to ensure procurement activity is coherent and controlled, that equality and sustainability is factored in and that staff have the development opportunities that will enable continuous improvement.

As to recent developments, our newly introduced e-procurement system can be a powerful tool and officers from the Audit Commission have given us positive and encouraging feedback.

Political and managerial leadership will continue to drive the agenda on capacity building, effective partnerships, stimulating markets and seeking to achieve community benefits. We will seek to strengthen our links with the Voluntary and Community sector so that through our commissioning processes we are better placed to improve the economic and social wellbeing of the local community.

All who are involved in the procurement process recognise the key factor their work plays in meeting service users' needs. I would like to thank them all for their hard work and dedication."

Councillor Ken Wyatt - Cabinet Member Customer Services and Innovation. Procurement Champion RMBC

(ii) Executive Summary

Rotherham MBC's Procurement Strategy sets out what the Council means by procurement - its aims and objectives for procurement and how we will improve.

Procurement is more than just obtaining the lowest possible price. It means making procurement decisions that deliver the best value for money.

(iii) The procurement vision directs this strategy:

"The Council will procure goods, services and works by the most economic, efficient, effective, and sustainable means to ensure that the needs and aspirations of the community are furthered, within a clear framework of accountability and responsibility. In doing so, the Council will strive to become best in class by adopting world-class procurement practices and techniques".

Following the four main themes of the National Procurement Strategy; leadership, partnering, electronic procurement and achieving community benefits, the strategy will in turn describe the Council's current position, the vision for the next three years, and what actions will be required to achieve that vision.

The Council recognises that following the successful creation of the RBT Procurement Service, there is a need for an overarching Corporate Procurement Strategy which guides and informs all procurement activity within the Council. This strategy aims to fulfil that purpose.

The profile of procurement has increased nationally in the last few years, with the Efficiency Review and the National Procurement Strategy setting targets and milestones for local authorities to achieve. The Efficiency Review applies to procurement because of the savings that can be achieved by the reduction of total cost of acquisition and the efficiencies that can be made by improving our internal processes. The National Procurement Strategy also addresses this but also tasks local authorities to achieve community benefits through procurement. This strategy sets the agenda to enable the Council to meet these demands whilst supporting Rotherham's Community Strategy and the Council's Corporate Plan and showing throughout how each action will contribute to the Council's key priorities.

In order to drive this strategy through, the Council will form a Procurement Panel which will consist of procurement managers from across the Council, and representatives from departments with a stake in what is achieved. The Panel will develop an action plan for the implementation of the strategy, and set local performance indicators to help the Council measure the success of this strategy and the procurement function as a whole.

(iv) Definition of Procurement and Value for Money (VFM)

The National Procurement Strategy for Local Government defines

Procurement as:

"Procurement is the process of acquiring goods, works and services, covering both acquisition from third parties and in-house providers. The process spans the whole cycle from identification of needs, through to the end of a services contract or the end of the useful life of an asset. It involves options appraisal and the critical "make or buy" decision which may result in the provision of services in-house in appropriate circumstances."

Value for Money as:

"obtaining "best value for money" means choosing the bid that offers the optimum combination of whole life costs and benefits to meet the customer's requirement. This is not the lowest initial price option and requires assessing the ongoing revenue/resource costs as well as initial capital investment. The council's requirement can include social, environmental and other strategic objectives and is defined at the earliest stages of the procurement cycle. The criterion of best value for money is used at the award stage to select the bid that best meets the requirement."

The Council has a duty to deliver value for money coupled with effectiveness and quality whilst delivering the community's social, economic and environmental objectives. The taxpaying public expects no less and those involved in the procurement of works, goods and services, whatever their capacity, are uniquely placed to directly impact on that.

(v) The Wider Context

In recent years it has been generally recognised that procurement has a large part to play in contributing to the efficiency and success of local government. This has dramatically increased the profile of procurement in Central Government leading to a number of recent Government policies and agendas:

The Efficiency Review
The Government's Spending Review statement effectively sets every local authority a target for efficiency gains of 2.5 % per annum for each of the next three years - with the current year acting as the baseline. A key point with the overall target is that at least one-half of efficiency gains should be "cashable" (i.e. resources actually able to be redirected rather than securing improved efficiency through heightened productivity).

The review envisages that efficiencies will fall into 4 broad categories:

- Corporate services
- Procurement
- Transactional services
- Productive time

The Regional Centre of Excellence (RCE) – The Yorkshire and Humberside RCE in this case - working in partnership with other key regional players, will be the lead change agent in each region. Originally set up to lead on procurement, they will now have a much broader role, particularly in relation to transactions and corporate services, and they may also work with authorities across the service sectors. They will act to identify and disseminate best practice, promote partnerships, act as a focus for procurement consortia, strengthen training in procurement skills and monitor progress towards efficient ways of working across their regions. The Council will actively respond to the Efficiency Review requirements, by contributing to and working with the RCE, and fulfilling the requirements laid down by the agenda.

The National Procurement Strategy
The Council is required to respond to the requirements of the National Procurement Strategy for Local Government (2003), which sets out how local government, working together with partners from the public, private and voluntary sectors should set about improving procurement. Taking its lead from the key messages and milestones prescribed by the National Procurement Strategy, this document will look at the actions required to ensure Rotherham Council's procurement processes are effective, efficient and sustainable.

(vi) The Context in Rotherham

(vii) Community Strategy and Corporate Plan

The Council (like all Councils) has the power to promote the economic, social and environmental well-being of their area. This duty provides the framework and context for everything it does.

How it intends to take this duty forward is set out in the Borough's rececently agreed Community Strategy. This is structured under 5 priority themes which will steer progress over the next 5 years:

Rotherham Learning
Rotherham
Rotherham Alive
Rotherham Safe
Rotherham Proud

And two cross cutting themes:
Sustainable Development
Fairness

In addition to these themes, the Council is aiming to continue improving its own effectiveness and efficiency, and so be rated "Excellent Council" by the Audit Commission's CPA process by 2008. A Corporate Improvement Plan 2005-08 has been developed to help focus the organisation on strengthening the following areas:

- Translating our ambitions into action
- Strengthening governance arrangements
- Strengthening performance management
- Delivering Value for Money
- Providing effective political leadership and management
- Effective consultation, involvement and community leadership
- Effective workforce development
- Delivering higher quality services

In order to achieve Excellent Council status, we must evidence efficient use of the resources block, of which value for money is an important element. A use of resources score of less than 3 (consistently above minimum requirements – performing well) will prevent a council from becoming excellent.

Procurement is integral to the successful achievement of all themes.

(viii) Where are we now

Serving a diverse and growing population over 250,000 people, Rotherham is one of the largest local authorities in the UK. It is a major acquirer of goods and services - in 2004/05 the Council had a budget of £297m, and spent approximately £140m through procurement.

There have also been major changes recently in how the Council delivers and procures services, including our Joint Venture with RBT, PFI partnerships, the establishment of an ALMO (arms length management organisation) – 2010 Rotherham Ltd, and Joint Commissioning with PCT.

(ix) Approach

The Council's approach to procurement is to achieve best value through effective procedures and robust option appraisal leading to a clear mix of service and goods provision. The Council can demonstrate its strength in building sound relationships through a variety of models such as PPPs, PFIs and JVCs whilst recognising the value for money that small, local businesses can offer. It has also built firm foundations on which to strengthen its links with the Voluntary and Community Sectors via a Compact with the third sector. In addition to this, having already met level 2 of the Equality Standard for Local Government, we have set the clear target of achieving level 3 by the end of December 2005 and Procurement will contribute to this achievement.

(x) Who this strategy is aimed at:

- Members
- CMT
- Procurement Officers
- Budget Holders
- ODPM, The Audit Commission and other external inspection agencies
- Strategic Partners

(xi) Objectives of Procurement Strategy

VFM Achieved
To improve procurement processes and systems in a way that savings and VFM are achieved so that money can be directed to Council priorities.
This supports the Excellent Council Priority

Legal Procurement
To implement best practice procurement through the training and communication of robust policies and procedures, so that all procurement is carried out within the context of procurement legislation and the Council's financial regulations and standing orders.
This supports the Excellent Council Priority

Governance
To capitalise on our partnerships by implementing and working within robust frameworks so that effective governance and contract management is achieved.
This supports the Excellent Council Priority

Sustainable Procurement
To develop procurement processes and procedures to foster sustainable development so that the well being of Rotherham's environment is maintained and VFM is achieved.
This supports the Excellent Council Priority and the Sustainable Development Priority

Stimulated Markets
To operate a range of service providers by using inclusive procurement procedures and robust option appraisal, in order to contribute to the health of Rotherham's economic community and achieve VFM.
This supports the Sustainable Development Priority, the Fairness Priority, the Rotherham Achieving Priority and the Excellent Council Priority

(xii) The Current Procurement Framework

The Council has made some complex and innovative decisions to develop major strategic partnerships with the clear aim of improving services to customers and achieving financial savings.

RBT (Connect)Ltd

In 2003 the Council and British Telecommunications plc (BT) created a 12 year joint venture company, RBT (Connect) Ltd, in order to provide essential business services its on behalf, in the following functional areas:

- Information Communications & Technology
- Revenues & Benefits
- Human Resources & Payroll
- Procurement
- Rotherham Connect

RBT Procurement has a target of £30 million savings to achieve over the length of the contract and through efficient working practices it aims to reduce its staff requirements saving a further £3m.

We have completed stage one of the RBT / RMBC Service Improvement Plan (SIP) which involved:
- Centralising all procurement activity into one office space
- Setting standards and establishing best practice
- The introduction of Category Management
- The setting up of two teams -
  - Purchase to Pay (P2P) to handle all the transactional work
  - The Best Practice Procurement Team (BPPT) to concentrate on achieving savings

We have completed stage two of the SIP which mainly involved the introduction of e-procurement and across the Council.

Phase 3 of the SIP - which will be concerned with further e-enabling the procurement function - will form part of this strategy (see section 3 - "systems that allow business to be done electronically")

Schools PFI Project
The Schools PFI Project involves a partnership between the Council and Transform Schools (Rotherham) Ltd, a special purpose company based on consortia of Balfour Beatty companies. The contract is to design, build, finance and operate 15 schools and linked community facilities for a period of 30 years from 1st April 2004.

The contract includes the integration of Young Peoples Centres, provision for general community use, space for sports and arts, Sure Start Centres, children's centres, and facilities for Primary Care Trust, Social Services and Families Units.
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Sport and Leisure Facilities and Maltby Joint Service Centre
The above project is to be a partnership contract to design, build, finance, operate and manage for approximately 25 years with an estimated value over £35M. The project involves the rationalisation of the Council's current swimming pools with the provision of four strategically located new build pools and a Joint Service Centre housing Council services and several partner organisations including the Primary Care Trust and the Police.

Future projects where partnerships may be appropriate include Bereavement Services and Waste Management

Rotherham Construction Partnership (RCP)
RCP is the Council's strategic Construction partnership, covering the Council's own construction professionals, five external consultant partners and ten contractor partners. Managed by the Council's Asset Management service within its Economic & Development Service programme area, RCP was created, following a best value review, to deliver the National Construction Reform Agenda and provide greater value for money whilst improving the quality of the built environment. RCP procured its partners through OJEU and provides building construction expertise and delivery to all areas of the Council, its partners and external clients. In 2004/05 RCP issued £31 million of construction works through delivering buildings such as:-

Schools, Health Buildings, Libraries, Offices, Customer Service Centres, Customer Contact Centres, Sure Start & Early Years, Community Buildings, Business Incubation Centres and Sports Facilities

2010
The Housing ALMO (arms length management organisation), 2010 Rotherham Limited, took over the running of the Borough's council houses in May 2005. The company is responsible for the management, repair and improvement of the Council's 23,000 houses. Its creation means that up to £330 million could be available in Rotherham in the period up to 2010 for the repair and improvement of homes through the Decent Homes Scheme.

It is intended that the Decent Homes Project will be run on a strategic partnering basis – similar in some respects to RCP with particular emphasis on supply chain issues.

The Borough Council will still own the houses but the authority will now delegate managing, repairing and improving them to the ALMO. Although fully owned by the Council, the company will not be controlled by it. 2010 Rotherham Ltd will have its own management board, made up of five tenants, five Councillors and five independent members.

Commissioning

The Council commissions a range of care and support services from external providers in both Adult Services and Children and Young People's Services. Procurement is carried out in a context of a mixed economy of care and best value. Through partnership working with a wide range of national and local providers including organisations in the Voluntary Sector, other care and support services are also commissioned.

Specific work is being undertaken with providers to stimulate growth in the domiciliary market where capacity is stretched to meet existing and predicted future demands.

Adult Services has its own dedicated Contracts Section which deals with all aspects of service procurement including writing service specifications, tendering process and monitoring contact performance. A Revenue and Payment Team deals with all invoicing and payments. Service contracts are also operated to support technology systems such as Community Care Call Alarm Systems and Service User Record System.

In August 2004 a dedicated Contracts and Commissioning function was established within the Children and Young People's Services programme area. This was undertaken as recognition of the increasing importance of obtaining successful outcomes and ensuring service deliverables were met through the firming of relations.

The majority of the procurement within Children and Families Services is met by Service Providers within the voluntary and charity sector due to the nature of the social care services being procured.

The Contracts and Commissioning function has become an active member of the Regional Contracting Steering Group; this Steering Group has been working towards the establishment and maintaining of a Regional Provider List for residential care and residential school placements. The overall purpose is to support the welfare of children looked after by the participating authorities (as defined in Every Child Matters) but such a collaborative exercise will also increase our buying power, reduce the risks and improve quality.

In furtherance of resource savings through collaboration, Rotherham MBC has recently acted as the lead Authority in the drafting, negotiation and placing of a contract with a large charitable organisation. This was a joint enterprise between Rotherham MBC, Doncaster MBC and Barnsley MBC. This has not only secured resources savings for the charitable organisation and ourselves but has improved relations between the represented Local Authorities.

In accordance with the requirements under the Children Act 2004 we are now entering a new phase with our counterparts in Education Services. The structural changes that will result provide a most exciting opportunity in the area of joint commissioning and procurement.

(xiii) Structure

The structure of the strategy will be based on the broad themes laid down in The National Procurement Strategy:

1. **Processes and structures that provide leadership, effective management and build capacity**
2. **Approaches to partnering, collaboration and the management of expenditure and the supply base**
3. **Systems that allow business to be done electronically**
4. **Processes that seek to stimulate markets and achieving community benefit**

For each of these themes the strategy will outline a position statement and a vision for the future. This will be followed by a summary of actions to be found in the corresponding action plan. Each of the actions in the plan is related to one or more of the strategy's objectives which in turn can be mapped back to the Corporate Plan.

1. Leadership, Management and Capacity

1.1 Leadership and Management

1.1.1 Current Position

The Council recognises that commitment from the top is necessary to realise the full potential of procurement to provide better public services.

This Procurement Strategy is owned by the Member responsible for Customer Services and Innovation who is supported by:
- His advisors
- Scrutiny
- The Executive Directors, the Procurement Client and the wider Client Team, and the Procurement Champions forum
- A programme of regular Internal Audits
- Risk Management Process
- Performance Management Process
- Clearly defined roles and responsibilities

Members

The Cabinet Member for the portfolio of Customer Services and Innovation is responsible for procurement through RBT and for the development and implementation of the corporate procurement strategy ensuring its alignment with our corporate goals. It is his responsibility to:
- Oversee procurement activities to ensure VFM and efficiencies are achieved
- Monitor RBT's performance
- Make key decisions on major projects - such as the roll out of e-procurement
- Ensure that our procurement system contributes to the Corporate Plan's cross cutting themes of sustainable development and fairness.

The Cabinet Member for Economic and Development Services is responsible for procurement through the Rotherham Construction Partnership and Streetpride. It is his responsibility to:
- Oversee procurement activities to ensure VFM and efficiencies are achieved
- Monitor performance
- Ensure that our procurement system contributes to the Corporate Plan's cross cutting themes of sustainable development

PFI and PPP procurement is undertaken under the leadership of the relevant programme area cabinet member.

Scrutiny
Scrutiny examines how services are delivered and may make recommendations for change. Partnership monitoring is regularly reported to Scrutiny which enables them to review performance and challenge progress.

Scrutiny has been consulted during the development of the procurement strategy and will form part of the strategy review process in order to:
▪ Ensure the strategy is aligned with the objectives of the council,
▪ Ensure that competing objectives are identified and correctly prioritised
▪ Ensure that appropriate resources are in place

Scrutiny will also monitor the delivery of the strategy at strategic points as laid out in the action plan.

Scrutiny acts as a critical friend and plays a part in the Council's risk management strategy in the procurement of high value / high risk goods, works or services. Using IDeA's procurement cycle as a model, Scrutiny challenge at preset gateway points in the process.
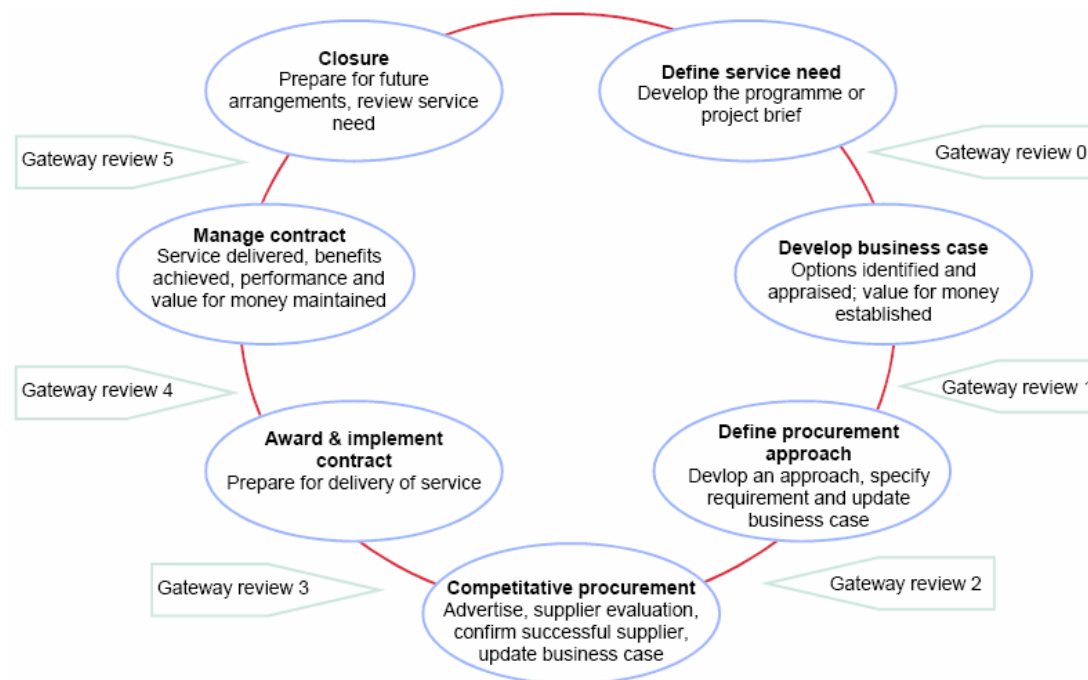
The Executive Director of Corporate Services
The Executive Director of the Corporate Services Programme Area has the lead responsibility for the strategic development, management and governance of the Council's key resources. Within this remit is the Partnerships and Governance Team which has been created to give Council-wide assistance in promoting partnership working and to assist in the procurement and delivery of such partnerships. The Executive Director of Corporate Services fulfils the role of chief officer champion for procurement and ensures that procurement is seen as a strategic, rather than a narrowly based, technical issue.

The Executive Director of Economic and Development Services (EDS)
The Executive Director of EDS has a wide ranging remit over a variety of services including responsibility for construction procurement on both building and engineering projects. The former projects are dealt with by the in-house building design consultancy and the projects and partnerships section of the Asset Management Service, and the latter projects are dealt with by the Streetpride Service. EDS staff also provide assistance to the PFI team in Resources and to 2010 Rotherham Ltd on construction related work.

The Client Team
The Procurement Client (reporting directly to the Client Manager) is responsible for:
- o Co-ordinating the Council's strategy for procurement of goods and services, and monitoring RBT's contribution to the delivery of this strategy .
- o The negotiation, review and monitoring of Service Level Agreements and Service Improvement Planss to ensure that RBT delivers value for money.
- o Working where appropriate with local, regional and national partner agencies to ensure a collaborative approach to procurement.
- o Managing the procurement savings process, including the authorisation of savings initiatives and the verification of savings claims.

Procurement Champions
Champions represent their Programme Area at monthly Champion meetings which monitor:
- o Declarations of new savings initiatives and current savings initiative status
- o Monthly performance to date of service measures and those forecasted for preceding months.
- o Annual plan against actual, as well as forward projection over contract duration.
- o Procurement Issues Log/Report
- o Ongoing actions and risks

Other duties:
- o To raise issues with the Client and /or Procurement Team on behalf of their PA and see through to resolution
- o To manage effective general communication with their PA
- o To actively participate in problem solving around procurement issues
- o To actively participate in the escalation procedure for non-compliance with Standing Orders and Financial Regulations and / or general maverick procurement behaviour
- o To be part of the user acceptance of new systems, procedures and documents
- o To coordinate any activities between the Procurement Team and their PA

Internal Audit
Internal Audit manage a programme of audits that check and ensure that procurement activities comply with the agreed procedures regarding the requisitioning and approving of orders and invoices. Internal Audit will investigate any cases where there has been divergence from the agreed procedures. All staff should be aware that Procurement procedures are part of Financial Regulations and failure to comply will leave staff open to potential disciplinary action in accordance with Conditions of Service. All areas of procurement must be carried out in accordance with the Council's Financial Regulations and Standing Orders, and current EU Procurement Legislation and other UK legislation in relation to the tendering process.

Risk Assessment
The Council has a Risk Management Strategy and Policy that are reviewed annually as part of the Council's overall Internal Control Framework.

The risks associated with procurement are analysed in relation to the value of the goods or services being procured as part of the category management procedure which is described in full in the Partnership, Supplier management and Collaboration section. The high-value, high-risk requirements are strategically important and are treated accordingly. For these, a partnering approach is often used. A sound business case, option appraisal, proper planning and resourcing, effective project and risk management, a robust team based training plan and project management are key to the Council's approach to ensuring successful delivery. Risk Registers are produced for all major projects using the Council's well proven facilitated risk workshop approach.

In terms of managing risk, one of the key lessons learned has been to acknowledge the importance of undertaking risk transfer exercises at an early stage, leading to early clarity about ownership, responsibilities and budgetary provision. This is developed further in the Partnership Protocol.

The Council appreciates that the formation of Contracts, Obligations, Commitments and Agreements (COCA's) is a key moment in risk management as it is the first and best opportunity to manage and distribute risk. Contracts must be drawn up in consultation with the legal department and the question of risk, insurance and indemnity must be considered when contracts, obligations, commitments and agreements are being created, in order to mitigate the risk of post contract problems.

Performance Management
Performance is managed through a number of fora. Performance is reported on a monthly basis by RBT to the Client Officer Team and to the Cabinet Member for Customer Services and Innovation. On a quarterly basis, performance is reported at the Joint Service Review meeting and to the Performance and Scrutiny Overview Committee.

Regular audits are carried out against the work streams, systems audits by internal audit, and process audit against reported performance by the

Corporate Services Performance Manager. Performance Clinics are also held on a quarterly basis with Resources Heads of Service, and where appropriate, RBT performance is also considered within the clinic.

On a wider perspective - the Corporate Plan drives what the Council does - ie efficiencies through procurement. This is then measured against targets set within the Corporate Plan and therefore Service Plans. The Corporate Plan is reported against on a quarterly basis. Finally, Performance Managers meet at the Performance Management Group where any issues/new initiatives can be discussed.

RCP for example is managed by the management team and on a month by month basis and a board which consists of Directors our partner companies, senior council officers and the EDS Cabinet Member. There are eight working groups formed from representatives from all the partners – each chaired by a different partner. They are responsible for exploring best practice in their particular areas, identifying and setting up key performance indicators, and monitoring performance against these.

Clearly Defined Roles and Responsibilities
So that officers understand their roles and responsibilities, it is clearly documented how the Council and RBT interact in the procuring of goods and services (see appendix).

1.2 Capacity

1.2.1 Current Position

By forging the partnership with RBT the Council has developed both the capacity and capability within procurement. A centre of excellence has been established where best practice can be developed and efficiencies achieved. We have brought in procurement experts from outside the Council who have been tasked with instigating the process of skills transfer so that the necessary people, processes and technologies are in place.

Specialist expertise in Construction Procurement has always been available throughout the Council but in recent years this has developed along the lines of the Egan and Latham Reports (Rethinking Construction). As a result, expertise has been developed in partnering and supply chain management and new forms of contract such as NEC 3.

The Council has achieved IiP status seeing all officers involved in procurement provided with job descriptions, set standards and targets, and regular reviews within the Council's personal development framework.

1.3 Vision for Leadership, Management and Capacity

Rotherham will maintain its excellent record for lawful and transparent procurement. Due to robust governance frameworks and performance management, the performance of our partners will be excellent and achieve all targets resulting in win/win contracts and value for money. Risk Management will be fully employed during the formation of partnerships and contracts, with all stakeholders engaging in the process leading to well planned, successful contracts and partnerships. Communication between our partners and the Council will be concise and effective and all staff will have bought in to the advantages of the partnership. All procurement managers will contribute to, and take on the responsibility for driving the Corporate Procurement Strategy through. Scrutiny will play an integral role in the procurement process – contributing to the content and monitoring the progression of the strategy, and challenging procurement decisions at crucial points in the procurement cycle. Procurement within the Council will continue to be conducted by skilled and trained officers achieving value for money and community benefits within the constraints of the law and following Council processes. Procurement procedures will be based on best practice and will be written and reviewed to achieve continuous improvement.

1.4 Key Areas of Development

The Council will form a Procurement Panel to contribute to and drive through this strategy. The panel will be chaired by the Cabinet Member for Customer Services and Innovation and will consist of procurement managers across the Council. The panel will agree on and develop a set of local performance indicators which will measure the effectiveness of the procurement function as a whole. The Council will review and develop as necessary all policies that exist to prevent fraud within procurement and the Council's Financial Regulations and Standing Orders. The role of Scrutiny within procurement will be strengthened and incorporated into the procurement process wherever relevant. The Council will conduct a skills audit to ensure that everyone involved with procurement is sufficiently trained. Procurement Managers will ensure that written procedures are compiled so that best practice is enshrined and procedures can be audited.

(Please see part 1 of the Action Plan in the Appendices for details of specific actions)

2. Partnering, Collaboration and Supplier Management

2.1 Partnering

Strategic Partnerships are one of the main service delivery options available to local authorities in their quest for efficient and effective high quality services.

In his foreword to the report by the ODPM's Strategic Partnering Taskforce (March 2004), Nick Raynsford MP, the then Minister for Local and Regional Government, stated:

"Strategic Partnerships can bring about the radical improvements in service quality that are needed by combining the skills and expertise of diverse organisations. They can provide the means for new and innovative approaches. They can also secure economies of scale, access specialist skills and secure a more effective use of them and lever in new capital investment. They have the potential to deliver real and lasting benefits to local people through quality improvement and by increasing the type of services on offer and making them more responsive. We want to see more authorities adopting a partnership approach so that the benefits are derived more widely".

2.1.1 Current Position

It is against this background that the Council has developed its own Strategic Partnering Protocol incorporating lessons learnt from experience so far with Partnerships.

The environment in which local services are delivered is a changing one and has also become a challenging one. Customer expectations of accessibility, responsiveness and improvement are higher than ever before, requiring changes to the traditional style of service delivery. The Council needs to respond positively to these changes.

Working together provides a key opportunity for the Council to demonstrate continuous improvement. In the context of new local government legislation, new cost-efficient delivery mechanisms can now be sought to underpin such improvement. For example, the Local Government Act 2003 provides new ways of financing change through prudential borrowing, rather than the former regulated structure, and constraints affecting local authority involvement in companies are being significantly reduced.

Working with others is not restricted to the private sector. Other public sector bodies and the voluntary sector can bring benefits to the Council, opening up a range of opportunities for new ways of working, while adding value and improvement to service delivery for the Council's customers.

2.2 Collaboration

Collaboration describes the various ways in which councils and other public bodies can work together to meet agendas, combine spend or share services leading to economies of scale or accelerated learning. If conducted effectively, it can result in increased performance and cost effectiveness.

This can be done through:
- Joint Procurement or Commissioning
- Shared Services
- Purchasing Consortia
- Open Framework Agreements
- E-Marketplaces

The Council currently makes intelligent use of Purchasing Consortia, and use framework agreements or contracts put into place by a number of public bodies such as OGC. Rotherham also works with the Regional Centre of Excellence and the South Yorkshire Procurement Forum.

2.2.1 Current Position

There are a number of examples of joint procurement currently within the Council for example

- Breathing Space – a joint project on behalf of the Council, the Primary Care Trust and the Coalfields Regeneration Trust.
- The Junction Project – A Rotherham led joint contract run by the Children and Young People's Service along with Barnsley and Doncaster with Barnado's.
- Key membership of the Yorkshire and Humber Contracting Steering Group

Additionally, as Rotherham is classed as a Fair Council, we can now consider how best to use the powers to trade and charge presented by the Local Government Act, 2003. Councils in the top three CPA categories can establish companies for the purpose of trading. This enables stronger performing councils to jointly develop solutions for other local authorities, and provides new opportunities to achieve service improvement and better VFM.

2.3 Managing Expenditure and the Supply Base

2.3.1 Current Position

Procurement projects go through the following key stages:

- Identifying the need and developing the project brief
- Making the Business Case – options appraisal and establishing VFM
- Defining the approach
- Supplier selection
- Tender evaluation
- Award and Implementation of Contract
- Managing the contract and assessing the outcomes
- Lessons Learnt

Competition is used effectively and efficiently, with equity and transparency applying throughout the process. Contract award is by reference to the most economically advantageous tender and integrates price, quality and risk factors in determining whole life cost and overall value for money.

It is recognised that there are a number of methods available to the Council within this process by which to procure goods, services and works. However, the underlining consideration of the chosen option will be the total cost of acquisition to ensure that the Council receives Best Value for its money.

Total cost of acquisition is the whole cost of owning and using the goods, services and works and includes the process of identifying the need; the selection of the appropriate goods, services and works; the method of selecting the provider; the initial price; the support costs required to continue to gain benefits from the goods, services and works; the disposal costs and any subsequent replacement costs.

All these costs will be considered when making procurement decisions and they will be monitored and measured for future reference to enable the Council to become more effective in driving down the total cost of acquisition.

Risk Value Analysis - The table below introduces four commodity classes based on their strategic importance and overall financial value. Commodity management is made possible only after effective corporate spend analysis. Strategic importance is measured using three elements: the reliability of suppliers in the class, the importance of that class to the delivery of Council priorities and the ability of the Council to influence, control and replace suppliers as required. In broad terms the Council's procurement strategy is to approach the different classes of commodities as follows:

Commodity class	Commodity characteristic	Commodity management technique
Strategic	High risk, high value.	These are the most important commodities and often the most difficult to achieve value for money. Responsibility is best allocated to specialists in service departments. These lend themselves to a wide consideration of options for delivery including strategic partnerships and joint ventures, as well as innovative in-house delivery. These procurement projects should involve scrutiny at key stages (gateways) during the procurement process.
Bottleneck	High risk, low value.	These are less important commodities where risk is disproportionate to cost. They require active management, either centrally or locally, to control and minimise risk, perhaps through dual sourcing or stocking.
Leverage	Low risk, high value.	Here we select the suppliers which present the greatest potential to achieve savings as there will normally be strong competition due to high values and greatest potential for commercial profits. It is in this area that framework contracts or consortia purchasing can be beneficial.
Routine	Low risk, low value.	The approach will be to minimise the administrative burden of procurement and streamline processes (eg call offs) or manage the expenditure out to the leverage category wherever possible.

2.4 Vision for Partnering, Collaboration and Managing the Supply Base

Partnerships and high value contracts will be the end result of a clearly developed business case and robust option appraisal along with effective project and risk management. All processes will be transparent to major stakeholders including elected members, the corporate management team, Council officers and all citizens of the borough. Rotherham Council will continue to fully participate with initiatives, projects and schemes within the Regional Centre of Yorkshire and Humberside. We will seek ways in which to better disseminate good practice and share our successes and we will seek to achieve better VFM by incorporating the decision of whether to procure or commission collaboratively into our option appraisal processes. We will set a clear policy for using the new trading and charging powers. The Council will continue to achieve VFM by employing fair and

transparent procurement processes that seek to reduce the total cost of acquisition.

2.5 Key Areas of Development

Procurement Managers will follow the guidance laid down in the Council's Strategic Partnering Protocol and continuous improvement will be built into future contracts.   The Council will develop a policy on its use of the Trading and Charging Powers and Duties for Local Authorities as required by the National Procurement Strategy and further opportunities for collaborative procurement and commissioning will be explored. The Council will create central data systems to better control of contracts.

(Please see part 2 of the Action Plan in the Appendices for details of specific actions)

3. Systems that allow business to be done electronically

3.1 Current Position

ODPM Priority Outcomes
As one response to the Efficiency Review, the Office of the Deputy Prime Minister (ODPM) and the Local Government Association have identified a set of priority areas for local authorities to address as we implement a step change towards e-enabling our systems in order to drive through efficiencies. Within those highlighted areas are a number of procurement processes which need to be focused on.

BVPI(157)
The Best Value Performance Indicator 157 measures the percentage of e-enabled transactions that an authority is able to conduct. Along with all other local authorities, the Council has a target of achieving 100% by the end of 2005. It is therefore imperative that the procurement function is appropriately e-enabled.

RBT SIP phase 3
Prior to the contract with RBT, a Service Improvement Plan (SIP) was formulated. The first phases of this - which have been completed - were concerned with the centralising of the procurement function, the introduction of category based procurement and the implementation of an e-procurement system. The final phase – "e-Purchase to Pay" - will look to further automate the purchase to pay cycle.

3.2 Vision for the development of electronic systems

In meeting all e-targets set by the ODPM, Rotherham Council will maintain its progressive approach to implementing technology to provide up-to-the minute solutions in order to achieve greater efficiencies within its processes.

3.3 Key Areas for Development

The Council will further e-enable the procurement function and introduce e-ordering, e-invoicing, e-tendering and evaluation, e-RFQs (requests for quotations), and e-auctions. The Council will introduce Open Framework agreements and procurement cards where they can provide efficiencies, and will investigate the benefits of integrating the two computer systems – ROCC and CedAr.

(Please see part 2 of the Action Plan in the Appendices for details of specific actions)

4. Stimulating Markets and Achieving Community Benefits

4.1 Background

Sustainable procurement is seen as all "policy-through-procurement" issues where procurement is seen as a lever to achieve wider community objectives. The key to achieving this within the directives is to ensure that sustainable issues are taken into consideration right at the very beginning of the procurement process.

According to the NHS Purchasing and Supply Agency it means meeting "four objectives at the same time:
- o social progress which recognises the needs for everyone
- o effective protection of the environment
- o prudent use of natural resources
- o maintenance of high and stable levels of economic growth and employment."

As the largest employer within the boundaries of Rotherham and with a corporate spend of approximately £140m a year, it is vital that the Council procures its products responsibly and fully exploits its position to stimulate and promote Corporate Social Responsibility within its market.

Local Authorities must however procure their goods within the law. Current legislation is found in:
- o EC Treaty Principles
- o EC Procurement Directives (proposed amendments to come into force January 06)
- o UK Procurement Legislation
- o Government Procurement Agreement (GPA)

Legislation demands that all procurement is conducted on the basis of:
- o No discrimination on the grounds of nationality
- o Equal treatment of all potential bidders and suppliers
- o Fair competition
- o Proportionality
- o Transparency
- o Requirements of tenders must be relevant to the subject matter of the contract.

In addition to this all Goods, Works and Services must be bought on the basis of Best Value and the Government's Value for Money Policy. This means that procurement decisions must be based on an assessment of whole life costs and fitness for purpose rather than lowest price alone. Procurement legislation and the requirement to purchase to best value principles are the main perceived barriers to achieving the wider community benefits prescribed by the National Procurement Strategy.

However there are ways of achieving community benefits through the application of carefully considered procurement processes. The key to achieving this within the directives is to ensure that sustainable issues are taken into consideration right at the very beginning of the procurement process – in the initial business case and specification processes. This, coupled with an active dialogue with potential and existing suppliers can result in significant VFM and community benefits being achieved. This strategy will set out an agenda for examining ways in which we might fully realise this potential.

In this section we will consider:

- **Setting Standards -**
  - Environmental
  - Equality and Diversity

- **Stimulating Markets -**
  - Small and Medium-sized Enterprises (SMEs)
  - Black and Ethnic Minority (BME) owned and run organisations – which are often SMEs
  - Voluntary and Community Sector (V&CS) organisations
  - Local Companies

- **Fair Trade**

4.1.1 Strategy Inputs

- Corporate Plan – Rotherham Achieving and Proud, Sustainable Development and Fairness
- National Procurement Strategy
- IEMA (Institute of Environmental Management and Assessment) guidance – Environmental Purchasing in Practice
- The Corporate Environmental Policy
- RMBC Corporate Equality Strategy and Action Plan
- RMBC Race Equality Scheme 2
- Sustainable Procurement and Procurement Efficiency Implementation OGC Feb 05
- Procurement and the efficient use of material resources – Good Practice – WRAP May 05
- The Race Relations Code of Practice for the elimination of racial discrimination and the promotion of equality of opportunity in employment, as approved by Parliament in 1983
- Race Relations (Amendment) Act 2000
- CRE Guidance on Race Equality and Procurement in Local Government
- Public Procurement and Race Equality Guidelines for Local Government
- The Rotherham Compact January 2004

- Technical Companion for the Rotherham Compact
- The Council's Response to Consultation Questionnaire on Compact Plus
- Think Smart – Think Voluntary Sector
- www.fairtrade.org.uk
- The SME Friendly Concordat and associated Good Practice Guidance
- Regeneration Strategy – Master Plan

4.2 Setting Standards

4.2.1 Environmental Procurement

Environmentally aware procurement is concerned with effective protection of the environment and prudent use of natural resources. Efficient use of materials, energy and other inputs is central to effective procurement ie – doing more with less.

Issues such as renewable sources of energy and materials, recycling, waste and pollution are all high on the sustainable procurement agenda.

Areas of procurement to highlight for consideration are:
- Construction
- Highways
- Estate management
- Paper and print
- Food
- Energy

But this is by no means an exhaustive list.

The environmental impact of a procurement exercise should be considered at each key stage in the process:

- o Identification of need (reduce waste)
- o Specification (whole life costing)
- o Supplier qualification and appraisal (pre tender qualifications)
- o Tendering and evaluation (effective criteria)
- o Contract management and review (dissemination, monitoring)

4.2.2 Equality and Diversity

The importance of promoting equality and diversity within the borough is recognised by the Council's Community Strategy and Corporate Plan in the two themes of Rotherham Achieving and Rotherham Proud, and in its cross cutting themes of Fairness and Sustainable Development.

Further to this, the Council has set itself the target of achieving level 5 of the Equality Standard for Local Government by 2007, and Procurement is committed to helping the Council achieve this.

The amended Race Relations Act has important implications for local authorities, outlawing discrimination in all our functions including Procurement. It also gives a clear, more direct, positive legal duty to eliminate discrimination and to promote equality of opportunity and good race relations. The new legislation requires proactive steps to be taken to assess whether there is equality of opportunity for everyone: staff, the public, and the businesses who work for us – and to make changes where this is not the case.

We cannot "contract out" that duty, so we must ensure that race equality considerations are built into the procurement process.

Promoting equality through procurement matters. All groups in our community have a right to expect that public money is spent on local services which suit their needs – and that it is spent in a way which promotes equality of opportunity, delivers high quality goods and services and benefits the local community. In turn this contributes to the Council's wider role of reducing inequalities and building a strong cohesive community in Rotherham.

As a major procurer within Rotherham, it is important that the Council is committed not only to managing and developing its own equalities and diversity policies, but also to encouraging its market to comply and improve its approach. Therefore it is essential that firstly we set systems in place to ensure that suppliers meet our standards and secondly to offer assistance to potential suppliers who may need to further develop their systems and policies. In addition, it is vital that we ensure that our partners fully accept their role in contributing to this activity. This is increasingly important as the Council moves ever further away from being a deliverer to being a commissioner.

4.3 Engaging with the Market

The Council seeks to achieve community benefits through procurement by actively engaging with a diverse range of suppliers. It is recognised that real long term benefits for the borough can be achieved by carefully selecting a mixture of service provision through:

- o Small and Medium-sized Enterprises (SMEs)
- o Black and Minority Ethnic (BME) owned and run organisations – which are often SMEs
- o Voluntary and Community Sector (V&CS) organisations
- o Local Companies

We have signed up to the Small and Medium Enterprise Friendly Concordat and its associated guidelines, and endeavour to incorporate these principles into our standard processes.

The Council supports business growth within the region - a fact which has been recognised by the achievement of the Beacon Status Award for Supporting New Businesses. Procurement contributes to this by cutting down on red tape, becoming more accessible to suppliers, and actively engaging with the local market. Much of this work is facilitated by strong links with Business Link and the Rotherham Chamber of Commerce. The Council contributes to the Local Area Agreement through this strategy by outlining a clear set of actions for ensuring that procurement processes are geared towards supporting the development of our local economy.

Small organisations can offer real benefits to Local Authority clients, some of which are outlined below:

- They can often respond quickly and flexibly to customer needs.
- They can be a source of innovation, ideas and products.
- They can offer cash savings, improved quality, service and effectiveness.
- They are frequently close at hand.
- Some, like social enterprises and those operating in the voluntary and community sector, may have better access to hard to reach customer groups.
- They may attach more importance to doing business with a Local Authority.
- Added value in supporting other services delivered to local people

Procurement legislation does not allow us to simply favour small or local businesses over others. Our supplier selection and tender evaluation procedures must be transparent, non-discriminatory and based on Best Value. However this does enable sustainability and quality to be taken into account when service delivery options are being considered. For example, the consideration of whole life costs allows factors such as fuel efficiency and replacement cycles to be taken into account, as well as social (e.g. benefits to local people, good workforce management, community safety, diversity and

fairness). Successful procurement activities should be based on whole life cost considerations that include subsequent revenue implications, and not simply the lowest initial tender price. The correct stage to address these issues is right at the beginning of the procurement process - during the formation of the business case and in the writing of the specification. In order to this successfully, procurement and commissioning officers need to be knowledgeable and familiar with what the market can offer in terms of added value and this can only come about by regular dialogue and consultation with providers.

Nationally, a Compact on relations between Government and the Voluntary sector was launched in 1998, followed by the 5 Codes of Good Practice. As a result, Local Authorities are expected to have in place a Compact in partnership with the voluntary and community sector. The Rotherham Partnership Board have committed to compliance with the codes by all partners with effect from the 1st April 2006.

The 5 Codes of Good Practice apply to the following named areas:

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

Supporting the Voluntary and Community sectors through the procurement of their goods and services contributes to the local economy by keeping money local and providing an alternative means of sustainability for the sector outside of funding which can be sporadic and uncertain. In addition, voluntary and community sectors can often deliver personalised public services and in many cases are better placed to do so than the private sector.

In order to successfully engage with this sector the Council must identify and attempt to breakdown a number of barriers including:
- Narrow service specifications
- Lack of awareness of what the market can offer
- Size of contracts
- Length of contracts
- Red tape
- Lack of sharing of risk
- Standard payment terms
- Disproportionate monitoring
- Lack of transparency

4.4 Fair Trade

The Fairtrade Foundation is an organisation which seeks to work with world farmers and producers in a non exploitive way. By buying direct from farmers at better prices, helping strengthen their organisations and marketing their produce directly through their own one world shops and catalogues, they aim to offer consumers the opportunity to buy goods which were bought on the basis of fair trade.

By purchasing Fairtrade products the consumer is actively taking part in the task to combat global poverty. In order to support the Corporate Plan's priority themes of Fairness and Sustainable Development, the Council recently made a commitment to become a Fairtrade Town.

In order to achieve this, five main criteria must be met:

- The local council must pass a resolution supporting Fairtrade, and serve Fairtrade coffee and tea at its meetings and in offices and canteens.
- A range of Fairtrade products must be readily available in the area's shops and served in local cafés and catering establishments (targets are set in relation to population).
- Fairtrade products must be used by a number of local work places (estate agents, hairdressers etc) and community organisations (churches, schools etc).
- The council must attract popular support for the campaign.
- A local Fairtrade steering group must be convened to ensure continued commitment to Fairtrade Town status.

4.5 Vision for Stimulating Markets and Achieving Community Benefits

We will work in partnership with our contractors and suppliers to minimise the environmental impact of their goods and services. All tenders will be conducted by officers fully trained in sustainable procurement, leading to tenders that consider sustainable issues from the offset. Where practicable we will purchase goods and materials that can be manufactured and disposed of in an environmentally sound way. Rotherham will be an inclusive community where all businesses are equipped and able to compete for Council contracts. Council buyers will engage with the market to actively reduce the barriers experienced by some businesses and organisations to competing. The Council will operate a mixture of service provision, working with a range of entities from large JVC's to BME businesses, SMEs and the V&C Sector. The Council will be recognised as a Fairtrade Town.

4.6 Key Areas of Development to achieve the vision for stimulating markets and achieving community benefits

The Council will conduct a review to assess current procurement processes in order to develop robust policies to achieve real community and environmental benefits through procurement. Guidelines will be produced for procurement officers and suppliers or potential suppliers and the Council will hold workshops and Meet the Buyer events to encourage supplier engagement. Processes will be made more transparent and the information on the procurement pages of the intranet and internet will be improved upon. Details of contracts to be let in the medium term future will be made available to the Council's market place so that organisations are better able to manage their resources in order to bid successfully.

Appendices

A   Action Plan

B   Terms of reference for the Procurement Panel

C   Roles and Responsibilities: RBT Procurement and Council Officers

D   Consultation

E   The Role of Scrutiny in Procurement

F   The Community Strategy and Corporate Plan's 5 Priority Themes

Appendix A

Action Plan

37

To be added following approval

Appendix B

Procurement Panel Terms of Reference

1. Aims and objectives of the Group

To drive through the Corporate Procurement Strategy in a way that achieves the Strategy's vision:

> "Procuring goods, services and works by the most economic, efficient, effective, and sustainable means to ensure that the needs of the community are met, within a clear framework of accountability and responsibility. In doing so, the council will strive to become best in class by adopting world-class procurement practices and techniques".

To ensure a corporate approach to procurement

To ensure consistency of actions across different programme areas where appropriate

To ensure that all policies developed as a result of the strategy are set within an over arching framework (Community Strategy, Corporate Plan, Corporate Procurement Strategy)

To identify barriers to delivery and find appropriate solutions

To contribute to efforts relating to achieving and maintaining Beacon Status in procurement and any other awards in procurement that the council may aim to achieve.

To work and liaise with the Procurement Champions where appropriate

To provide a focal point for dissemination of ideas both within the Council and relating to regional and national procurement work.

2. Role of the Group

To contribute to the Corporate Procurement Strategy

To ensure delivery of the strategy on budget and within timescales.

To contribute to regular strategy reviews.

To contribute to efforts relating to achieving and maintaining Beacon Status in procurement and any other awards in procurement that the council may aim to achieve.

To work and liaise with the Procurement Champions where appropriate

3. Membership of the Group

Cllr Wyatt	Cabinet Member - Customer Services and Innovation
Cllr Smith	Cabinet Member - Economic Regeneration and Development Services
Keith Thompson	Acting Head of Partnerships and Governance – Resources
Ian Smith	Head of Asset Management Service – EDS
Simeon Leach	Economic Strategy Manager RIDO – EDS
Brian Leigh	Head of Procurement – RBT
Jill Dearing	Performance and Improvement Manager - RBT
Helen Leadley	Procurement Client – Resources
Sarah Whittle	Joint Deputy Director of Strategic Planning – Social Services
Laura Townson	Contracts Officer – Children and Families Services
David Lisgo	Commissioning and Contracting Manager – Adult Services
Michael Dobson	Business Support Manager – 2010
Matthew Gladstone	Head of Performance and Quality – Chief Executive's Dept
David Rhodes	Property Environmental Manager - EDS
Carol Adamson	Equalities and Diversity Officer – Chief Executive's Department
Waheed Akhtar	Partnership Officer – Chief Executive's Department

4. Frequency of Meetings

Monthly

5. Meeting Agendas

Initial meetings to contribute to, and provide feedback for the procurement strategy.

Once the strategy is agreed and approved, meetings should establish a plan of action and assign owners of actions.

Consider themed meetings based on issues that need to be addressed throughout the implementation. These meetings could involve contributions from stakeholders such as the V&CS and the South Yorkshire Buy Local Partnership.

6. Roles

Chair	Cllr K Wyatt
Admin Support	Richard Bellamy

Appendix C

Roles and responsibilities

RBT Procurement

On behalf of RMBC, RBT Procurement will buy in goods and services [BIGS] at best value, simultaneously protecting RMBC's commercial interests in appropriate purchase contracts [whether corporate agreements, contracts and/or purchase orders]

In particular:

- For Corporate Agreements [where no commitment is placed on RMBC budgets]
  - Review current agreements, contracts and working practices
  - Apply category process to determine appropriate procurement strategies
  - Schedule agreed activities in the Annual Plan
  - Manage savings initiatives identified in the Annual Plan
    - Establish RMBC sponsorship
    - Create cross-functional initiative team
    - Undertake competitive market enquiries
    - Appoint suppliers
    - Monitor and collate savings realised [normally both corporately and against budget holder usage]
  - Manage the relationship/ agreement with appointed suppliers including
    - Performance management including issue resolution
    - Scope and price variations[both increases and decreases]

- For Programme Area specific requirements [where there is a commitment made on RMBC budgets]
  - Offer help and guidance on best practice procurement
  - Undertake, where capacity exists, or support, where there is no spare capacity, competitive market enquiries on behalf of the programme area
  - Place orders and contracts in line with end-user specified requirements and available funds
  - Issue variation orders [scope and/or price] at the request of the end-User

RMBC End-user

Engage with RBT fully on both Corporate Agreements and Programme Area specific requirements by providing resource, detailed requests and approved budgets for BIGS which meet their operational requirements and Council priorities, providing the maximum time scales for achieving Best Value.

In particular:
- For Corporate Agreements [where no commitment is placed on RMBC budgets]
  - Review activities scheduled in the Annual Plan [Procurement Champions]
  - Support savings initiatives identified in the Annual Plan by
    - Providing RMBC sponsorship
    - Resourcing cross-functional initiative teams
    - Defining RMBC needs in terms of non-discriminatory specifications
    - Evaluating competitive market enquiries [to ensure that offers meet RMBC requirements]
    - Recommending suppliers to RBT Procurement
    - Agree mechanism for monitoring and collating savings realised [Sponsor]
  - Manage the relationship with appointed suppliers by:
    - Resolving simple and non-recurring supplier issues
    - Identifying complex and/or recurring Performance issues

- For Programme Area specific requirements [where a commitment on RMBC budgets results]
  - Identify [specify] requirements via requisition or otherwise
  - Undertake, with RBT support, competitive activities when RBT has insufficient capacity to undertake the activity itself
  - Evaluating competitive market enquiries [to ensure that offers meet RMBC requirements]
  - Recommend suppliers to RBT Procurement
  - Place authorised requisitions and process acknowledged provision of goods and services as soon as is practicable
  - Manage the day-to-day relationship/ contract/ order/ receipt/ rejection with the appointed supplier as long as such management does not result in the need for a variation [scope and/ or price] to the contract/order

Appendix D

Consultation 42

Service Users, Procurement Officers and other stakeholders have been consulted throughout the development of this strategy. Their feedback has been sought and incorporated into the document.

IDeA

Trade Unions:
- GMB
- Unison
- T&G

Voluntary Action Rotherham

The Rotherham Partnership

Rotherham Chamber Construction Liaison Group

RBT Procurement and Transformation

Procurement Champions

Procurement Panel

Executive Director of Resources

Cllr Wyatt – Member for Customer Services and Innovation

Scrutiny – sent to Cath Saltis 17/11/05

CMT

Appendix E

The Role of Scrutiny within Procurement

Proposals

1. The Corporate Procurement Strategy

Scrutiny should be consulted about the strategy prior to (?) approval by Cabinet in order that they might:

▪ Ensure the strategy is aligned with the objectives of the council,
▪ Ensure that competing objectives are identified and correctly prioritised
▪ Ensure that appropriate resources are in place

Following the strategy's approval Scrutiny should monitor the delivery of the strategy perhaps via participation with the procurement panel.

2. The Procurement Plan

The Council intends to publish a 3yr rolling plan of contracts and procurement projects that it plans to renew or let. This plan will help the Council with its mid term financial plan and add to the efforts around better engagement with our local SMEs / BMEs / Voluntary and Community Sector.

Scrutiny should be provided the opportunity to examine this plan in order to

- Assess the potential impact on the public
- Assess how the procurement plan sits with financial plans
- Plan reviews on the procurement process associated with the letting of a contract

3. Building Capacity

In order that Scrutiny feel confident to participate in the procurement process, Scrutiny should embark on a programme of building capacity. This could be achieved via:

- Officer briefings
- Externally provided training
- Visits to other Local Authorities to learn how scrutiny works in procurement elsewhere

4. Structure

PSOC should be involved in high level analysis such as reviews of the strategy, examining the 3yr plan and assessing the effectiveness of the Council's procurement and commissioning partnerships.

<u>Working Parties</u> within Scrutiny should be involved with the procurement process of individual projects either via the gateway procedure or the Council's Capital Projects procedure.

Appendix F

The Community Strategy and Corporate Plan's 5 priority themes which will steer progress over the next 5 years.

Rotherham Learning - 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 among 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 who 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. Rotherham 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.

And two cross cutting themes:

Sustainable Development - Rotherham will be a place where the conditions are right to sustain economic growth, the well-being of its citizens 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.

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.

1. Action Plan for achieving the vision for leadership, management and capacity

Action Plan Reference and Completion Date	Action	Action Owner	Resources Required	Update
APR1.01 Nov 05	In order to contribute to and drive this procurement strategy through, form a Procurement Panel under the leadership of a Cabinet Member and made up of managers from those areas directly responsible for procuring or commissioning goods, works and services whilst periodically inviting managers from related areas of expertise such as Sustainable Development, The Voluntary and Community Sector, and Buy Local to provide help and advice. The procurement panel to take ownership of this strategy and allocate and monitor progress of (as a group) actions identified by this strategy and their agendas. *Outcome – Strategy delivered*	Helen Leadley	Ongoing staff and member time	Complete
APR1.02 Jan 06	Review with Internal Audit the current Financial Regulations and Standing Orders to ensure that they are written in line with current arrangements such as e-procurement, the JVC with RBT, and the new EC Procurement Directives. *Outcome –Legal Procurement*	Helen Leadley	Staff time for review, development and consultation	Complete
APR1.03 Feb 06	Ensure that mechanisms are in place to monitor savings made against projections on the Annual Plan via the Champions Meetings. *Outcome – VFM Achieved*	Helen Leadley	Staff time	Complete
APR1.04 June 06	Review and develop where necessary the Council's framework of policies to prevent fraud and corruption in procurement: • Gifts, Hospitality and Other Inducements; • Declaration of Interest; • Conflicts of Interest; • Private Transactions; • Fraud, Theft and Corruption; • Anti-competitive Behaviour; • Fair Dealing; • Confidential Information;	Brian Leigh	Staff time for review, development and consultation.	

	• Offers of Employment; and • 'Whistleblowers'. *Outcome –Legal Procurement*		
APR1.05 June 06	To develop a set of local indicators in order to measure the Council's procurement function in terms of delivery of the procurement strategy and day-to-day management of the procurement. Benchmarking to be part of this process. This set of indicators to be submitted to Scrutiny and Overview. *Outcome – Strategy Delivered*	Procurement Panel	Staff Time
APR1.06 July 06	To develop the procurement approach to complying with the Freedom of Information Act. *Outcome – Legal Procurement*	Brian Leigh	Staff time
APR1.07 July 06	To set up a framework whereby procurement managers are kept abreast of procurement legislation. *Outcome – Legal Procurement*	Brian Leigh	Staff time
APR1.08 Aug 06	To strengthen the Council's arrangements for managing High Value / High Risk Procurement by reviewing: o A Self-Assessment Survey to be undertaken of Members, M4 and M3 Managers on Partnership Risk Management. This to highlight any training requirements. o Put in place the framework required to ensure that PSOC have the opportunity to challenge decisions at appropriate stages of the procurement process. o Formation of a Central Contracts Register (that also allows collation of data for the return of EU Statistics to the ODPM) o Review of clauses in contracts covering risk management arrangements *Outcome - VFM Achieved*	Steve Merriman All Procurement Managers Graeme Winton All Procurement Managers	Staff time Costs of contract register to be covered by Phase 3 of the RBT Service Improvement plan.
APR1.09 Sept 06	To set a minimum skills matrix for all personnel involved with procurement – members and officers. To conduct a skills audit against this matrix and address any gaps with a training plan.	All procurement Managers via the Procurement	Staff time and training costs to be met by the relevant programme area.

	Outcome – Contributes to all objectives of this strategy	Panel.	
APR1.10 Oct 06	Procurement Managers to compile written procedures for their officers covering all major processes. These procedures to be regularly reviewed and audited to check that they embody best practice and are in line with Financial Regulations and Standing Orders, EU Procurement Legislation and other UK legislation. *Outcome – Legal Procurement and VFM Achieved*	All procurement Managers via the Procurement Panel. - Each manager to ensure procedures are written for their area.	Staff time
APR1.11 Nov 06	Conduct a review of the volume and content of communication between the Council and RBT Procurement *Outcome –Governance*	RBT Transformation Team	Staff time
APR1.12 Dec 06	To create a central and up to date "lessons learnt" page on the procurement pages of the intranet. *Outcome – VFM achieved*	Procurement Panel	Staff time
APR1.13 Feb 07	To review and update the procurement strategy and action plan. This review to be submitted to Scrutiny and Overview for approval. *Outcome – Contributes to all objectives of the strategy*	Helen Leadley	Staff Time

2. Action Plan for achieving the vision for partnering, collaboration and supplier management

Action Plan Reference and Completion Date	Action	Action Owner	Resources Required	Update
APR2.01 July 2006	To develop a Commissioning Policy for care provision as stated by the 2005/06 Adult Services Service Plan. This policy to be extended to a Joint Commissioning Strategy with our Health Partners. This policy to address barriers that exist for the Voluntary and Community Sector to compete to provide services to the Council. *Outcome – VFM Achieved*	David Lisgo	Staff time	
APR2.02 Sept 2006	To ensure that continuous improvement is built into future contracts. *Outcome – VFM achieved*	All procurement Managers via the Procurement Panel.	Staff time	
APR2.03 December 2006	To develop a policy on the Council's use of the Trading and Charging powers and duties for Local Authorities in the 2003 Local Govt Act. Considerations should include: • Financial and social objectives of trading and charging • The candidates • Market analysis • Charging / tariff policy • Is charging integrated into service management and budgeting process? • Collection and recovery • Exit strategy *Outcome – Legal Procurement*	Procurement Panel (via a representative working party TBA)	Staff time	
APR2.04 January 2007	The potential for regional or multi authority contracts for care provision to be investigated by Council representatives in the Regional Contracts Managers Group *Outcome – VFM achieved*	Laura Townson	Staff time	

3. Action Plan for achieving the vision for systems that allow business to be done electronically

Action Plan Reference and Completion Date	Action	Action Owner	Resources Required	Update
APR3.01 May 2006	To implement e-invoicing within Cedar to accept XML invoices directly in the Cedar Application. *Outcome – VFM achieved*	RBT Transformation Graeme Winton	Costs to be covered by Phase 3 of the RBT Service Improvement plan.	
APR3.02 May 2006	To implement e-Ordering by adding the XML format to the existing faxed format of purchase orders to be utilised with XML-compliant high transaction volume/strategic suppliers. *Outcome – VFM achieved*	RBT Transformation Graeme Winton	Costs to be covered by Phase 3 of the RBT Service Improvement plan.	
APR3.03 May 2006	To implement e-RFQ (Request for Quotation) as an automatic process for P2P to direct simple requests to suppliers to provide competitive quotations for non-catalogue supply. *Outcome – VFM achieved*	RBT Transformation Graeme Winton	Costs to be covered by Phase 3 of the RBT Service Improvement plan.	
APR3.04 June 2006	To introduce Framework supplier agreements to achieve maximum discounts from catalogue and non-catalogue spend with strategic suppliers by optimising RMBC compliance with the process. *Outcome – VFM achieved*	RBT Transformation Graeme Winton	Costs to be covered by Phase 3 of the RBT Service Improvement plan.	
APR3.05 April 2006	To implement document imaging *Outcome – VFM achieved* *Outcome – Governance*	Brian Leigh	Costs to be covered by RBT Procurement	
APR3.06 October 2006	To implement e-tendering and e-evaluation via the collaborative SCMS roadmap. *Outcome – VFM achieved*	RBT Transformation Andrew Swinton	Costs to be covered by Phase 3 of the RBT Service Improvement plan.	

APR3.07 May 2006	To encourage supplier take up and adoption of electronic systems via Meet the Buyer Events and similar methods. *Outcome – Stimulated markets*	Procurement Panel	Staff Time Cost of events to be shared by the appropriate programme areas.
APR3.08 Nov 2006	To update the Council's procurement section on the intranet and internet. *Outcome – VFM achieved* *Outcome – Stimulated Markets*	Procurement Panel	Staff time

4. Action Plan for achieving the vision for stimulating markets and achieving community benefits

Action Plan Reference and Completion Date	Action	Action Owner	Resources Required	Update
APR4.01 June 2006	Baseline and set targets that have a real impact on citizens. Potential targets to include: • %recycled materials used in new builds and refurbishments • %environmentally friendly products used in new builds and refurbishments • % spend with BME/ SME/ local/ V&CS organisations • % energy from green sources • tonnes diverted from landfill arising from construction and highways maintenance • % recycled paper used • % orders placed taking account of whole life costs • % improvement on speed of turnaround of OJEU notice and contract award This set of targets to be submitted to Scrutiny and Overview. *Outcome – Stimulated markets and sustainable procurement*	Helen Leadley	Staff Time Government Funding for baselining work- already secured through LEGI Project (approx £10k)	
APR4.02 July 2006	Agree on a corporate set of equality and diversity and environmental standards that the Council can incorporate into specifications, pre-tender questionnaires and contract clauses where relevant. Ensure that these standards are written and communicated effectively throughout the Council and its current and potential supply base so that suppliers have sufficient knowledge to "gear up" where necessary. Provide advice and guidance to suppliers to help them meet the Council's standards. Decide on contract monitoring procedures to ensure supplier compliance. *Outcome – Stimulated markets and sustainable procurement*	David Rhodes and Carol Adamson	Staff Time	

Ref / Date	Action	Lead	Resources
APR4.03 Sept 2006	Review tendering processes to ensure that we eliminate barriers to compete that may exist for: • BMEs • SMEs • V&CS Document the process and standardise across the council. *Outcome - Stimulated markets and sustainable procurement*	Helen Leadley	Staff Time
APR4.04 Oct 2006	Agree on a set of policies that outline the above decisions and processes *Outcome - Stimulated markets and sustainable procurement*	Helen Leadley	Staff Time
APR4.05 Oct 2006	Ensure that all relevant staff are trained in the new policies and procedures. *Outcome - Stimulated markets and sustainable procurement*	Procurement Panel	Staff Time
APR4.06 Nov 2006	Engage with the local market via • The publication of a 3yr plan to enable suppliers to gear up to tendering. This plan to be submitted to PSOC. • Publish an up to date "How to do Business with the Council" • Update the procurement pages of the website • Organise Annual Meet the Buyer events *Outcome - Stimulated markets and sustainable procurement*	Procurement Panel	Staff Time Minimal costs for printing and hire of venues
APR4.07 Jan 2007	Collaborate and Standardise Work with other Councils across the region to work towards a regional approach to procurement in terms of standards and procedures. *Outcome - Stimulated markets and sustainable procurement*	Helen Leadley	Staff Time
APR4.08 Nov 2005	To ensure that Fair Trade Products are available on the Council's e-procurement catalogue. *Outcome - Stimulated markets and sustainable procurement*	Brian Leigh	Staff Time

RMBC STRATEGIC PARTNERING PROTOCOL

1. Introduction

1.1 Background and Context

This policy sits within the Corporate Procurement Strategy and as such is influenced by the same drivers. It is intended that adherence to this protocol will be monitored as part of the strategy and that the policy itself will be reviewed with the same frequency to ensure that it is kept up to date with current guidelines and legislation.

1.2 Developing the Strategic Partnering Protocol

This Strategic Partnering Protocol aims to

- Provide a framework for all Rotherham Metropolitan Borough Council staff involved in, or considering becoming involved in, partnership working.
- Help staff improve the efficiency and effectiveness with which they approach the procurement of a strategic partner.
- Stress the importance of determining the right service delivery option in any given case.
- Address some of the challenges involved in securing the right strategic partner and suggests ways in which these might be overcome.
- Make the Council's policy on strategic partnering transparent to all major stakeholders, including elected members, the corporate management team and all citizens of the Borough.

1.3 Strategic Partnering and the Council's Corporate Vision

This protocol sits beneath the Corporate Procurement Strategy which aims to uphold and contribute to the Councils Community Strategy and Corporate Plan's 5 priority themes:

Rotherham Learning
Rotherham Alive
Rotherham Proud
Rotherham Safe
Rotherham Achieving

And its 2 cross cutting themes:
Sustainable Development
Fairness

2. Developing the Protocol

2.1   What is a Strategic Partnership?

The following are the characteristics of a Strategic partnership – it:

- demonstrates alignment of goals between partners;
- emphasises the importance of relationships;
- involves the delivery of services by one body on behalf of another or through joint working;
- aspires to deliver more value than a traditional contract;
- incorporates sharing of risk and reward;
- expects a change in behaviour from partners;
- intends to be flexible and is able to change in scope and nature over its lifetime;
- demonstrates trust and good communication;
- focuses on outcomes rather than outputs;
- demonstrates joint working (planning, monitoring, problem-solving and decision-making through a joint strategic board) and sharing of ideas and resources;
- is based on openness and honesty (e.g. open-book accounting);
- supports continuous improvement in service delivery over its lifetime and captures corporate learning; and
- provides mutual benefit to all partners.

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2.2   Why adopt a Strategic Partnering Approach?

There are a number of reasons why the Council might adopt a strategic partnering approach:

- They can provide investment and address wider community objectives.

- They can add significantly to an authority's capacity to re-engineer service delivery.

- They help to secure a step-change in efficiency and remove cultural and organisational barriers to improvement.

- They provide impetus to refocusing service delivery on the service user.

- They can bring economies of scale that authorities cannot address in any other way.

- They engender constructive, collaborative relationships with service-delivery partners that provide flexibility for the future and innovation in approach.

2.3   What is the Council doing now?

The Corporate Procurement Strategy outlines some of our main existing partnerships:
- Schools PFI
- RBT (Connect) Limited
- Rotherham Construction Partnership
- Leisure / JSC PFI
- Housing ALMO – 2010 Rotherham Limited
- Future projects which may benefit from partnerships
  - Bereavement Services
  - Waste Management

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2.4   Benefits to the Council of partnering.

2.4.1 Access to funding

In order to part-fund the School's PFI contract with Transform Schools Rotherham Ltd (TRSL) the Authority has been allocated £71.4m worth of PFI credits which provides an annual revenue grant to the Authority. Two private sector funders, AXA and the European Investment Bank (EIB), provide the funding for TSRL's capital expenditure; the Council's revenue grant allows the Authority to meet the annual payment to TSRL, incorporating the cost of servicing these loans. Without this funding it would not have been possible for the Authority to finance a project which in capital expenditure terms is almost £100m, as this is well in excess of traditional capital funds available to the Authority, such as borrowing approvals or capital receipts. These funding arrangements apply to all PFI contracts.providing the opportunity to make large scale capital investments with government funding support.

In respect of RBT (Connect) Limited, the Authority is not receiving any government funding support for the contract, rather the annual contract payment to RBT has been contained within the Council's Revenue Budget. However, the JV agreement has led to capital investment being made by BT on the Authority's IT infrastructure and Rotherham Connect in order to transform customer service delivery and create a one-stop shop. Therefore, the JV has provided funding for the Council which would otherwise have not been available. The risk on this investment is with BT whose Business Plan assumes the investment can be financed by staff and procurement savings, in addition to securing a return for the company.

2.4.2 Access to Private Sector Expertise

The Council may not have the internal resources or the expertise to initiate the changes that are required to meet our strategic aims and objectives. It may be possible to buy in this expertise on a consultancy type arrangement, but this can be an expensive option, and it also requires both the political will and the organisational capacity to drive through the changes recommended by consultants. In many cases this can lead to failed attempts at change. Indeed it is often culture change within the Council that is required in order for service transformation to be achieved.

A Strategic Partnership is a tool to deliver this change, as it provides a source of expertise not just from within the partner company, but also offers access to a pool of sub-contractors, providing a resource bank of expertise that the Council can tap into. As such Strategic Partnerships are long-term in nature, the Council is able to obtain these consultants at reduced hourly rates, and in addition, the

contract is more flexible so that we can access the right resource when we want it.

One of the areas that the RBT partnership is looking at is business transformation, carrying out a review of work practices and initiating improvements to streamline business processes, secure efficiency savings and improve the service to our customers. The JV has become the driver for cultural change within the workstreams that have transferred from the Council, and the Council as a whole will begin to learn and benefit from this radical new approach to the way we do business.

2.4.3 Risk Transfer and Payment and Performance Mechanisms

One of the key drivers from the Government in developing Strategic Partnerships is to ensure that the risk in these contracts lies with the party best able to manage it. Fundamental to PFI is the requirement that the public sector transfers enough risk to the private sector Provider in order to ensure that the asset(s) are not on the Public Sector's Balance Sheet, without this Government will not fund the scheme. For example, with regard to the PFI contract, in built into the contract are a series of availability dates for the individual schools. If the Provider does not meet these dates they begin losing money, so that there is a clear incentive to deliver on time. In addition, the contract price is fixed at signature so that all the risk on cost over-runs, ground conditions, latent defects etc., lie with the private sector Provider. This gives the Council certainty. The only exception to this is where the Council requires changes to the contract.

Linked to the issue of risk transfer is the Payment and Performance Mechanism, whereby the payments to the Provider are linked to the availability of the assets and the performance of the Provider against a series of key performance indicators. Such a mechanism is in place for both the Schools PFI and the RBT contract. If a classroom or service is unavailable for a period of time, the Provider will not be paid that proportion of the service charge that relates to that space or activity. There is also the principle of a ratchet mechanism whereby repeated unavailability or poor performance incurs increased penalties.

3   Principles for the Way Forward

3.1   Option Appraisal

Whilst strategic partnering is an attractive prospect for many of the Council's external acquisition of goods and services, it is not the only option for delivering major projects and must be considered as one of a number of potential responses to the Council's requirements

3.2   Identifying the Business Need

The first stage in the procurement project is to identify the business need. The Project must have a clear scope and specific long-term objectives. All key stakeholders must be consulted on these objectives to ensure that what is proposed to be delivered is in fact required. This should include members of the public, user-groups, employees and their representatives and internal technical staff. To justify the commencement of the project, the project manager should produce a formal business case. The business case is the justification for the project and the process itself is a useful discipline in constructing a strategic model and thinking through the key issues at the outset of the project. There is a good deal of evidence that the failure to construct a resilient business case at the outset of a project is the main cause of failure to achieve the objectives. The continuing resilience of the business case should be periodically tested at key point in the project process.

3.3   Business case development

The Business Case is the formal justification for the procurement project and should contain information covering five key aspects: strategic fit, options appraisal, commercial aspects, affordability and achievability. The following are the matters which should be addressed, at minimum:

- **Strategic fit**

  - Description of the business need and its contribution to the Council's corporate strategies and plans

  - Objectives of the project

  - Why it is needed now

  - Key benefits to be realised

  - Critical success factors and how they will be measured.(SMART: Specific, Measurable, Achievable, Realistic and Time specific)

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- **Options appraisal**

  ➢ High level cost/benefit analysis of (ideally) at least three options for meeting the requirement, typically in-house, outsource, and partnership of some sort

  ➢ Include analysis of 'soft' benefits that cannot be quantified in financial terms

  ➢ Identify preferred option and any trade-offs.

  ➢ Justification for proposed option

- **Commercial aspects**

This section is applicable where there is an external procurement; this section outlines the potential deal. Most of this information will be produced for the outline business case.

  ➢ Proposed procurement option with rationale for its selection

  ➢ Key features of proposed commercial arrangements (e.g. contract terms, contract length, payment mechanisms and performance incentives)

  ➢ The proposed procurement process with supporting rationale.

- **Affordability**

  ➢ Statement of available funding and 'ballpark' estimates of projected whole-life cost of the project

  ➢ Including approximate costs for external advisors etc., as appropriate

- **Achievability**

  ➢ High level plan for achieving the desired outcome, with key milestones and major dependencies (e.g. interface with other projects)

  ➢ Outline contingency plans e.g. addressing failure to deliver service on time

  ➢ Major risks identified and outline plan for addressing them

  ➢ Provider's plans for the same, as applicable, skills and experience required

3.4   Partnering Principles

Partnerships should be characterised by their flexibility, and their ability to incorporate changes to service specifications whether customer or legislatively led. Given the long-term nature of the contract, in order to maximise its potential, it is vital that good working relationships develop between the parties. A model partnership should be characterised by clear, honest communication, shared goals and objectives and mutual trust and respect. Whilst it is inevitable that contentious issues will emerge, the Partnership should seek to solve these problems jointly and without recourse to the Contract.

3.5   Procurement Project Management

Project Management

Project management is much more than the tasks carried out by a project manager. Project management is a combination of the roles and responsibilities of individuals assigned to the project, the organisational structure that sets out clear reporting arrangements and the set of processes to deliver the required outcome. It ensures that everyone involved knows what is expected of them and helps to keep cost, time and risk under control.

Experience has shown that projects are inherently at risk – through over-running on time and cost and/or failing to deliver a successful outcome. Such failures are almost invariably caused by:

- poor project definition, perhaps because of insufficient consultation with stakeholders or their failure to be specific about requirements and desired outcomes

- lack of ownership and personal accountability by senior management and members

- inadequately skilled and experienced project personnel

- inadequate reporting arrangements and decision-making

- inconsistent understanding of required project activities, roles and responsibilities.

Project management helps to reduce and manage risk. It puts in place an organisation where lines of accountability are short and the responsibilities of individuals are clearly defined. Its processes are clearly documented and repeatable, so that those involved in the project can learn from the experiences of others.

Leadership

Strong and consistent leadership is the foundation of a successful strategic partnership and work should not proceed unless this is in place. These partnerships are about securing community goals and their implementation is a strategic measure and not a technical function. In local government this necessitates determination, vision and commitment by elected members (particularly the leading members of all parties), the chief executive, and senior officers. The leadership needs to be supported by simple management structures to ensure that:

- objectives are clear and unambiguous and that their implications are fully understood by all partners;

- responsibilities are clear and are recognised at the highest level of partner organisations;

- the right skills are accessed at the right time;

- rapid action is possible when required; and

- decisions are properly made and are open to scrutiny.

Critical success factors

- a well-defined scope and agreed understanding of intended outcome

- active management of risks, issues and timely decision-making supported by clear and short lines of reporting

- committed leadership at officer and member level

- a senior officer with personal accountability and overall responsibility for the successful outcome of the project

- an appropriately trained and experienced project team and in particular a project manager whose capabilities match the complexity of the project

- defined and visibly managed processes that are appropriate for the scale and complexity of the project.

The analysis of a Strategic Partnering Taskforce (March 2004) led by Nick Raynsford MP, the then Minister for Local and Regional Government, found that successful partnerships:

- identified and made available resources for a full-time project manager at an early stage and 'locked' this person in for the term;
- spent time planning processes to access funds through bids;
- prepared a realistic project plan identifying key stages;
- sought and paid for specialist advice when it mattered;
- increased project staff resources for workload peaks with a project team having suitable and skilled permanent staff as necessary;
- ensured communication was in place for 'gatekeepers' (members, chief executive/service directors, other people of influence at all levels), stakeholders, staff and customers;
- used best practice and sought advice from others working on similar projects, and built knowledge/experience into the project plan;
- put together a high-level risk assessment plan and acted on this (see also *Technical Note: Risk Management (ODPM 2003)*);
- talked to stakeholders to determine the scope of work and carried out (in the case of an external contract) soft market testing;
- carried out a skills gap analysis to ensure that the right person was selected to act as the 'intelligent client'; and
- recognised a need for in-house specialist staff for the project team.

Development of the project team

All procurement projects should be conducted in accordance with the Council's Project Management Guide and Capital Projects Procedural Guide.

There will need to be a dedicated project manager, with appropriate and demonstrable skills and experience. Project Management is the key to successful delivery of any project and needs to be undertaken properly for the procurement of a partnership to be successful.

The project manager is responsible for identifying resource requirements for the project team, securing appropriate specialist support internally and externally, preparing the project plans, developing project documentation, and managing the process.

Arising from the experience of the Pathfinder projects, the Taskforce recommend that Councils should particularly attend to the following actions

- Identify a dedicated, full-time project manager at an early stage.
- Assess the processes needed to access public funds and plan accordingly.
- Secure funds that are sufficient to enable appropriate and timely expert advice.
- Increase staff resources working on the project at peaks in the project plan.
- Make regular progress reports to members and senior officers of the authority.
- Use published Best Practice advice and available local government experience.
- Assess risks at different stages of the project.
- In public/private PPPs, undertake soft market testing at an early stage before broadly defining the scope of the partnership.
- Carry out a skills gap analysis and employ expert advisers as appropriate.

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3.6 Legal Options – partnership structures

There are different types of partnership and it is important at an early stage to consider the various options in order to ensure the maximum opportunity for meeting the respective objectives of all potential partners. In particular, the Council must be sure what it wants to get out of the proposed structure, to ensure that the chosen model is the one best able to meet the Council's needs.

This a complex area, and there are a wide range of potential structures with different attributes and varying implications in terms of governance, staff, funding, tax, trading and charging, and risk transfer, among others. The ODPM's Strategic Partnering Taskforce guidance on this subject - *Structures for Partnerships – Technical Notes* runs to over 100 pages. The following three paragraphs are an extract from the executive summary:

"When considering Strategic Service Partnerships, or indeed partnerships of any kind, authorities need to have, or gain, an understanding of what can be done and the benefits of the alternatives. The complexities of the alternatives can make this process daunting and some will see it as a matter better left to solicitors and accountants. Such an approach, whilst understandable, is not appropriate as the choice of preferred structures needs to be supported by the stakeholders involved and be widely seen as the best route to deliver the objectives determined for the project.

The purpose of this publication is to provide an overview of the principal alternatives that can be used in partnership situations. It is designed to support and supplement other publications that the Strategic Partnering Taskforce are planning to issue. In particular, Rethinking Service Delivery through Strategic Service Partnerships – from inception to outline business case which suggests how local authorities might approach the question as to whether a Strategic Service Partnership is the right option in their specific circumstances. Details of the Taskforce's publications can be found on the website www.odpm.gsi.gov.uk.

Structures for Partnerships – Technical Notes will be of most use to those officers and members contemplating partnerships with other public sector organisations, the voluntary sector and the private sector. It should be seen as a technical reference book rather than an overview of the subject. Inevitably its content considers legal and financial aspects of local government and the private sector. "

The point here is well made. Where there is consideration of a strategic partnership, the structure will need to be considered. There are numerous variations on the theme of the following general models:

- Public Sector Consortium, Pooled Budget and Joint Commissioning

- Joint Ventures

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- Partnering Contracts And Legal Partnerships

- Outsourcing

- Private Finance Initiative

Technical legal and financial advice will need to be sought, but the Council will need to take an active role. There is a wealth of guidance available that relevant officers will need to be aware of, and in particular, the rich output of the ODPM Strategic Partnering Taskforce.

3.7   Issues to Consider

- Governance – this will to a degree be dependent on the vehicle of delivery, and the ownership and control implications. It will also need to consider the role of stakeholders. There will normally need to be a complexity of governance forums with differing roles. It is helpful to seek bidder proposals for suitable models and to develop the relationship model as the process unfolds.

- Management of the Post Contract Relationship - Post contract management is a critical element in the procurement life cycle though often the one which is most neglected. It is particularly important in a strategic partnership as both the relationship and service delivery will develop post contract. It is essential that this is attended to at the outset, as it will impact on the business case for the project. It also needs to ensure that those responsible for the management of the post contract relations are involved in the procurement process.

3.8   Staff

The rights of staff who transfer under TUPE are protected by law. These laws apply by operation of law and not the intentions or wishes of the parties. The proper consideration of workforce issues is a legal responsibility for any authority that is likely to transfer staff to another employer. A new legal framework in relation to staff transfers and pensions was imposed following the enactment of the Local Government Act 2003.

The Code of Practice *Workforce Matters in Local Authority Service Contracts* (2003) was published as appendix D of Circular 3/2003. It is designed to secure Best Value and to ensure the fair treatment of those who are 'new joiners' in a contracting situation.

The Code states that contractors should:

- offer employment to new staff on fair and reasonable terms, and on conditions that are overall broadly comparable to those of the transferred employees,

- take into account the need to recruit and retain quality employees and conditions in local labour markets, and

- offer broadly comparable pension arrangements, (a range of options is set out).

3.9 External Consultants and Other Information Sources

3.9.1 Use of External Advisers

Whilst the Council has now developed its experience of strategic partnerships, it is still necessary to commission support from specialist external advisors on major projects. There are two reasons for this. The first is the injection of project support and the other to bring specialist technical skills to ensure that the Council's position is protected in very expensive projects.

In particular, projects of this nature will require legal advisers to deal with the complex contractual and negotiation issues, financial advisers to analyse the bidders financial models and advise on project affordability, technical advisers to advise on costings and risk quantification and insurance advisers, insurance being one of the more contentious areas of PFI/PPP schemes currently, which can put significant costs on these projects. Adviser fees can run into several hundreds of thousands of pounds over the procurement period, so budgetary provision must be made for this expenditure. In addition, both the Government if they are funding the scheme, and the private sector bidders will be looking to see that the Authority has recognised advisers on the Project, to give comfort that the Council can deliver and confidence that the timetable can be met.

The Authority has appointed PricewaterhouseCoopers as a framework preferred supplier for Financial Services. This is a 3 year agreement, with a potential 2 year extension. The scope of this agreement will include the provision of financial advice for PFI and PPP projects. Therefore, any Programme Area considering or developing proposals can utilise this Contract.

In respect of Legal, the Authority's Legal Services Section are currently considering a partnership arrangement with a legal firm. The scope of this contract is currently being developed, although potentially will include the provision of PFI/PPP advice.

In respect of Technical Services, Economic and Development Services have in place partnering agreements with E C Harris and W S Atkins. These companies are available to validate and benchmark capital and lifecycle costs on partnership contracts.

In addition, the Authority has access to an experienced Project Manager, Peter Ross, who has recently worked on an EU Procurement Project in China, and previously was involved in developing a number of partnerships at Kirklees MBC. He is currently working for the Authority as the Project Manager of the Leisure / JSC PFI, and worked for the Authority during the initial stages of the Schools PFI procurement process.

3.9.2 Sources of External Information

There is an abundance of guidance to support all aspects of public procurement. Any staff involved in developing strategic partnerships should refer to the relevant detailed guidance, some of which is referred to in this protocol, but which is far too extensive to be summarised in a single document. In addition to appointed external advisers various national bodies are available to advise local authorities on the procurement of PFI/PPP contracts.

- The ODPM Strategic Partnering Taskforce is probably the most comprehensive site for knowledge and guidance on partnerships. It is an excellent source of information and guidance, including detailed technical guidance.
(www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/divisionhomepage/032063.hcsp

- The Public Private Partnership Programme (4Ps - www.4ps.co.uk) is a national body that provides an advisory service to local authorities. This involves direct project support, the publication of guidance, case studies and sector specific procurement packs, local authority network groups, gateway reviews of complex projects, and conferences to allow authorities to exchange ideas and discuss issues.

- The Office of Government Commerce (www.ogc.gov.uk) is the government's procurement gateway responsible for public policy development, and good practice dissemination. Its role has been explicitly widened to include local authorities. Its web site is a rich source of guidance and information.

- Partnerships UK (www.partnershipsuk.org.uk/) issue PFI/PPP guidance and operate useful web-sites. PUK has a key role in the

assessment of PFI Outline and Final Business Cases, particularly with the financial review of proposals.

- The Council has a Corporate subscription to **publicprivatefinance** (www.publicprivatefinance.com), which combines a monthly magazine and online service providing news and technical information on PFI/PPPs.

- The IDeA has a section of its 'knowledge' website devoted to procurement. It includes some very helpful briefing papers for members and officers and theme based papers on various issues, such as skills development and sustainability (www.idea-knowledge.gov.uk)

3.9.3 OGC Gateway Review

As one of the approval conditions for the allocation of PFI Credits, all schemes must now be involved in a continuous external assessment process called a Gateway Review. This evolved as a tool to assess Central Government contracts but has now been rolled out to cover all public sector organisations. There are five OGC Gateway Reviews during the lifecycle of a project, three before contract award and two looking at service implementation and confirmation of the operational benefits. The Reviews are carried out by a small team of external assessors including a representative from the 4Ps, and representatives from other authorities who have completed PFI schemes. Authorities must act on the recommendations of the Review to enable them to proceed to the next procurement stage. Members of Partnerships and Governance are trained as Gateway Reviewers and are to carry out reviews at other local authorities, this could prove to be an invaluable source of information on procurement/PFI issues.

3.10   Affordability and Financial Viability

One of the key issues in developing strategic partnership projects is the requirement to consider the affordability of the proposals. This needs to be done at the feasibility stage initially and needs to be continually revisited as proposals are developed. Project teams need to build into the calculations all available revenue budgets, and any additional funding that may be available whether in the form of revenue/capital grants or potential capital receipts.

However, project teams need to be aware that the nature of PFI/PPP contracts is such that in many cases an enhanced level of service is being requested. For example, in the case of the Schools PFI the buildings are being maintained to a high standard for the 30 years of the scheme.

In addition, project teams need to carefully examine the staffing levels that are likely to be required in order to meet their specification requirements, in particular if a higher specification is being asked for or a new service is being introduced. In these cases it is likely that this will mean an increase in staff costs which will add to Affordability pressures. It goes without saying that the Project Board/Members need to be kept fully up to date with the revenue impact of the Project, ultimately any additional revenue costs will need to go to the appropriate Member decision making forums.

4 Control and Review

4.1 Ownership of the Protocol

Once the Strategic Partnering Protocol has been ratified by the Council following the wider Programme Area consultation, this document will become one of the key Council documents, feeding via the Corporate Procurement Strategy into the Community Strategy and Corporate Plan and providing a framework for 'working in partnership', to enable the Council to deliver on its 5 key priority themes. Any services that are contemplating entering into partnerships should only do so after having read and taken on board the recommendations in this document. This will ensure that the partnership procurement process is managed correctly to enable a successful outcome to be achieved.

4.2 Review of the Protocol

Once formally adopted the Strategic Partnering protocol will need to be periodically revisited to ensure that it is kept up to date to incorporate, for example, legislative changes in the PFI/PPP environment, Council developments in this area and to incorporate lessons learnt from new and existing partnership projects. This will ensure that the document remains timely and relevant in a dynamic environment.

Authors :

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Equality Impact and Needs/Requirements Assessments

Step 1 – Choosing which appraisal tool to use for the impact assessment

Undertaking Equality Impact Assessments is essential to the Equality Standard and is a specific duty under the Race Relations (Amendment) Act 2000.

Policy/procedure name	Is it a new, existing or changing policy?		
	New	**Changing**	**Existing**
Corporate Procurement Strategy	yes		
	Please note that once the Integrated Appraisal Tool for Policy Development is finalised managers should use that toolkit for their equality impact assessments on new or revised policies, not this one. Contact the Policy Team in Chief Executive's Department		

Step 2 – Responsibility and involvement

This is a new and important process that will require different perspectives to be considered and, in some (hopefully a very few) cases, difficult decisions may need to be made about policy and service delivery.

Whilst it is necessary to identify a lead officer, it is advised that they do not undertake the impact assessment on their own, but set up a group comprising a diverse range of staff responsible for delivering the service and their Programme Area Equality Officer.

Policy/procedure: The Corporate Procurement Strategy ....
....

Name of Lead Officer (service/business manager) completing the assessment:

Helen Leadley.. **Ext. No. 6541** ....

Job Title: Procurement Client..

Division/Service area: Strategic Partnerships ....
Date: 06.03.06..

Programme Area: Corporate Resources ....

List others involved in the assessment: - The Corporate Procurement Panel, Zafar Saleem, Equality and Diversity Manager and Carol Adamson, Equality and Diversity officer have been consulted on the new Corporate Procurement Strategy and on the equality impact assessment...

Step 3 – Identify aims/objectives of policy/procedure

No.	Question
1	**What are the aims/objectives of the policy/procedure and the intended outcomes?** To ensure that procurement across the Council: • Achieves value for money • Is performed within a legal framework • Is carried out with adequate Governance • Fosters sustainable development • Stimulates our market **Are there any associated services, policies or procedures?** **Yes/No** **If 'Yes' please list below** The Procurement Strategy for Construction Related Services The Partnership Protocol The Council's Financial Regulations and Standing Orders The National Procurement Strategy Rotherham's Community Strategy and the Council's Corporate Plan RMBC Corporate Equality Strategy and Action Plan RMBC Race Equality Scheme 2
3	**Are any other organisations involved in the delivery of the service?** 2010, RBT, Other key suppliers and partners, Rotherham Construction Partnership, Transform Schools, and other key partners.. ....

No.	Question
4	**How and where will information about the service, policy or procedure be publicised?** There will be consultation with the programme areas via the Procurement Panel, the Trade Unions via their representatives, and with external organisations such as IDeA and VAR.. Acopy has also been posted on the intranet. Once approved the strategy will be posted on the Council's website.
5	**List the main people, or groups of people, that this policy or procedure was designed to reach or benefit, and any other stakeholders.** CMT Scrutiny Cabinet Procurement Officers Budget Holders ODPM, The Audit Commission and other external inspection agencies Partners SME and BME organisations / local businesses / the Voluntary and Community sector Citizens

Step 4 – Impact assessment

Although this form is set out under the three broad headings of race, gender and disability, consider any impacts/barriers that might cross over between race/gender, disability/gender, race/disability, or all three. Use the boxes on the next few pages to indicate where the policy could have a positive or a negative impact for different groups with your reasons. You will need to transfer this information to the summary page and action plan later.

This page looks broadly at adverse impacts/barriers in terms of race, whilst the next page considers adverse impacts/barriers which may be particular to people from one ethnic group. This is important for compliance with the RRAA specific duty to ensure public access to information and services and is linked to questions 4 and 15.

No.	Question
6a	**Identify any adverse impact/barriers of the policy or procedure on people who may be disadvantaged because of their:- Race**
	As the strategy was written in the light of all current legislation, the CRE guidance on procurement and in full consultation with the Equalities and Diversities Team, it is intended that there will be no adverse impacts / barriers on people who may be disadvantaged because of their race as a result of this policy. Progress against this strategy will be monitored by performance against LPIs.
	....
	....
	....

Consider different ethnic groups within the five broad census headings, including our locally agreed categories of Kashmiri and Yemeni. Consider also other communities in Rotherham not listed as separate census categories, for example Middle Eastern, North African, European, Gypsies and Travellers, Asylum Seekers and Refugees.

No.		Question
6b	Broad categories used in 2001 census	**Identify any adverse impact/barriers of the policy or procedure on people who may be disadvantaged because of their:- Race**
		None identified
	Asian or Asian British	
	Black or Black British	
	Chinese	
	Dual heritage	
	White	
	Any other people	

No.	Question
7	**Where do you think improvements could be made?** **Race** Improvements to the way we procure goods in the Council regarding equality and diversity issues are included in the action plan in the strategy. For example - Actions to encourage businesses that are managed or owned by under-represented groups to tender for Council contacts - encouraging all contractors to abide by and promote the Councils Corporate Equality Strategy - Monitoring contracts to ensure that all Contractors meet the equality requirements in their contracts. ……….

It is worthwhile remembering that women and men may have different priorities in relation to what services they want and different needs for how these are provided. Men-only or women-only delivery for some services could be an option.

No.	Question
8	**Identify any adverse impact/barriers of the policy or procedure on people who may be disadvantaged because of their:-** **Gender**
Women	None identified
Men	None identified

No.	Question
9	**Where do you think improvements could be made?** **Gender** Improvements to the way we procure goods in the Council regarding equality and diversity issues are included in the action plan in the strategy, see section 7 above.. ....

All service providers have a duty to make reasonable adjustments for disabled people, including physical features of premises, so it is advisable to anticipate any adjustments that may be required. Consider the barriers faced by different groups of disabled people as listed in the boxes below. Note also that changes to legislation mean that conditions such as MS, HIV and cancer will shortly be covered from the time of diagnosis.

No.		Question
10		**Identify any adverse impact/barriers of the policy or procedure on people who may be disadvantaged because they are:-** **Disabled people**
	People with physical or mobility impairments	None identified
	People with sensory impairments (hearing, visual and speech)	Procurement requirements will be publicised in a variety of formats – hard copy / internet / meet the buyer events. This should mean that procurement is fully accessible for people with sensory impairments.
	People who use mental health services	None identified
	Learning-disabled people	None identified
	People who have a non-visible condition such as epilepsy or diabetes	None identified

No.	Question

11

Where do you think improvements could be made?

Disabled people

The procurement strategy lays out the procurement cycle that all procurements should follow. If disability issues are applicable to a procurement project then as per the strategy this should be considered at the beginning of the procurement cycle – the identifying of the need and the specification. Supplier pre-tender questionnaires and contract monitoring are also considered in the strategy. ....

....

....

....

....

....

....

....

No.	Question

No.	Question
12	**Identify any positive impacts of the service, policy or procedure for the following groups, and ways in which it promotes or could promote equality and diversity or good community relations. If there are none at present, how it could be adapted to do so?** **Disabled people** The strategy sets targets for investigating ways in which we can improve the way we procure on behalf of the Council regarding equality and diversity issues (examples given in section 11) within the Council and the ways in which we disseminate these standards throughout our existing and potential supply chain. .... **Gender** The strategy sets targets for investigating ways in which we can improve the way we procure on behalf of the Council regarding equality and diversity issues and the ways in which we disseminate these standards throughout our existing and potential supply chain. LPIs will be set along with minimum standards for pre-tender qualifications. .... **Race** The strategy follows CRE guidance and will ensure that procurement procedures comply with the Race Relations Amendment Act 2000, including the duty to promote in our supply chain where appropriate......................... ....

Although this section is primarily anticipatory for future changes in legislation it is also good practice to consider the communities of interest listed below, and it will be useful to note anything of which you are already aware or that results from your research. Gypsies and Travellers, and Asylum Seekers and Refugees have been included in the race section.

No.	Question		Give your reasons
		Potential positive impact or ways in which the policy promotes equality or good community relations	
	Potential negative impact or barriers for other groups of people		
13			
Lesbian, gay or bisexual people	None identified	The strategy will be regularly updated to ensure that the way we procure will take all equality and diversity issues into consideration.	
Older people	None identified	As above	
People with caring responsibilities	None identified	As above	
People from different faith groups	None identified	As above	
Transgender people	None identified	As above	
Young people	None identified	As above	

Summary

Using the information already gathered, summarise your findings in the table on the next page in relation to potential or actual impacts for different groups. If you have identified that any group is experiencing, or is likely to experience, a negative impact, particularly if this could be unlawful discrimination or if it is unintentional, then action must be taken to address this.

Remember that any policy which could unlawfully discriminate must be changed, unless it can be objectively justified. It is advisable to seek guidance from the Equalities and Diversity Unit if you are unsure.

Even if you found negative impacts that would not amount to unlawful discrimination, you still need to identify ways to remove or reduce these. For example:

- change the policy or procedure
- change how the policy or procedure is put into practice
- find alternative ways of achieving the aims of the policy
- introduce additional measures

If no actions are taken to change the policy or procedure when adverse impacts for some groups have been identified, or where an adverse impact for some groups is unavoidable, you should double check that this could be justified legally. Major changes would need a report to your Programme Area Management Team or CMT highlighting the findings of the equality impact assessment and setting out recommendations such as actions to change the policy, or whether or not to adopt a proposed or revised policy in the light of the findings.

Even if you found no evidence of potential negative impacts, you should consider how to improve any positive impacts or how your policy could be adapted to promote equality and/or good community relations. This should also form part of the action plan.

If you lack sufficient information to answer all the questions at this point, or are unaware what the impact is/will be, further research, monitoring data and/or consultation will be needed and objectives to obtain this information should be included in your action plan.

You should also set out the arrangements for monitoring the impact of the policy in your action plan.

Note any group where you found a potential or actual negative impact	Summarise negative impact	Is the negative impact intended?	Is the likely impact high or low?	Could the negative impact be unlawful discrimination?
Any non-target group for positive action to encourage under-represented contractors to tender for Council contracts	There may be potential community cohesion issues if positive action is seen to be targeted to certain community groups in preference to others	no	high	no

Note any group where you found a potential or actual positive impact	Summarise positive impact	Is the positive impact intended?	Is the likely impact high or low?	Could the positive impact be unlawful discrimination?
All Rotherham's diverse communities	The strategy includes actions to promote equality throughout the supply chain and deliver community benefits	Yes	High	No

Step 5 – Consultation

For this step it is important to refer to any consultation exercises which have been undertaken and/or any complaints received.

No.	Question
14	**What have service users/non-users or other stakeholders (including employees) already told you about the policy and any negative impacts? Who has been consulted and what methods were used?** Consultation has been undertaken with IDeA / Trade Unions / VAR / Rotherham Chamber Construction Liaison Group / Procurement Panel (including Zafar Saleem and Carol Adamson of the Equality and Diversity Team................... Approval has been sought from CMT, The Member for Customer Service ad Innovation and PSOC. Approval will be sought from Cabinet... .... **If you need to carry out further consultation, who will you be consulting with and by what methods?** .... Ongoing consultation with people and businesses from diverse communities, for example, BME businesses, will be undertaken at Meet the Buyer Events / Stakeholder workshops etc. These will feed into reviews of the strategy...... ....

Step 6 – Monitoring and Research

For this step it is important to refer to any monitoring information which is already held. As stated in the guidance notes arrangements need to be set up for effective monitoring if this is not already taking place.

No.	Question
15	**How do we know whether our service is accessible all groups?**
	Widespread consultation has been undertaken. Following approval there will be a full communication exercise undertaken including use of the Intranet, Management Briefings, The Procurement Champions, The Procurement Panel, Newsletters.
	....
	....
	If there is a lack of information, what research will be carried out, and for which groups?
	N/A..
	....
	If this is a new policy, or one that is not currently monitored, what are the arrangements to begin monitoring the actual impacts of the policy? (To go in action plan)
	The procurement panel will baseline and set local performance indicators to assess the success of the strategy and the procurement function as a whole, Targets will include % of spend going to BME / SME businesses..................

Step 7 – Complete the equality action plan

Equality Action Plan

Service, function, policy or procedure The Corporate Procurement Strategy ....

Name of Lead Officer (service/business manager) completing the assessment Helen Leadley .... **Ext. No. 6541** ....

Job Title Procurement Client ....

Division/PA Corporate Services ....

Date 06.03.06 ....

List others involved in the assessment The Procurement Panel members, Zafar Saleem and Carol Adamson of the Equality and Diversity Team ....

a

Problem/barriers identified	Aim/objective	Actions to achieve aim/objective	Resources required	Target date
There may be potential community cohesion issues if positive action is seen to be targeted to certain community groups in preference to others	Improve relations between communities by preventing negative perceptions of positive action by people from non-target groups.	Ensure promotion and publicity relating to the procurement process and criteria is transparent and highlights the consistent and fair approach to awarding contracts		Ongoing

b

Ways to promote equality or good community relations identified	Aim/objective	Actions to achieve aim/objective	Resources required	Target date
Implement the equality actions in the Procurement Strategy "Action Plan for stimulating markets and achieving community benefits"	To ensure our procurement activities are take account of equality and diversity issues	To monitor progress of the strategy and any policies that are produced as a result of it.		ongoing

Set out your arrangements for monitoring the policy

Monthly meetings of the procurement panel to monitor progress of the action plan and to assess performance against local performance indicators.

Completed equality impact assessments	Key findings	Future actions
Programme Area: Corporate Services .... Function or policy name: The Corporate Procurement Strategy .... Function or policy status: Changing/refreshed strategy .... Name of lead officer completing the assessment: Helen Leadley .... Date of assessment:03.11.05	The Corporate Procurement Strategy sets out a clear action plan to ensure that fairness, equality and diversity are promoted through the Council's procurement processes. Actions include: - Setting improvement targets and local performance indicators to promote to equality. - Agreeing a common set of standards on equality and diversity to be promoted with all contractors. - Reviewing tendering processes to remove barriers for Black and minority ethnic businesses and the voluntary and community sector to access Council contracts - Carrying out a skills audit and staff training with contract managers, including training on their duty to promote equality. - Engaging with the local market and taking actions to encourage the voluntary and community sector and businesses that are managed or owned by under-represented groups to tender for Council contacts - Encouraging all contractors to abide by and promote the Councils Corporate Equality Strategy and Race Equality Scheme 2. - Monitoring contracts to ensure that all Contractors meet the equality requirements in their contracts.	Monitor progress of the implementation of the strategy and ensure that any policies written as a result will be subject to equality impact assessment. Local Performance Indicators will be set to monitor the delivery and impact of the strategy and these will be reviewed monthly. Carry out ongoing consultation and dissemination of the Council's standards via Meet the Buyer Events.

Equality Impact Assessment Website Summary

Regional Sustainable Development Framework (RSDF) – Sustainability Appraisal
Name of   project /policy The Corporate Procurement Strategy   Date compiled 31.10.05

To assist with policy, strategy and project development, complete the table below at the drafting stage of your document. Refer to the prompt sheet attached below, which will assist in identifying potential improvements.

The impact column scores are as follows:
Very positive impact = YY, positive impact = Y, neutral /no impact = 0, negative impact = N, highly negative impact = NN

Sustainable Development Aim	Impact rating	Comments *What your policy /project will aim to achieve & how will this be measured*	Potential improvements that can be made *Refer to prompt sheet below for examples*
1. Good quality employment opportunities for all	YY	At the beginning of the strategy LIs will be set and performance monitored via monthly Procurement Panel meetings. How our procurement processes take account of equality and diversity issues will be reviewed and we will aim for consistency across the Council – following the advise of the equality and diversity team. We will also investigate the opportunities for including employment benefits in the specification and tender evaluation processes. The strategy also aims to make the procurement processes that are employed across the Council accessible for SME/ BME/	Increased spend with SME / BME / V&C Sector / Local companies. Making our equality and diversity standards consistent across the council and promoting them across the region Including employment opportunities in our specification and evaluation criteria for more contracts

1

2

2. Conditions for business success, economic growth & investment	YY	Voluntary and Community Sector / Local companies. The strategy will aim to make the procurement processes that are employed across the Council accessible for SME/ BME/ Voluntary and Community Sector / Local companies through actions such as: o Giving pre-notice of contracts that will be put out to tender by the Council. o Holding Meet the Buyer events and workshops for the V&C sector. o Improving our website so that our procurement processes are more transparent.	As section 1
3. Education and training to build skills and capacity	YY	The strategy will involve a skills audit to be undertaken by anyone involved with procurement – from members to invoice clerks. This will ensure that any gaps in skills or knowledge will be addressed with the appropriate training. We will also be increasing the capacity of the local market to bid for work by the actions outlined above.	Better trained procurement staff Workshops for the V&C sector

3

Sustainable Development Aim	Impact rating	Comments	Potential improvements that can be made
4. Conditions and services which engender good health	YY	The strategy will involve reviewing the way in which environmental issues are taken into consideration in the procurement process. The procurement panel will set targets for increased use of environmentally friendly products, and a reduction in the use of resources. Whole life costing will be used at the specification and evaluation stages of the procurement process.	o Reduction in landfill use o Increase in use of recycled products o Continued use of green energy o Reduced need for energy use o Promote environmental issues through supply chain
5. Safety and security for people and property	O	N/A	
6. Vibrant communities which participate in decision making	Y	The Corporate procurement strategy has gone through consultation with the Voluntary and Community sector and has been contributed to as a result. It also aims to make tendering more accessible to our local market should in turn help build community capital, capacity and confidence,	Ongoing consultation Simplified and demystified procurement processes Active engagement with the market via meet the buyer days and similar
7. Culture, leisure &	Y	The strategy will deliver better	Better partnership working

Aim	Impact rating	Comments	Potential improvements that can be made
recreation activities available to all		VFM which will in turn release money for the council to spend on its Corporate priorities which will include better culture/ leisure and recreation facilities. The partnering section of the strategy outlines how we can capitalise on our partnerships in order to better deliver long term projects such as Leisure PFIs.	Learning from our mistakes – lessons learnt shared corporately More efficient processes releasing money for corporate priorities
8. Local needs met locally	YY	The strategy includes actions around engaging with the market to explain our processes by: o Improving the procurement pages of our website o Meet the Buyer Events o Voluntary and Community Sector workshops o Potential supplier contact time o Use of Buy Local advertising	Increased local supply Increased SME and VCS supply
Sustainable Development Aim	**Impact rating**	**Comments**	**Potential improvements that can be made**
9. A transport network which maximises access and minimises detrimental impacts	O	N/A	
10. A quality built	YY	Resource efficiency is covered by	o Reduction in landfill use

4

environment & efficient land use patterns, use derelict sites, minimise travel, promote balanced development		the strategy in the setting of environmental targets and the operation of whole life costing. These issues will be covered in the identification of need and specification and design stages of the procurement process.	○ Increase in use of recycled products ○ Continued use of green energy ○ Reduced need for energy use ○ Promote environmental issues through supply chain
11. Quality housing available to everyone	YY	The strategy will help improve the energy efficiency of housing which will reduce fuel poverty and ill health. These issues will be covered in the identification of need and specification and design stages of the procurement process.	As section 10
12. A biodiverse and attractive natural environment *(Biodiversity = number and type of different species of wildlife e.g. plants and animals)*	YY	Procurement will make use of opportunities wherever possible to enhance the environment as part of other initiatives – such opportunities can be built into the tendering and evaluation process.	Increased use of community benefits included in tender specification and evaluation

Sustainable Development Aim	Impact rating	Comments	Potential improvements that can be made
13. Minimal pollution levels	YY	Procurement will look at any environmental impact of a procurement project as part of the procurement process in the identification of need, specification and evaluation part of the process	o Reduction of energy use o Reduction pollution o Continued use of green energy
14. Minimal greenhouse gas emissions and managed response to the effects of climate change *(Greenhouse gases = carbon dioxide(e.g. transport /industry), sulphur dioxide, nitrogen dioxide, methane etc. These can cause global warming & climate change. Effects of climate change: floods, storms/gales, health impacts: skin cancer increase, water/insect borne diseases. Further info on*	YY	As section 13	o Reduced emissions from landfill requirements o Increased energy efficiency o Continued use of green energy

climate change www.ukcip.org.uk)

	Impact rating	Comments	Potential improvements that can be made
15. Prudent, efficient use of energy, natural resources with minimal waste production	YY	As section 13	As section 13

Sustainable Development Aim	**Impact rating**	**Comments**	**Potential improvements that can be made**
(i) Social inclusion and equality across all sectors	Y	The strategy has been written with full consultation with the equality and diversity team and includes actions around reviewing tendering processes to ensure a corporate approach to fulfilling equality and diversity requirements.	o Increase spend with BME organisations o Increased awareness of equality issues in our actual and potential supply base
(ii) Partnership and participative approach	YY	There is a partnership policy sitting within the strategy which gives guidance for positive and successful partnership working	o Win / win partnerships o VFM achieved through collaboration o VFM achieved through better lessons learnt and risk management
(iii) Geographic adaptation to the needs of urban and rural communities	0	NA	NA
(iv) Creativity, innovation	YY	The procurement function will be	Reduced need for paper

and appropriate use of technology	further e-enabled through the carrying out of this strategy making our systems more efficient, reducing the need for paper, and releasing money for Council priorities.	Better VFM – more efficient back office

Additional information /prompt sheet below:

What do the 15 sustainability headings include? - The RSDF 15 aims and cross-cutting themes (in more detail)

1 Good quality employment opportunities available to all
- The development of employment opportunities that match and enhance the skills of the local workforce
- The development of economies and employment opportunities in those areas that have suffered economic decline or with above average or seasonal unemployment levels
- Promote or support equal employment opportunities
- Promote healthy working lives (including health and safety at work, work-life/home-life balance, healthy workplace policies and access to occupational health)
- Offer employment opportunities to disadvantaged groups (including people with mental health problems, disabilities and people from black and ethnic minority groups)
- Ensure employment opportunities are accessible by public transport

2 Conditions which enable business success, economic growth and investment
- Support the voluntary sector and /or promote volunteering
- Maximise local skills
- Encourage investment
- Enhance competitiveness through advice, mentoring and/or support

9

- Set up and support local and regional supply chains
- Increase investment in plant, machinery and R&D
- Support community-based businesses and/or support local self-help schemes e.g. credit unions

3 Education and training opportunities to build skills and capacities
- Promote lifelong learning and widening participation in lifelong learning activities
- Provide appropriate on-the-job training
- Improve levels of basic skills and/or information/communication technology (ICT)
- Support the voluntary sector and /or promote volunteering
- Ascertain skills/skills training gaps and/or promote specialised training for areas in transition
- Build the confidence, self-esteem and capacity of individuals
- Provide and promote sustainable development education

4 Conditions and services to engender good health (If health impacts are a significant result of the activity, consider a health impact assessment)
- Improve equitable access to health service (pay particularly attention to groups of people most excluded and in highest need)
- Improve the quality and integration of health services
- Promote positive health and prevent ill-health
- Address health inequalities (address the gap between those with worst health and those with better health)

5 Safety and security for people and property
- Reduce crime through design measures
- Address the causes of crime and/or reduce crime through intervention
- Prevent re-offending
- Provide crime and safety advice
- Reduce fear of crime
- Reduce causes of accidents (including measures to reduce road accidents such as speed restrictions and traffic calming)

6 Vibrant communities to participate in decision making
- Build social and community capital, capacity and confidence
- Increase community participation in activities and/or in the democratic process
- Where appropriate, devolve decision-making to communities
- Support civic engagement
- Encourage supportive personal and community networks

10

- Improve and increase community facilities

7 Culture, leisure and recreation activities available to all
- Increase provision of culture, leisure and recreation (CLR) activities/venues
- Increase non-car-based access to CLR activities
- Increase participation in CLR activities by tourists and local people
- Provide support for CLR providers and/or creative industries
- Preserve, promote and enhance regional culture and heritage
- Improve access and affordability of CLR facilities which engender health, quality of life and learning

8 Local needs met locally
- Provide direct support for local traders and suppliers through advice, information and training
- Support the formation, maintenance and use of local and regional supply chains for goods and services
- Ensure that essential services (e.g. health services and shops) and resources to serve communities are within reasonable non-car based travelling distance
- Provide appropriate housing for local needs
- Support the vibrancy of city, town and village centres
- Investigate information/communication technology (ICT) links to connect geographically remote and disadvantaged groups to services and resources
- Support and encourage sharing of information/resources and co-operative ways of working

9 A transport network which maximises access whilst minimising detrimental impacts (If transport impacts are a significant result of the activity, consider a transport impact assessment)
- Reduce the need to travel by increasing access to key resources and services by means other than the car (e.g. by improving public transport)
- Provide/improve/promote information about alternatives to car-based transport
- Support less use as well as more efficient use of cars (e.g. car sharing)
- Improve access to opportunities and facilities for all groups
- Make the transport/environment attractive to non-car users (e.g. pedestrians and cyclists)
- Improve the environmental performance of vehicles
- Encourage freight transfer from road to rail and water
- Encourage employers to develop green travel plans for staff travel to/from work and at work

10 A quality built environment and efficient land use patterns that make good use of derelict sites, minimise travel and promote balanced development

11

- Promote the development of communities with accessible services, employment, shops and leisure facilities
- Improve the resource efficiency of buildings (water, waste, energy, density, use of existing buildings, designing for a longer lifespan)
- Prevent inappropriate development in flood plains
- Increase the use of sustainable urban drainage (which reduces run-off and improves water quality)
- Increase safety and security in buildings and developments
- Ensure new developments provide essential services accessible without use of a car and are accessible by public transport
- Ensure new development is well designed and appropriate to its setting
- Support local distinctiveness

11 Quality housing available to everyone
- Make housing available to people in need (taking into account requirements of location, size, type and affordability)
- Enable people to obtain and maintain tenancies
- Improve the quality of housing stock (increase safety and security, reduce unfit housing, improve accessibility for people with disabilities)
- Improve the energy efficiency and insulation in housing to reduce fuel poverty and ill-health
- Increase use of sustainable design and sustainable building materials in construction
- Reduce the number of empty and difficult to let properties

12 A bio-diverse and attractive natural environment If environmental impacts are a significant result of the activity consider an environmental impact assessment
- Protect and enhance existing priority habitats and species and provide for appropriate long term management of wildlife habitats
- Protect and enhance individual features such as hedgerows, drystone walls, ponds and trees
- Increase understanding of ways to create new environmental assets and restore wildlife habitats
- Make use of opportunities wherever possible to enhance the environment as part of other initiatives
- Increase the quality and quantity of woodland cover in appropriate locations using native species
- Protect and enhance the region's rivers, estuary and coastal waters
- Promote, educate and raise awareness of the enjoyment and benefits of the natural environment and biodiversity and promote access to wildlife on appropriate sites

13 Minimal pollution levels If environmental impacts are a significant result of the activity consider an environmental impact assessment
- Clean up contaminated land
- Reduce air, water, land, noise and light pollution from current activities and the potential for such pollution

12

- Raise awareness about pollution and its effects
- Provide support, advice and encouragement for the business sector to reduce pollution
- Promote innovative and less harmful uses of potential pollutants
- Include measures and research to identify and reduce pollution
- Reduce the risk of pollution incidents and environmental accidents

14 Minimal greenhouse gas emissions and a managed response to the effects of climate change (If environmental impacts are a significant result of the activity consider an environmental impact assessment)

- Reduce greenhouse gas emissions from transport
- Reduce methane emissions from agriculture, landfills and past and present mining activities
- Reduce greenhouse gas emissions from domestic, commercial and industrial sources
- Increase energy efficiency in all sectors
- Research and monitor the likely effects of climate change and provide evidence and advice on the predicted consequences for affected areas and sectors
- Plan and implement adaptation measures for the likely effects of climate change
- Increase the amount of energy from renewable sources that is generated and consumed in the region
- Reduce risk from flooding

15 Prudent and efficient use of energy and natural resources with minimal production of waste

- Increase efficiency in water, energy and raw material use
- Develop renewable energy/resources
- Make efficient use of land (appropriate density, protect good agricultural land, use brownfield land in preference to Greenfield sites)
- Increase prevention, re-use, recovery and recycling of waste
- Increase awareness and provide information on resource efficiency and waste
- Reduce use of non-renewable resources

(i) Social Inclusion and Equity across all sectors

- Does the activity consider different ways to overcome barriers to communication and participation?
- Does the activity address the needs of disadvantaged and minority groups?
- Does the activity address the needs of older and younger people?
- Does the activity address the needs of disabled people?
- Does the activity promote religious and racial understanding and address racism and other forms of discrimination?
- Is the activity likely to cause increased tension or distrust between communities?
- Does the activity reduce health inequalities?

13

(ii) A partnership and participative approach

- Does the planning of the activity involve working in partnership and involve affected groups?
- Does the activity enable less well-resourced groups to take part?
- Does the activity take steps to consult and involve "difficult to reach" groups?
- Does the management of the activity involve stakeholders?

(iii) Geographic adaptation to the needs of rural and urban communities

- Does the activity take into account the varying needs and circumstances of the different types of rural and urban communities?

(iv) Creativity, innovation and the appropriate use of technology

- Has the activity taken steps to increase innovation?

Has the activity taken steps to use technology appropriately?

This tool is to aid with all RMBC policy and strategy development and is part of the Policy development support pack, available from the Policy Team.

For further information or assistance please contact Sarah Tyler, Environment & Sustainability Policy Officer, Chief Executives Office, Eric Manns Building, Tel: 82 2789, Email sarah.tyler@rotherham.gov.uk. Fax: 01709 822793

Agenda Item 8

	ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet
2.	Date:	29th March 2006
3.	Title:	The Beacon Scheme – Past, Present & Future
4.	Programme Area:	Chief Executive's Department and EDS

5. Summary

Beacon status is awarded to local authorities that demonstrate a clear vision, excellent services and a willingness to innovate within a specific theme. The councils who achieve this accolade then disseminate their best practice through varying high profile events and mediums, with the intention of helping other councils to improve. Rotherham Metropolitan Borough Council has already achieved this prestigious accolade for 'Fostering Business Growth', 'Removing Barriers to Work', Asset Management' and 'Supporting New Business' and has just been awarded Beacon status in both 'Valuing People' and 'Delivery of Quality Services Through Procurement' in Round Seven (2006/07).

This paper will highlight;

a) the work and achievements of the current Beacons, which have been administered by the Beacon Co-ordinator.

b) Round 8 – the themes, process and timescale which following Rotherham's strong track record it is suggested we consider bidding for accreditation in a) Emergency Planning and b) Preventing and Tackling Anti-social Behaviour.

6. Recommendations

Cabinet is asked to;

• **Note the impact that achieving Beacon status has had on the Council**

• **Note the intention to bid in Round 8 in the themes of 'Emergency Planning' and 'Preventing and Tackling Anti-social Behaviour'.**

• **Note that we have just been awarded with Beacon Status in two themes in Round 7 of the scheme, these being in 'Valuing People' and 'Delivery of Quality Services Through Procurement'.**

7.   **Proposals and Details**

a) Achievements of the current Beacons
During the Beacon year of 2005/06 Rotherham MBC were awarded the accolade of Beacon Status for both Asset Management and Supporting New Businesses.

Both themes, which have been administered by Laura Fieldsend Beacon Co-ordinator, have achieved excellent outcomes over the past months.

The **Supporting New Businesses** theme, led by Richard Poundford and Paul Woodcock, has hosted many events and visits which have attracted over 250 delegates from various local authorities to the borough. These events include;

- Rotherham...Achieving – Moorgate Crofts Official Opening & Beacon Launch
- Supporting New Businesses Beacon Open Day
- Hosting several study visits from varying authorities, including;
  Sheffield City Council, Neath Port Talbot County Borough Council, Stoke-on –Trent City Council and Wakefield Metropolitan Borough Council

The Beacon Co-ordinator has also taken a leading role in the development of a Supporting New Businesses theme brand, which has seen the development of joint marketing material and exhibition stands. These have been displayed at several national events, including the Prowess Annual Conference, which have enabled us to raise the profile of the theme, the local authorities involved and the dissemination services offered.

The **Asset Management** theme, led by Ian Smith & Arnold Murray have also hosted several events, and have more planned for the near future, these include;

- Asset Management Open Day
- A Joint Beacon Event – Leadership: How can you make a difference?
- Enquiries and visits fro varying authorities including;
  Liverpool City Council, Bristol City Council, North Somerset Council and Calderdale Council

Again, the Beacon Co-ordinator has also taken a leading role in the development of an Asset Management theme brand. The marketing materials produced have been displayed at several national events, including, the RICS managing Public Sector Assets Conference and the AMP Annual Conference.

Overall the feedback on the Beacon year so far has been positive and the help and support we have offered, through events and learning activities has been well received. The Beacon accolade offers Rotherham MBC the opportunity to highlight their achievements on a national stage, raising their profile through positive marketing and event opportunities.

b) Round 8

The ten themes of Round 8 are;

1	Electoral services
2	Emergency planning
3	Healthy schools
4	Increasing voluntary and community sector service delivery
5	Neighbourhood and community champions: the role of elected members
6	Preventing and tackling anti-social behaviour
7	Delivering cleaner air
8	Promoting financial inclusion and tackling over-indebtedness
9	Promoting sustainable Communities through the planning process
10	School improvement

Additional criteria;

Additional criteria on the application process is due to be published by the IDeA, this will have been made available from the 20th March and a regional briefing on Round 8 is being held in Leeds on 5th April 2006, this will be attended by representatives of the Council.

Further to discussion at CMT the two themes of 'Emergency Planning' and 'Preventing and Tackling Anti-social Behaviour' have been identified as themes for which bids will be made by the council in Round 8.

8. Finance

In respect of applications to Beacon Round 7, each Beacon Award brings with it monies in the region of £67,000 to be utilised by the awarded department in the dissemination of their 'national best practice' within their field.

The cost of application in resources and time will need to be covered by the service applying for Beacon Status; the evidence collated is an excellent tool in the self-assessment of a service and subsequently the benefits of undertaking the application process and not been successful are notable.

9. Risks and Uncertainties

There are no significant risks to RMBC from application to the Beacon Scheme, although as noted above resources from Programme Areas will need to be allocated to ensure applications are in for the deadline.

10. Policy and Performance Agenda Implications

Achievement of Beacon status is a key part of improvement drive and shows Rotherham on the national stage. The accreditation also helps with the Councils' CPA assessment.

11. Background Papers and Consultation

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Matthew Gladstone, Head of Performance & Quality, Chief Executive's Office ext: 2791
Jennifer Floy, Planning & Quality Officer, Chief Executive's Office ext: 2768
Laura Fieldsend, Beacon Co-ordinator ext: 3818

Agenda Item 9

	ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS	

1.	**Meeting:**	Cabinet
2.	**Date:**	29 March, 2006
3.	**Title:**	Neighbourhood Renewal Strategy
4.	**Programme Area:**	Chief Executive's Department

5. Summary

This report invites Members to consider and endorse Rotherham Partnership's Neighbourhood Renewal Strategy. The Strategy seeks to ensure that all communities benefit from the delivery of the Community Strategy by addressing root causes of deprivation and driving forward improved services, co-ordination and delivery at neighbourhood level.

6. Recommendations

Members are asked to:

1. **To consider and endorse the Neighbourhood Renewal Strategy.**

2. **Note its implications for service delivery and policy development.**

3. **Notes and agree the revised timetable for finalising the under-pinning action plans.**

4. **Note that the report will be submitted to the next LSP Board**

7. Proposals and Details

Rotherham's current Neighbourhood Renewal Strategy was agreed in July 2004, and intended to cover the period 2004 to 2010.

An integral part of the Community Strategy, it seeks to ensure that all communities benefit from the economic, social and environmental progress in the Borough by addressing root causes of deprivation and driving forward improved services, co-ordination and delivery at neighbourhood level.

Previously members wished for some changes in the description of NRS areas – this has been addressed in the revised strategy.

In its September Board meeting, Rotherham Partnership Board agreed to a refresh of the Neighbourhood Renewal Strategy to, with a particular focus on

- Improving its alignment with new Community Strategy following its refresh

- Strengthening targeting and develop local indictors - at the time the original NRS was being developed, available information to support targeting and develop local indicators was limited.

- Reflect and incorporate the raft of new national policy and good practice in relation to neighbourhood well being.

The draft NRS was reported to CMT and Cabinet and RP Board in November. The Board welcomed the draft NRS, including the overarching strategic framework, and the targeting of communities of place and interest.

It was also agreed that the draft NRS should be the subject of further consultation to develop and fine-tune the text, and ensure alignment with the LAA which at that time was at an early stage of development.

The draft NRS was then circulated widely to regeneration partners (including all RMBC Executive Directors). The deadline for comments has now passed.

On the whole the comments received were positive, and where changes to the text suggested these mainly minor in nature relating to points of detail. The more substantive comments received were

- The draft NRS under-stated the key role of improving the environment in neighbourhood renewal and the wider 'liveability agenda'

- Reference should be made to the key role of the voluntary and community sector in the delivery of neighbourhood services (this was the original Strategy but omitted from the draft)

The Strategy has been amended to reflect these comments.

The Strategy has also been amended to incorporate the key themes from the LAA, and the LAA's key role in its delivery.

Changes have also been made to text supporting each of the communities of place (see section 4). These changes mainly reflect the extension of the target neighbourhoods (from 20% most deprived to 25%) and agreed at RP's November Board meeting, many of which there is limited robust data available from consultation exercises such as community planning.

A copy of the draft NRS is attached.

The detailed actions plans for the target communities of interest and place (see Section 7) will be finalised following agreement to the framework and presented to the Rotherham Partnership Board at its next meeting in July 2005.

The development and implementation of which is a key priority in the Community Strategy and Corporate Plan.

8. Finance

The refresh of the LNRS will have financial implications in relation to publicity and publication costs. These are difficult to specify at this early stage but are unlikely to be significant.

The development of a Neighbourhood Renewal Strategy is a core requirement for all areas in receipt of Neighbourhood Renewal Fund.

9. Risks and Uncertainties

Neighbourhood Renewal is one of the key themes of the Council's Corporate Plan and the Community Strategy. Without the Neighbourhood Renewal Strategy, the Council and other partners may be unable to show a coherent approach, strategic focus and commitment to neighbourhood renewal and addressing deprivation

10. Policy and Performance Agenda Implications

One of the main aims of the refresh is to ensure that that Strategy is fully integrated into the Community Strategy, and is key to the Community Strategies successful delivery. It also helps to shape and guide a wider network of plans, strategies and initiatives.

The Neighbourhood Renewal Strategy includes a performance management framework to ensure that all communities benefit from the economic, social and environmental progress in the Borough, particularly those most deprived. This Performance Management Framework will be strengthened as part of the refresh of the NRS. At this time the Neighbourhood Renewal Strategy was being developed between November 2003 and June 2004, available information to support targeting and develop local indicators was limited.

11. Background Papers and Consultation

Partner organisations including Rotherham MBC, have been fully involved in developing the Strategy.

Rotherham's Neighbourhood Renewal Strategy, 'Sowing the Seeds for a Brighter Future' 2004 to 2010.

This draft NRS report has been considered by CMT at its November meeting.

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Contents Page aligned to Community Strategy

INTRODUCTION – PURPOSE AND FOCUS

This LNRS is integral to the delivery of Rotherham's Community Strategy 2005-2010. It sets out the commitment of the Local Strategic Partnership (LSP) to tackling the inequalities that exist between those communities that experience most deprivation and inequalities and the rest in the Borough as well as a commitment to improve the quality of life and services in all Rotherham's neighbourhoods.

The LSP, the Rotherham Partnership, brings together key decision-makers from the public, private, voluntary and community sector organisations in order to agree and implement joint strategic objectives to improve Rotherham. It is the Borough's response to the wide range of Government programmes and initiatives that require joint working across the sectors, as well as ensuring effective community involvement.

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

Deprivation in the Borough is decreasing. According to the Government's own figures the Borough has moved from 48th most deprived local authority in the Country in 2000 to 63rd in 2004.

However there is still much to do address inequality, and ensure that all of the residents of Rotherham benefit from the Community Strategy. Rotherham still ranks amongst the top 20% most deprived local authorities in the country and some communities in the Borough experience disproportionately high levels of worklessness and crime and relatively poorer health and unemployment.

Using national and local data, partners in Rotherham have been able to analyse patterns of deprivation and identify the communities of place and interest in the Borough most in need. These communities will be specifically targeted so that our resources can have maximum impact (Section 5).

In order to ensure that all communities benefit from the opportunities being created by the Community Strategy, partners in Rotherham are focusing not only on the Borough wide delivery of the vision but also on specific action directed towards communities that are most in need.   As such, the specific action directed towards communities, aims to address the root causes of deprivation.

We also believe that for neighbourhood renewal to be sustainable, we need to build preventative strategies that will deliver longer-term solutions rather than simply tackling current problems.

The Community Strategy vision is made up of five strategic themes which will direct the future work of the Rotherham Partnership: Achieving, Learning, Alive, Safe and Proud. These themes are underpinned by two cross-cutting themes: Fairness and Sustainable Development. All of the strategic and cross-cutting themes are key to neighbourhood renewal. If we are not making progress on these areas, it is likely that we are not addressing the root causes.

Neighbourhood Delivery
In addition to making progress on our strategic themes and key areas, we are committed to working together to improve the quality and integration of local services in line with community needs and aspirations. It is the intention of partners in Rotherham to move towards neighbourhood management of local services with a particular focus on Rotherham's most deprived communities.

To support this, we are committed to strengthening interagency working at a local level. There are many current and emerging examples of this already but it will also be a significant development area for partners and our approach will continue to evolve in line with best practice over forthcoming months and years.

It is also recognised that the voluntary and community sectors is best placed to deliver a significant variety of services due to the distinctiveness of the added value it brings through involving local people, building local networks, increasing community confidence and stimulating the growth of social capital both within and between communities.

It is vital that we build the capacity of neighbourhoods and the voluntary and community sector organisations to play a stronger role in delivering services at local level that can best meet the needs of disadvantaged communities.

Targeting those most in need
For neighbourhood renewal to be fully effective, we need to focus action and resources into the most deprived communities and it is essential therefore that all partners address neighbourhood renewal in their service plans, action plans and programmes. The issue of "mainstreaming" (this is making the action an integral part of partners long term programme) is critical to achieving sustainable neighbourhood renewal in the longer term and this will continue to be an important objective for all partners.

However, there are also other external resources available and we must continue to look to maximise their alignment with mainstream plans and programmes. Our Local Area Agreement with Government for Rotherham has given us an opportunity to do this more systematically. With programmes such as Objective 1, Housing Market Renewal Pathfinder, along with the Neighbourhood Renewal Fund (NRF), there is significant potential to pump prime new initiatives, focus resources on communities most in need and support our intentions to mainstream renewal through changing the ways we work and adopting best practices.

The Local Area Agreement (LAA) will support the delivery of both the Community Strategy and LNRS. Our priorities in the LAA blocks will enable us to accelerate delivery through a further stretch across the targets we identified in our Community Strategy that is – we will put more effort and resources into our priorities to deliver faster and more effectively. Each of our LAA blocks are helping to make a contribution to one or more themes in our Community Strategy. The LAA for Rotherham is an ambitious programme which will benefit the all of the Borough's communities, but it also has a particular emphasis on narrowing the gap between the most deprived communities and the rest in the Borough.

It is our aim to enable residents to increasingly influence decisions made about where they live, their neighbourhoods, their services, and quality of life. We will continue to support and strengthen processes of community planning and involvement to provide opportunities for communities to engage and have influence.

We are also committed to learning more about communities. We have information already that has enabled us to target particular communities for the purpose of this LNRS, but we know there is more to learn and we will continue to improve our intelligence by improving both data sharing and listening more to communities.

Rotherham's LNRS will make a contribution on a local scale towards the Government's National Neighbourhood Renewal Floor Targets in the National Strategy for Neighbourhood Renewal. Action with Rotherham's most deprived communities will address these important targets.

The Community Strategy 2005-2010 had four key components: a vision for the Borough; SMART objectives with targets to 2010; action plans to deliver change across the five strategic themes; and arrangements for monitoring and review.

Without a focus on neighbourhood renewal, delivery of the Borough wide vision and priorities could benefit some neighbourhoods and communities more than others. The targeting and specific actions we have identified in this strategy will ensure that the objectives benefit all communities, and close the inequality gap between our most deprived neighbourhoods and communities.

The aim is that no one should be disadvantaged by where they live. This means that everyone should have the same high level of access to appropriate services for themselves and their families.

Across each of the five Priority Themes and two cross cutting themes in the Community Strategy we have set out the key priorities agreed by the Rotherham Partnership and the strategic actions identified to progress these. This LNRS sets out how we will address inequality through specific action in our target communities of place and interest. As such, detailed actions plans will also be prepared for each of the target communities (see Section 7).

The timescale for the priorities and actions in this strategy has been aligned with both the National Neighbourhood Renewal Strategy and our Community Strategy. Both of these strategies identify targets to 2010.

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

Our Aims for Neighbourhood Renewal

The aims of the LNRS are to:

1 Contribute to the delivery of national priorities in the National Strategy for Neighbourhood Renewal and to the delivery of National Neighbourhood Renewal Floor Targets at the Rotherham level

2 Ensure the effective delivery of Rotherham's Community Strategy and Local Area Agreement at neighbourhood level and with Communities of Interest and identity to make sure that all communities benefit.

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

The key objectives of the LNRS are to:

A Deliver the vision for Rotherham for everyone by addressing inequalities, through specific action with communities of place and interest in most need and building preventative strategies that will deliver longer-term solutions rather than simply tackling current problems.

B Address the root causes of deprivation by ensuring actions in target communities help us make progress across all the Community Strategy Priority Themes

C Ensure our resources and service delivery are aligned with community needs across target communities by:

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

2 Prioritising the active involvement and influence of communities and putting community needs and aspirations at the heart of neighbourhood renewal.

3 Ensuring effective mainstreaming of neighbourhood renewal in the plans and programmes of partner organisations.

4 Maximising the use of external resources, and aligning these resources to the mainstream, to support the transformation of deprived areas.

5 Improve our information by improving both data sharing and listening more to communities

BACKGROUND AND STRATEGIC CONTEXT

This Neighbourhood Renewal Strategy 2005-2010 has been informed by:

- The review of Rotherham's Community Strategy 2005-2010
- Delivery of other key local strategies and plans
- Detailed and independent analysis of deprivation
- An external review of our approach to targeting
- Improved information from community planning processes
- Consultation and engagement with partners and local communities.

This section provides an overview of the national and local policy context.

The National Context

The National Neighbourhood Renewal Strategy published in 2001 sets out the Government's vision for narrowing the gap between deprived areas and the rest of the country. The objective of the LNRS stated that: Within 10 to 20 years, no-one should be seriously disadvantaged by where they live.

As part of the National Strategy, the Government set a number of challenging National Neighbourhood Renewal Floor Targets that reflect the need to raise the standard of public services in the country's most deprived areas by dramatically lifting standards of employment, educational attainment, housing, health, environment and lowering crime rates. These Floor Targets have been reflected in Rotherham's Community Strategy which identifies SMART objectives against which we will measure progress locally and agreed targets to 2010.

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

The National Strategy and associated National Floor Targets provide the broad context for our LNRS and it is essential that action developed and taken locally contributes effectively to the Government's overall strategy of reducing inequality. We must take into account our performance against the Floor Targets and ensure we prioritise action to address targets where we are weak or where we are not improving fast enough.

The NRF was originally allocated for a three year period between April 2001 and March 2004. It has since been extended twice, with Rotherham receiving

additional monies over the last two years between April 2004 and March 2006, and most recently, having received confirmation of a further extended allocation to March 2008. The Government requires the 88 target areas to use NRF to support neighbourhood renewal priorities and, particularly, the Government's Floor Targets. It should also complement mainstream activity and wider regeneration programmes.

The Regional Context

The Yorkshire and Humber Region contains nine Local Authority areas that are classified as Neighbourhood Renewal Areas and qualify for Neighbourhood Renewal Fund (NRF) as part of the Government's National Strategy for Neighbourhood Renewal . Each of these areas has a Local Strategic Partnership established to oversee and deliver neighbourhood renewal. The Government Office for Yorkshire and the Humber co-ordinates the delivery of neighbourhood renewal policy in the region alongside the Office of the Deputy Prime Minister's Neighbourhood Renewal Unit (NRU). The NRU oversees the delivery of the Government's National Floor Targets.

There are also several other programmes in the Region and sub-region which complement the National Neighbourhood Renewal Strategy. These include: Regional Development Agency Investment Plans which aim to strengthen the regional economies and connect people to the new economic opportunities; the National Neighbourhood Management Pathfinder Programme, which has provided additional monies to promote neighbourhood renewal in particularly deprived areas (in Yorkshire and the Humber this includes Eastwood and Springwell Gardens in Rotherham); the South Yorkshire Housing Market Renewal Pathfinder Programme, which is investing large sums of money into housing infrastructure targeted at the most deprived areas of the sub-region, (this includes large areas of Rotherham). In addition, South Yorkshire is currently a designated an Objective 1 area, providing an additional £700 million of European Structural Funds over a seven year period up to 2007, much of this is targeted at areas of deprivation.

The Borough Context

Rotherham Partnership launched the Borough wide Community Strategy 2005-2010 in July 2005. It describes the future vision for the Borough and the key targets and actions that partner organisations across Rotherham have committed to achieving, working individually and collaboratively, in partnership. The Community Strategy provides the framework for this joint working.

Our vision is based on the aspirations, needs and priorities of local communities and includes short-term strategic action plans, which state how the vision will be implemented, and the arrangements for monitoring to ensure that the medium-term objectives are being met, including targets to 2010. Underpinning the Community Strategy vision are five strategic themes: Achieving, Learning, Alive, Safe and Proud together with two cross cutting themes Fairness and Sustainable Development. These themes together describe how Rotherham will look and feel

in 2020. They are aspirational and challenging, but will be delivered through the commitment and resources of all partners.

Our vision is that by 2020 Rotherham will be a prosperous place with a vibrant, mixed and diverse economy and flourishing businesses. People will be recognised as informed, skilled and creative, innovative and constructively challenging. They will feel good, be healthy and active and enjoy life to the full. Not only will communities be thriving but neighbourhoods will be safe, clean, green and well-maintained with well-designed, good quality homes and accessible local facilities and services for all. Importantly, Rotherham people, businesses and pride in the Borough are at the heart of our vision.

There will be five thematic partnerships, each responsible for progressing one of the strategic themes. They will: develop a delivery plan to take forward the vision, priorities and targets; commission activity through partnerships and partners; monitor progress against the targets and address barriers to progress; and join up strategic and neighbourhood activity.

The Neighbourhood Context

Rotherham's Community Strategy recognises that if all residents are to benefit, targeted action is needed to address inequality across the Borough.

Despite recent progress and real opportunities for the future, there remains a risk that some communities will not fully benefit. We want to ensure that the gap narrows between communities who are disadvantaged and the rest across the Borough. Addressing this is the focus of the LNRS, which is integral to the delivery of the Community Strategy. This Strategy identifies the areas and communities most in need based on national and local data, and targets specific action in these areas to address the issues that currently exist.

We know that, in theory, some of the targets we have set ourselves in the Community Strategy could be achieved without addressing inequality. For example, we could improve employment and average earnings by concentrating on growth and improvement where it is most easy - and enabling only successful communities to benefit. However, we know that measures of deprivation and economic success are inter-linked - so wherever there are high levels of economic inactivity, there will be poor environments, poor health, lack of educational achievement, and higher levels of people suffering from crime. We need to take action to address all these issues simultaneously.

We also know that we will be even more successful in encouraging business and employment growth across the whole Borough if our approach to addressing deprivation works. Consequently it is important that the targets we set ourselves in the LNRS achieve two broad outcomes: they help deliver Borough wide targets; they address inequality at neighbourhood level. In achieving these outcomes it is important that we recognise and celebrate the rich mix of cultures, lifestyles and environments in Rotherham - one of our many strengths - and

ensure that services and programmes respond to the diverse needs of communities.

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

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

It is important that we recognise the role of other local strategies and plans in delivering on neighbourhood renewal. The Housing Strategy, for example, will transform the housing stock within the Borough by focusing on homes that do not meet decency standards which is one of the National Floor Targets. Education strategies and plans are already addressing Floor Targets in relation to educational attainment, strategies are developing to improve health and reduce inequalities in health and plans are in place to address crime and disorder and improve the build and natural environment. Economic strategies, learning plans and regeneration plans are driving forward progress in relation to employment and skills. A range of other strategies and plans are already contributing to local neighbourhood renewal.

The LNRS is intended to add value to this wide range of plans and strategies by targeting action and focusing on the root causes of deprivation.

OVERVIEW OF CURRENT POSITION AND PROGRESS

The previous sections have set out the focus and purpose of the LNRS and the national, regional and local issues which have provided the context for developing the Borough wide vision and strategic themes. This section focuses on the national priorities for neighbourhood renewal – the Government's National Neighbourhood Renewal Floor Targets – and outlines Rotherham's current position and progress on these important national benchmarks. The following sections (4 and 5) focus on the Borough wide priorities for neighbourhood renewal. These sections outline in more detail the connections with Rotherham's Community Strategy and Local Area Agreement and the agreed target communities.

Our Overall Progress

The Government's National Neighbourhood Renewal Floor Targets aim to increase the employment rate, raise educational performance, improve health, address health inequalities and the quality of social housing, reduce crime and improve the environment across the country's most deprived communities. The National Floor Targets are fully aligned with the priorities and targets of Rotherham's Community Strategy and enable us to consider how well we are improving the quality of life for communities at a local neighbourhood level.

Overall, there has been good progress against the National Floor Targets. Rotherham is performing well on all targets and, in most cases, at a rate that is well above national average. This good progress is also supported by other evidence. Official figures, for example, show that Rotherham has moved from the 48th most deprived Local Authority in the country in 2000 to 63rd in 2004. The findings of an independent analysis of deprivation conducted by the Oxford Consultants for Social Inclusion reinforce this message.

However, despite this good progress, there remains more work to be done. In Rotherham, like the rest of the country, there continues to be an unacceptable gap between the quality of life between some communities and neighbourhoods. For example, a person living in one of the Borough's most deprived wards can expect on average to live eight years less than a person living in a less deprived ward. In addition we are not making as much progress against some target areas as others. The key challenge is to maintain and accelerate the good progress made and address the areas that require more effort.

Rotherham's current position and progress against the Floor Targets is outlined below. This summary of performance is grouped under the headings of the five themes found in Rotherham's Community Strategy 2005-10. The analysis is based on current Floor Target data and the findings of a study of deprivation in Rotherham commissioned by the Council and undertaken by the Oxford Consultants for Social Inclusion (OCSI). Further information about the study, which was published in October 2005, can be found in Section 4.

Progress on Rotherham Achieving

There are three key National Floor Targets relating to the Rotherham Achieving theme. These targets provides a measure for Government about the relative progress of areas nationally. Here we outline how Rotherham is currently positioned relative to the national average and the Floor Targets. The National Floor Targets relating to the Achieving theme are:

- Increase the employment rate.

- Increase the employment rate of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the local authority wards with the poorest initial labour market position)

- Significantly reduce the difference between the employment rates of disadvantaged groups and the overall rate.

Evidence from the research undertaken by the OCSI consultants notes that:

- Unemployment has decreased across Rotherham and the Borough has closed the gap with England.

- But some hard-to-reach groups may be left behind - older workers, unqualified people, non-white females.

- Most deprived areas are closing the worklessness gap with national average though there is some evidence that worklessness is falling faster in the Borough least deprived areas than in its most deprived areas.

- The major driver of worklessness is sickness, of the 19,435 workless people of working age across Rotherham 15,130 are on sickness benefits and 3,970 are officially unemployed .

The gap between Rotherham's employment rate and the England average has been closing since 2002 and it is now only 0.4% below the national average. Following a sustained dip Rotherham's employment rate for lone parents increased dramatically during 2004 and is now only narrowly below the national average. For other groups, such the over 50's, those with no qualifications and ethnic minorities, there has been little shift in the Borough's relationship with the national average and significant gaps continue to exist. The key issue for Rotherham is to address the disparities that exist within the Borough between the most deprived neighbourhoods and the rest.

Progress on Rotherham Learning

There are three key National Floor Targets relating to the Rotherham Learning theme. These targets provide a measure for Government about the relative progress of areas nationally. Here we outline how Rotherham is currently positioned relative to the national average and the Floor Targets. The National Floor Targets relating to the Learning theme are:

- Age 11 (Key Stage 2): Raise standards in English and Maths so that by 2006, 85% of 11 year olds achieve level 4 or above, with this level of performance sustained to 2008, and; by 2008, the proportion of schools in which fewer than 65% of pupils achieve level 4 or above is reduced by 40%

- Age 14 (Key Stage 3): Raise standards in English, maths, ICT and science in secondary education so that by 2007 85% of 14 year olds achieve level 5 or above in English, maths ICT (80% in science) nationally, with this level of performance sustained to 2008, and; by 2008 in all schools at least 50% of pupils achieve level 5 or above in each of English, maths and science

- Age 16 (Key Stage 4): By 2008, 60% of those aged 16 to achieve the equivalent of 5 GCSEs at grades A* to C and in all schools at least 20% of pupils achieve this standard by 2004, rising to 25% by 2006 and 30% by 2008.

- Improve children's communication, social and emotional development so that by 2008 50% of children reach a good level of development at the end of the Foundation Stage and reduce inequalities between the level of development achieved by children in the 20% most disadvantaged areas and the rest of England.

Progress has been good at both key stages 2 and 3 with a narrowing of the gap occurring across most subject areas at both key stages. However despite this progress there has not been a significant narrowing of the gap as this progress has been echoed at the national scale. A similar picture can be observed in relation to GCSE attainment where despite improvement over a sustained period there has been only a slight narrowing of the gap due to progress being mirrored nationally.

Evidence from the research undertaken by the OCSI consultants notes that:

- Rotherham is generally closing the gap with England in terms of school (Key Stage) exam results

- The school (Key Stage) exam results are comparable to the other 88 Neighbourhood Renewal Fund areas

- However, there is little evidence of most deprived areas closing the gap (based on individual level data)

- There has been a big drop in young people "Not Entering Employment Education or Training" with for example access to higher education and graduations doubling 1994-2003

- There has been an increase in working age qualifications and employment related training

- But some groups are less qualified. For example, BME aged 25-49 are much less qualified than whites and younger groups in most deprived areas

- Adult skill levels are low, with 37% having no qualifications (29% England).

Progress on Rotherham Alive

There are three key National Floor Targets relating to the Rotherham Alive theme. These targets provide a measure for Government about the relative progress of areas nationally. Here we outline how Rotherham is currently positioned relative to the national average and the Floor Targets. The National Floor Targets relating to the Alive theme are:

- Reduce mortality rates by 2010 from heart disease and stroke and related diseases by at least 40% in people under 75, with at least a 40% reduction in the inequalities gap with the fifth of areas with the worst health and derivation and the population as a whole

- Reduce mortality rates by 2010 from cancer by at least 20% in people under 75, with a reduction in the inequalities gap of at least 6% between the areas with the worst health ad deprivation and the population as a whole

- Reduce health inequalities by 10% by 2010 as measured by infant mortality and life expectancy at birth

- Tackle the underlying derminants of ill-health and health inequalities by reducing smoking to 21% or less by 2010 and reducing the under-18 conception rate by 50% by 2010 as part of a broader strategy to improve sexual health

Life expectancy in Rotherham is below the national average for both males and females with male life expectancy 1% below the England average. For females life expectancy has declined over recent years and this may in part be accounted for by an increase in the number of female deaths due to smoking. Good progress has been made in relation to circulatory disease mortality and the Borough appears to be on target to meet the Floor Target. The picture is less clear for cancer mortality where there has been an upward trend and a widening of the gap since 2001. Finally, the under 18 conception rate in Rotherham has decreased since 1998 leading to a slight narrowing of the gap.

Evidence from the research undertaken by the OCSI consultants notes that:

- Life expectancy is improving, generally in line with the national average.

- There has been good progress on many of the main health issues, including circulatory disease mortality, teenage pregnancies, etc.

- Health is a major issue in the Borough and rates are generally below the national average.

- 17,350 people receive Disability Living Allowance (7% of population) and 6,600 people over 65 (17% of population) – this is well above regional and national levels and increased over the 2001–2003 period.

- There are huge variations in the Borough. A person living in the Borough's least deprived neighbourhoods lives on average eight years longer than a person living in one of the more deprived neighbourhoods.

- There is little indication that most deprived areas are closing the gap.

Progress on Rotherham Safe

There are three key National Floor Targets relating to the Rotherham Safe theme. These targets provide a measure for Government about the relative progress of areas nationally. Here we outline how Rotherham is currently positioned relative to the national average and the Floor Targets. The National Floor Targets relating to the Safe theme are:

- Reduce crime by 15% and further in high crime areas.

- By 2010 bring all social housing into a decent condition with most of this improvement taking place in deprived areas, and for vulnerable households in the private sector, including families with children, increase the proportion that live in homes in decent condition.

- Lead the delivery of cleaner, safer and greener public spaces and improvement to the quality of the built environment in deprived areas and across the country, with measurable improvement by 2008.

Rotherham's comparator crime rate is currently 5% below the national average and the Borough also performs well against Yorkshire and the Humber and the average across NRF areas. Success in this area is largely accounted for by large reductions in vehicle crime and domestic burglary. Although there is no national figure with which to compare our performance Rotherham's non-decent homes figure of approximately 80% appears high and compares unfavourably with other Boroughs in the sub-region. On measures of liveability, Rotherham's performance is variable. In the case of unacceptable levels of litter and detritus the Borough's performance is better than both the national average and the average for NRF areas. Whilst the percentage of residents satisfied with local parks and open spaces is improving in line with NRF areas, the gap with the national average is widening.

Evidence from the research undertaken by the OCSI consultants notes that:

- Recorded offences are below the England average, especially for violent, sexual and robbery offences – though there are sings that violent crime is increasing

- Burglary and vehicle crime are slightly higher than the national average but rates have dropped over the last few years

- The highest crime rates are in the most deprived areas but significant falls in crime in these areas have been recorded and there is some evidence that this is leading to a narrowing of the gap. However it remains concentrated in the most deprived communities

- Housing standards are relatively good though about 80% of Rotherham Council housing is 'non-decent' based on the Government definition. Meeting the Floor Target for decent homes by 2010 will be a considerable challenge

- 'liveability' - the cleaner, safer and greener agenda - is a growing issue in some neighbourhoods. Research suggests that Rotherham is generally making good progress particularly in areas such as recycling. However poor air quality due to industrial and traffic pollution is a growing issue in many parts of the Borough, including deprived neighbourhoods.

Progress on Rotherham Proud

There are no National Floor Targets relating to Rotherham Proud, but we have included public satisfaction as a key national measure which all areas monitor and which is considered in the council's corporate Comprehensive Performance Assessment Score.

Evidence from the research undertaken by the OCSI consultants notes that groups suffering social exclusion are often concentrated in areas of high deprivation, such as BME groups, lone parents, young children, older people, however some groups are to be found spread across the Borough e.g. people with no qualifications and unemployed people

Understanding and responding to communities needs and views

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

Robust and in depth research into the make-up of Rotherham's neighbourhoods, and identification of those neighbourhoods most in need was an early priority, and this work is outlined in detail in Section 5 as our Approach to Targeting Neighbourhood Renewal. Partners worked together to identify the underlying causes of deprivation in Rotherham's most deprived neighbourhoods and related this to the priorities of the National Strategy for Neighbourhood Renewal and Rotherham's Community Strategy 2005-2010.

The preparation of this strategy builds on the substantial consultation carried out in 2003 and 2004. This LNRS is an up-dated version of the previously published LNRS in 2004, responding to the changes in the Community Strategy which was refreshed early in 2005. The original consultation, which included desk based studies, workshops, and meetings with the Area Assemblies and community partnerships, has been supplemented by a recent independent analysis of deprivation conducted by the Oxford Consultants for Social Inclusion.

We will continue to track the views of Rotherham's communities through: Rotherham Reachout - the Borough's Citizen's Panel; the annual Quality of Life/Satisfaction Surveys operated by the Council and Rotherham PCT; Community Planning and a whole range of Community Involvement processes. We will use these existing mechanisms to gauge how the LNRS is progressing, particularly in closing the gap between the neighbourhood renewal areas and the rest of the Borough. The annual Quality of Life Survey particularly has a key role to play here, and Analysis of the comparison between Neighbourhood Renewal areas and the rest of the Borough will be undertaken

Over the first year of implementation, we will actively publicise and communicate the LNRS and investigate the need to develop these existing mechanisms and establish further mechanisms to refine our processes.

The process of developing the LNRS has provided a good basis from which to further develop and deliver neighbourhood renewal. It is important that partners across the public, private, voluntary and community sectors continue their involvement and commitment to the priorities and actions.

OVERARCHING STRATEGIC FRAMEWORK

The next two sections focus on the priorities for neighbourhood renewal. This section outlines in more detail the connections with Rotherham's Community Strategy and Local Area Agreement.

The Strategic Themes

There are five strategic themes which will direct the future work of the Rotherham Partnership. They provide, underpinned by the cross-cutting themes, the strategic framework for the 2020 Vision, upon which the Community Strategy and NRS are based.

The theme visions are:

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 among Rotherham's beautiful countryside.

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 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 who 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. Rotherham 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.

In addition there are two crosscutting themes:

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.

Sustainable Development

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.

The Local Area Agreement Priorities

The Local Area Agreement (LAA) for Rotherham developed through negotiation with Government is an important process which will further benefit local people and our progress on our vision. The LAA is based on the priorities agreed by the Rotherham Partnership in the Borough wide Community Strategy 2005-2010 but in it we have committed ourselves to achieve further stretching targets by 2008. Rotherham's Community Strategy priorities fit well with the Government's own national priorities for improving the life chances of children and young people, growing the economy and enterprise, creating safer, stronger and healthier communities and improving the quality of life for older people.

So that the Local Area Agreement (LAA) really does add value to the Community Strategy, we have homed in on a few priorities which we believe present the

most significant challenges for partners but the most significant potential opportunities for the community. Our priorities in the LAA will enable us to accelerate delivery through a further stretch across the targets we identified in our Community Strategy. Each of our four LAA blocks or programmes are helping to make a contribution to one or more themes in our Community Strategy:

- The Economic Development and Enterprise Block is making a stretching contribution to deliver our Achieving and Learning themes

- The Children and Young People's Block is making a stretching contribution to deliver all themes, but particularly Achieving, Learning and Alive

- The Safer and Stronger Communities Block is making a stretching contribution to deliver our Safe theme

- The Healthy Communities and Older People's Block is making a stretching contribution to deliver our Alive theme.

- The Cross Cutting Block and therefore all of the themes are making a stretching contribution to deliver our Proud theme and cross-cutting themes of Fairness and Sustainable Development.

The LAA for Rotherham which will benefit the all of the Borough's communities, but it also has a particular emphasis on narrowing the gap between the most deprived communities and the rest in the Borough and here it links with and will help deliver this NRS.

Economic Development and Enterprise Block
The LAA will add value to the NRS by strengthening integrated action which will promote enterprise, innovation and growth and connecting communities to these new opportunities. In terms of neighbourhood renewal, the LAA has a specific priority to maximise economic and opportunities to reduce disadvantage and raise quality of life and living standards, particularly in the most deprived communities.

Children and Young People's Block
The LAA will add value to the NRS by strengthening integrated action which will ensure all children and young people are given the protection, support and encouragement they need to reach their full potential and share in the opportunities created. In terms of neighbourhood renewal, the LAA has a specific priority to improve the attainment of groups such as Looked After Children, children from BME groups and children with Special Educational Needs and Disabilities.

Safer and Stronger Communities Block
The LAA will add value to the NRS by strengthening integrated action which will promote liveability and improve quality of life within neighbourhoods. In terms of neighbourhood renewal, there is a particular focus on narrowing the gap between the most disadvantaged neighbourhoods and the rest of the Borough through focusing on crime and anti-social behaviour, the quality of the local build and natural environment and housing conditions in the neighbourhood renewal target

areas. Focus on stronger communities is detailed within the cross cutting block below.

Healthy Communities and Older People's Block
The LAA will add value to the NRS by strengthening integrated action to promote choice and positive attitudes to health and reduce health inequalities experienced by particular neighbourhoods or vulnerable people. In terms of neighbourhood renewal, there is a particular focus on promoting choice and improving services provided to disadvantaged neighbourhoods and vulnerable people through information, advice, support and access to these services.

Cross Cutting Block
The LAA will add value to the NRS by strengthening integrated action to promote communities that are safe, healthy and successful. In terms of neighbourhood renewal, there is a particular focus on building strong and cohesive communities, social justice, developing the voluntary and community sectors and developing local democracy and widening engagement.

Section 5

APPROACH TO TARGETING NEIGHBOURHOOD RENEWAL

This section explains the approach in Rotherham to targeting neighbourhood action based on our research and consultation. It provides an outline of the analysis, describes the target communities that provide the focus for delivery and suggests where further work is needed to improve our understanding of community needs and aspirations. For the LNRS to be effective, it is essential that action is focused on addressing the deprivation that exists within communities – both communities of place and communities of interest. Much work has been done to understand the patterns of deprivation and thereby enable resources and effort to be targeted most appropriately. However, it also recognises that there are important differences between the Borough's deprived communities - what might be top priority for one community may be less of an issue in another. The strategy is designed to respond to these differences.

Overview of Deprivation in Rotherham

Deprivation is widespread and can be found across the whole of the Borough. There are, however, some communities that are especially affected by it and require additional help to reduce the gap between the most deprived communities and the Borough as a whole and improve quality of life.

In 2004 the Government released its revised Index of Multiple Deprivation. The Index uses a number of indicators that reflect different types of deprivation. These include: employment; education, skills and training; health and disability; barriers to housing and services; crime; and the living environment; together these provide an overall score that positions Rotherham in relation to all other (354) Local Authority areas. This placed Rotherham as the 63rd most deprived Local Authority in the country.

Whilst this is still relatively high (placing Rotherham amongst the top 20% most deprived Local Authorities in the country), it significantly lower than the previous Index in 2000 which ranked Rotherham as 48th most deprived.

In 2005 the respected Oxford Consultants for Social Inclusion (OCSI) were commissioned to identify the main drivers for this change and the extent to which it could have been affected by changes in methodology rather than the level of deprivation. It concluded that "it appears that there has been progress in reducing multiple deprivation levels across Rotherham" and that this improvement has been driven by improvements in employment, education and, to a lesser extent, health. The findings of this research have been consistently supported by other analysis that also point to the good progress and above average progress that has been made in reducing deprivation in the Borough.

Our Target Communities of Place

In recent years, with support from the Single Regeneration Budget (SRB), the Rotherham Partnership has greatly enhanced the approach and capacity to provide small area data to allow accurate reporting of conditions at the local level and identify the inequalities that exist.

Rotherham has an especially unusual pattern of deprivation. In most Local Authority areas it is concentrated in a few large areas but, in Rotherham, it is spread across the whole of the Borough and most areas have deprived and not so deprived communities. It is essential to be able to identify conditions at the neighbourhood level to ensure that pockets of deprivation are not masked in generally larger, more affluent areas that they may form a part of.

A Local Index of Multiple Deprivation has been developed to identify the target areas for neighbourhood renewal and this strategy uses a range of locally developed indicators that have been combined into this Index. The top 20% most deprived areas were used to define target areas for the LNRS. This measure captures the areas most in need and enables us to measure their progress.

The OCSI, in their report, described the Local Index of Multiple Deprivation as "an effective and accurate method for identifying the geographical areas to be targeted" under the LNRS. It commented very positively on the "clear, systematic and evidence-based methodology used" in Rotherham and stated that they would be happy to highlight this work as an example of good or even "best" practice.

Through the Local Index of Multiple Deprivation, we have prioritised thirteen neighbourhoods for special action. These neighbourhoods suffer from high levels of multiple deprivation., and are in the top 25% most deprived neighbourhoods in Rotherham.   Maps of these neighbourhoods can be found on http://www3.rotherham.gov.uk/Proposed_NRS_Target_Areas.ppt

Here we provide a summary of current understanding of each of the target areas using the outcomes of the Local Index of Multiple Deprivation. This provides the baseline for identifying key issues and actions which are causing the area to be considered as disadvantaged and then measuring our progress.

Aston Area
One of the smallest target areas Aughton has a population of 856. The area has low numbers (1.4%) of Black and Minority Ethnic (BME) residents. In terms of deprivation indicators, it scored highly in terms of low incomes, worklessness, low skill levels and poor health.

Brinsworth Area
The population of this target area is 685. In terms of the ethnic background, 1.8% of the population are BME. In terms of deprivation indicators, it scored highly in terms of educational attainment, poor health and housing.

Central Area
The largest target neighbourhood covering much of the Town Centre and adjacent neighbourhoods, including: Canklow, Eastwood, Clifton, Herringthorpe,

East Herringthorpe, East Dene, Dalton and Eastwood. The population of the area is 32,134. It has high numbers of BME residents at 10.6%. In terms of deprivation indicators, the target areas is more deprived in terms of low educational attainment, low skill levels, worklessness, poor health and crime.

Dinnington Area

Dinnington has a population of 4,208, and 1.1% of the population are BME. Compared to other areas in the Borough, Dinnington scored highly in relation to worklessness and poor health.

Flanderwell Area

The smallest target area, Flanderwell has a population of 523. Of this total population, 1.1% were BME. Across all of the deprivation indicators, the target area is more deprived in terms of low educational attainment, low skill levels, worklessness and poor health.

Kimberworth Park Area

The population of the target area is 6,413 – one of the largest areas. 0.7% of the population is BME. It is more deprived in terms of low educational attainment, low skill levels, worklessness, poor health and crime.

Maltby Area

Maltby has a population of 6,345, of which 1.1% were BME. The deprivation analysis revealed that the area has high levels of worklessness, poor health and relatively high levels of crime.

Masbrough Area

The Masbrough target area has a population of 6,646 and has the highest proportion of BME residents of all the target areas at 17%. Across all of the deprivation indicators, the target area is more deprived in terms of incomes, educational attainment and skill levels, worklessness, poor health and crime.

Rawmarsh Area

Rawmarsh has a population of 7,014, with 1.6% BME. Through the deprivation analysis, we found the area has low levels of educational attainment and skill levels, worklessness, poor health and high levels of crime.

Swinton North Area

One of the smaller target areas, Swinton North has a population of 995. Of this total population, 0.3% were BME. The deprivation analysis revealed that the area is deprived in terms of low incomes, low educational attainment and skill levels.

Wath Area

Wath has a population of 1,902. The BME population is 1.8%. Through the deprivation analysis, the main issues affecting the area are low incomes, worklessness, poor health and housing.

Wath East Area

One of the smallest target areas it has a population of 940, of which 3.1% are BME. Across all of the deprivation indicators, the target areas is more deprived in terms of low incomes, low educational attainment and skill levels, worklessness and poor health.

West Melton Area
The West Melton area has a population of 547. 1.5% were BME. Analysis shows that it is more deprived in terms of low educational attainment, low skill levels, worklessness and health.

Our Target Communities of Interest

We recognise that the task of renewing neighbourhoods and addressing inequalities includes providing support for communities who are not just defined by their geographical location. Many communities of interest and identity also face multiple deprivation and whilst some of these groups are concentrated in the target neighbourhoods none are exclusive to them and can be found across the Borough. For this reason the LNRS targets both communities of place and communities of interest and identity.

A detailed and clear rationale was used to identify these target communities of interest. The initial starting point for the analysis was the Government's 'Breaking the Cycle Report' which identified groups that were considered at high risk from deprivation and social exclusion. These were then developed and refined based on local statistics, evidence and consultation, including the findings of the report of the Oxford Consultants for Social Inclusion.

Through detailed profile analysis, the LNRS also identifies a small number of communities of interest that suffer from high levels of deprivation, as follows:

***Disadvantaged Black and Minority Ethnic Communities – ** includes* asylum seekers and refugees, travellers and gypsies, Pakistanis, Bangladeshis, Black-Caribbeans and Black-Africans.

The size of Rotherham's Ethnic Minority Community (all other than white) is relatively small at 7,712 or 3.1% of the total population.

The largest minority ethnic group is Asian/Asian British Pakistani at 4,704 or 1.9% of the total population and is concentrated in and around the Town Centre. The Asian/Asian British Pakistani community makes up 61% of the 'non-white' population in the Borough. The unemployment rate for Asian/Asian British Pakistani in Rotherham is 3 times higher than the rate for the White population.

There are currently around 700 asylum seekers in Rotherham, which represents around 8% of the total asylum seekers in Yorkshire. These are concentrated in and around the Town Centre and make up around 0.28% of Rotherham's total population. They are from a range of diverse origins spanning the whole of the world.

Analysis shows that the communities are especially disdvanatged in terms of income, worklessness, educational attainment and skills, housing and crime.

Disabled People and their Carers– includes people with long-term health problems, mental illness or physical disabilities and carers of sick or elderly dependants

Nearly 18,000 people in Rotherham are claiming Disability Living Allowance or 7% of the population, almost twice the national average.

The Over 60s account for nearly half (7,800) of all Disability Living Allowance claimants in Rotherham and children under 16 account for nearly 10% (1700) of all Disability Living Allowance claimants in the Borough. The numbers on disability related benefits have been rising. There are 3,725 people claiming higher care rate in Rotherham and 6,415 people claiming Attendance Allowance, of which 53% are aged 80 or more.

Health Deprivation is concentrated within the urban areas, particularly in the Town Centre, Maltby and Dinnington and, to a lesser extent, Rawmarsh and Greasborough. An increasing number of children under the age of 18 are carers for sick or elderly dependents. The 2001 Census showed that locally around 12% of the population provided unpaid care. Of these, one quarter provided care for more than 52 hours per week. The Census also showed that nearly 3% of people providing care are children.

Analysis shows that the communities are especially disadvantaged in terms of income, worklessness, health, housing and crime.

Vulnerable Older People and their Carers – includes older people (aged over 50) living on low incomes, older people who live alone, older people who are frail or disabled and carers of sick or elderly dependants

Over one quarter (13,845) of older people aged over 60 in the Borough are claiming pension credit. Vulnerable older people are dispersed across all areas. Lone pensioners account for nearly half of all pensioner households (14,701) with three quarters (11,132) of all lone pensioner households being female.

Rotherham has higher rates of people aged over 60 who are permanently sick or disabled (7.7%) compared to the national average (5.0%) and almost two thirds class themselves as having a Limiting Long term illness. Roughly, one third (6,600) of all Disability Living Allowance claimants in Rotherham are over 65. Nearly one fifth of older people are in need of care in the Borough and are claiming Attendance Allowance, 53% of these claimants are aged over 80. The 2001 Census showed that locally around 12% of the population provided unpaid care. Of these, one quarter provided care for more than 52 hours per week. The Census also showed that nearly 3% of people providing care are children.

Analysis shows that the communities are especially disadvantaged in terms of income, health, housing and crime.

Children and Young People suffering deprivation – includes children permanently excluded from school, children in local authority care, children leaving school without any qualifications, children with special educational needs, children living in low income households, children of parents who misuse drugs, teenage parents, 16-18 year olds not in education, employment or training and young informal carers

The percentage of children living in low income or workless households in the Borough is slightly higher than the national average. In the 2001 Census nearly one quarter (11,825) of all children lived in workless households in the Borough.

The IMD 2004 showed that in the most deprived areas of Rotherham more than 50% of children were living in low-income households (on means tested benefits or very low waged) and one quarter of all dependent children live in Lone Parent households. In the 2001 Census, 407 young people aged 16-17 in Rotherham were parents (3.4%) and of those, 228 or 1.9% were lone parents. Rotherham's under 18 conception rate in 2003 was 51.5 (equivalent to 255 pregnancies in 2003) this compares to a national rate of 42.1. Just under half of all teenage parents in the Borough have no qualifications.

In terms of educational deprivation the percentage rate of young people in Rotherham leaving school without any qualifications is high in comparison to the national average as is the percentage rate of young people not achieving 5 Grade A*-C GCSEs. These figures are even starker for Looked after Children in the Borough. In Rotherham, we know that less than half of all Looked after Children achieve 1 GCSE or equivalent. In September 2005, there were a total of 345 Looked after Children in the Borough.

Analysis shows that the communities are especially disadvantaged in terms of attainment and skills levels, income, health, housing and crime.

Section 6

CROSS-CUTTING THEMES

There are two cross-cutting themes that underpin the five strategic themes in Rotherham's Community Strategy 2005-2010. These two cross-cutting themes are: Fairness and Sustainable Development. The strategic themes will need to adequately address fairness and sustainable development through the action plans developed to deliver them. This is equally applicable to action plans developed to deliver the LNRS. Achieving fairness and sustainable development are key to delivering neighbourhood renewal. At the heart of neighbourhood renewal is a focus on addressing inequalities and delivering sustainable progress that will enable all communities to benefit from the opportunities created.

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.

Increasing fairness is critical to ensuring that people can fulfil their potential, live in prosperous and strong neighbourhoods and to reducing deprivation.

Factors such as low income, poor housing and health mean that is often the most deprived neighbourhoods which have the most limited choice and opportunity, with many feeling excluded from society.

We are committed to making sure that vulnerable and excluded groups fully benefit from the borough's social, economic and environmental progress, and to addressing related issues of discrimination and social justice.

Fairness issues are central to the LNRS by, for example, ensuring that services and programmes respond effectively to the diverse needs of Rotherham's population and geography, and strengthening community involvement and engagement in the delivery of local services and the wider community.

A particular emphasis will be the need to promote community cohesion within Rotherham and its diverse communities by strengthening mutual understanding between communities and by supporting positive interaction, participation and celebrating diversity. Diversity is one of the Borough's strengths, people often identify strongly with the area in which they live and the LNRS focuses on strengthening, celebrating and exploring the culture and diversity of the Borough's very distinctive neighbourhoods.

Sustainable Development

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 minimizing 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.

The LNRS is guided by an understanding that sustainable development is key to the LNRS's success and to ensuring improved quality of life for the target areas and communities and the Borough as a whole.

Sustainable development and neighbourhood renewal are closely intertwined and mutually supporting. They both have a long-term approach at their heart; recognising that social, economic and environmental issues are interdependent; that activity focusing on one of these areas should not be pursued in isolation and that progress should benefit everyone, especially by tackling poverty and disadvantage.

It is often the most deprived neighbourhoods that are most affected by unsustainable practices such as high levels of air and water pollution, litter or vehicular transport movements. Indeed, it is one of the main reasons why they are in need of renewal as it can lead to poorer quality built and natural environments, and be harmful to health, for example. It also means that deprived communities do not have the opportunities enjoyed by people is more affluent areas such as clean streets or attractive buildings and greenspaces.

Sustainable development is an intrinsic part of a neighbourhood's regeneration.

To ensure that sustainable development is integrated into the LNRS and its implementation, the LNRS and associated action plans will be audited for their impact on sustainable development at their draft stage to help ensure that associated negative impacts of progress are avoided and opportunities for positive impacts are realised.

Section 7: DELIVERING AND MEASURING PROGRESS

This final section outlines what we intend to do to progress our priorities and address the needs of our target communities. The section also includes details of our performance monitoring arrangements for the LNRS, which are fully integrated with our arrangements for the Community Strategy and LAA.

Delivering Through Partnership

The Rotherham Partnership Board will oversee the overall delivery of the LNRS and subsequent reviews of the strategy. The Partnership Board is made up of the leaders and equivalent from the key partner organisations that are helping to deliver change in Rotherham across the public, private, voluntary and community sector. The Board, which meets bi-monthly to discuss and make decisions about future strategic direction, will receive, bi-annually, reports of progress on the National Floor Targets, Community Strategy targets, LAA and local neighbourhood renewal targets.

Accountable to the Partnership Board for the delivery of the Local Area Agreement, Community Strategy and LNRS are thematic partnerships based on the five strategic themes of the Community Strategy. These partnerships are responsible for co-ordinating and overseeing the development and delivery of the strategic themes: Achieving, Learning, Alive, Safe and Proud. They are up of representatives from relevant partner organisations across the public, private, voluntary and community sector.

Insert Partnership Wheel Diagram

Through working with partners and stakeholders we will share our knowledge and skills to transform mainstream activities through the public services, put in place best practice initiatives that are known to work and pilot new initiatives, where there is evidence to support us doing this. Mainstreaming is crucial to the sustainability of neighbourhood strategies in the long term. We will focus existing services and resources explicitly on deprived areas and enable local residents and communities to play a central role in neighbourhood renewal.

Monitoring Progress

It is essential to have effective systems in place to monitor performance and progress against the targets, and ensure that we are 'closing the gap' locally and nationally.

1. We will measure our success in meeting the National Neighbourhood Renewal Floor Targets. These are standards that the Government expects all Local Authority areas to achieve, and can be found in Section 3.

2. We will aim to go beyond the 'minimum' standards set out in the Government's Floor Targets. We have set ourselves an additional target that Rotherham's performance will be in the top quartile of all NRF areas for 15% of the targets by 2008 from 11% currently.

3. For many communities of interest information is not readily available and in such cases we will commission independent renewal experts to evaluate the impact and effectiveness of our actions in addressing deprivation.

4. A framework has been put in place for ensuring that projects funded through the NRF significantly contribute to addressing deprivation and the targets contained in this strategy.

5. Each of Rotherham Partnership's thematic partnerships will be required to submit a progress report on a bi-annual basis to the Rotherham Partnership (including the target neighbourhoods and communities).

6. Finally, reflecting that Fairness and Sustainable Development are key to the Strategy's success, the LNRS and all the detailed Action Plans will be audited on their impact on sustainable development and equalities.

In addition, for each target community of interest and place a detailed Action Plan will be developed by June 2006. This will provide an overview of needs, issues, priorities and trends, and include tailored actions in response to these, together with, targets aligned to and exceeding the Floor Targets.

The Rotherham Partnership will review progress bi-annually and take action to address any areas where they consider progress needs to be strengthened or accelerated. This will form a key part of the Rotherham Partnership's overall Performance Improvement Framework for the Community Strategy.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet
2.	Date:	29 March 2006
3.	Title:	Consultation Draft Older Persons Strategy for Rotherham
4.	Programme Areas:	Chief Executives Department/Adult Services

5. Summary

This report invites Members to consider and approve Rotherham's draft Consultation Older Persons Strategy which aims to improve the quality of life of local older people.

6.   Recommendations:

That Members are asked

1. To consider and endorse the Draft Consultation Strategy
2. Agrees its wider consultation
3. Notes and agree the timetable for developing the detailed action plan.
4. Refer the report to Scrutiny
5. Note the report will be submitted to the next LSP Board

7. Proposals and Details

The development of an Older Persons Strategy for Rotherham is Year Ahead Commitment and a priority in the Community Strategy and Corporate Plan.

A copy of the draft Consultation Plan is attached.

Based on detailed consultation, analysis and discussions (including a major older persons conference held in December) it seeks to promote a better quality of life for Rotherham's increasing population of older people who are over 50 (which is expected to rise by 40% in 2021).

It is structured around seven sections each based around a Priority Themes contained in the Community Strategy. Each includes a descriptive analysis of trends and issues arising in relation to the Theme based on statistical analysis and the findings from consultation together with a list of key objectives required to address the main issues identified.

The objectives it details are broad and intended to set directions for activity rather than describe specific activities that partners, businesses, communities and others could take. These specific actions will be developed into a supporting action plan to be agreed by the end of May 2006.

Its development has been led by a Task Group involving Programme Areas, PCT, voluntary sector, Rotherham Partnership and other stakeholders such as Age Concern and fiftyplus Rotherham. It is chaired by the Council's Older Persons Champion, Cllr F Hodgkiss.

It has been developed in a national and local policy context which has seen a major shift in policy towards older persons. There has been a move away from focusing public services on the most vulnerable people (only 15% of the older population), and towards a broader approach and enables all older people to remain as independent for as long as possible and live their lives to the full.

At its heart is the recognition that health and social care services are only a small part of the support that older people value need and only a small part of the experience of growing older. This Strategy is intended to play a key role in achieving this, providing a framework and focus for older persons' policy and service delivery.

It is intended that consultation on the strategy will take place in late March and early April, and the final strategy agreed in early May.

8. Finance

Consultation and the development of the Strategy will have financial implications in relation to publicity and publication costs. These are difficult to specify at this early stage but are unlikely to be significant. This will be met from existing budgets.

9. Risks and Uncertainties

It is essential that an older people's strategy is produced to ensure the incurring older populations needs are met.

10.   Policy and Performance Agenda Implications

The Strategy will provide a key means by which to take forward the LGA Shared Priority of Improving the Quality of Life of Older People. It will also be an important input in taking forward key strategies such as Community Strategy and Corporate Plan together with more operational ones such as the Council's Affordable Warmth Strategy.

11.   Background Papers and Consultation

It is intended to circulate the document widely for consultation including all key partners, older persons representatives and people attending the Older Persons Conference held in December. Consultation events are also planned for the north and south of the Borough building on the successful older persons event held in the centre of the Borough. A member seminar is also being planned.

There have been regular reports to CMT, Cabinet and relevant scrutiny panels on its progress.

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"Wellbeing in later life"

A Strategy for Older People in Rotherham

"Wellbeing in later life"

A Strategy for Older People in Rotherham

Chapter 1: Introduction

This Strategy has been developed to promote a better quality of life for Rotherham's increasing population of people who are over 50.

Currently 30% of the population are over 50. This is expected to rise to 40% in 2021 with a much higher proportion of people over 75.

Life expectancy is now almost double that of our great grandparents. Many of us will spend a third of our life in active healthy retirement. By 2021 more than half of the population will be in the 45-64 age group.

With better health, independence and more time for leisure, cultural and other interests, older people will have different aspirations and opportunities to that of previous generations.

It is important that key agencies such as the Council, Primary Care Trust, Police, Voluntary Sector, businesses and hospitals plan and respond to meet these trends and opportunities.

To achieve this we all need to work together towards common goals, objectives and targets. This Strategy is intended to play a key role in achieving this, providing a framework and focus for older persons' policy and service delivery.

The Strategy is based on extensive research and consultation. This identified a number of key issues that were especially important to improve the quality of life of older people, and which older people said that they wished for the Strategy to focus on:

- *Maximising income*
- *Regenerating the Town Centre*
- *Mobility and transport*
- *Greater and more accessible learning opportunities*
- *Improving and maintaining health, including accessible services*
- *Access and participation in a range of social, cultural and leisure opportunities*
- *Housing choice, including support to live at home for as long as it is possible*
- *Safe, clean and secure neighbourhoods*
- *Promoting independence*
- *Ensuring that the views of older people are heard and shape the aspirations of the council and other agencies*
- *Increase the participation of older people in the way services are developed*
- *Addressing age discrimination.*

A range of objectives and strategies were developed in consultation with the community to address the issues listed above. These objectives and strategies are outlined in the Plan under the headings of the relevant Priority Theme.

It will be supported by an Action Plan which prioritises and describes in detail the proposed actions to address the strategic objective contained in the Strategy.

A wide range of agencies and individuals have been involved in this strategy. Many organisations will already be undertaking specific work in support of the strategy; others may require new actions in response to it.

As part of the development of the Strategy a survey of 1,600 people in Rotherham was undertaken. One of the questions they were asked was at what age does a person become "older". Not surprisingly the response depended on the age of the person being asked. There was no common agreement with answers ranging from under 40 to over 70.

This Strategy has therefore adopted the most widely used definition which is that an older person includes anyone over 50 years of age where for many a transition begins, and some may be planning retirement.

1.1 Changing Population Trends

Rotherham, along with the rest of the country, is experiencing demographic changes in the balance of the older population:

- By 2021 it is estimated that there will be more people aged over 80 than children under five
- Rotherham's older population (over 50) is increasing year on year
- Currently, Older People over 50 account for 34 per cent of the total population in Rotherham and over the next 25 years this is projected to increase to around 40 per cent
- The Government projects that nationally by 2051 the average man of 65 is likely to have around 22 years of life ahead of him, compared with only 12 years for a 65-year-old in 1950, and 19 in 2001
- More people – 8 in 10 men and 9 in 10 women – are surviving middle life to reach 65
- There is a long-term trend for families to have fewer children, and many people have been choosing to have no children at all
- It has also become diverse with, for example, increasing numbers of disabled and older Black and Minority ethnic people.

Taken together, these factors mean both that the numbers of people over 50, over 65 and (especially) over 85 are set to increase rapidly in the next decades forming a larger and more diverse proportion of the total population in Rotherham.

1.2 Consultation

In developing the Strategy, we have sought views of older people, their carers and service providers, local agencies and the public in general. In this way we can be sure that the strategy reflects the issues, needs, aspirations and

preferences of future generations of older people in Rotherham and the current population.

A wide range of techniques and approaches have been used with a particular focus on engaging people often not consulted or who perhaps do not respond to surveys. These include:

- The establishment of the Older People's Strategy Group, which is responsible for its development and delivery. This includes representatives from Rotherham Council, Rotherham PCT, Rotherham Foundation Hospital Trust, Age Concern Rotherham and Plus50 Rotherham. It is chaired by Rotherham's Older Persons Champion Councillor Frank Hodgkiss

- A survey of 1,600 representative people through Rotherham Reachout, the Borough's Citizens Panel

- Consultations with older people through a series of focus groups (including with groups such as Black and Ethnic Minority) and a major older persons borough conference attended by almost a hundred people and considering all previous consultations which gained the views of local older people

- Consultation with community agencies through seeking comments on the draft report and discussions at forums such as the Council's Corporate Management Team, Cabinet, Scrutiny Panel and Rotherham Partnership Boards.

1.3 **The context for the Older Persons Strategy in Rotherham**

This Strategy forms part of a wider set of documents, which provide a vision for promoting the social, environmental and economic wellbeing of all local people.

The most important of these is Rotherham's Community Strategy. This sets out a long-term strategy for the regeneration of the Borough, and acts as a focus and framework for all other plans and strategies.

To ensure that this Strategy compliments and adds value to the Community Strategy, we have developed it around the seven Priority Themes contained in the Community Strategy (see Chapters 2 - 8).

It will directly contribute to a number of key partnerships and plans in areas such as health, transport, housing and community safety, each with its own aims, objective and targets. It will also make a contribution to the delivery of Rotherham's Local Area Agreement.

The Strategy has also been developed in a wider national context such as NHS National Service Framework for Older People, Better Government for Older People Programme and the Local Area Agreement, A Sure Start to Later Life, and the White Paper Our Health, Our Care, Our Say.

1.4   **Strategic Objectives**

Each of the following sections is based around the Priority Themes contained in the Community Strategy. Each includes a descriptive analysis of trends and issues arising in relation to the Theme based on statistical analysis and the findings from consultation together with a list of key objectives required to address the main issues identified.

The objectives it details are broad and intended to set directions for activity rather than describe specific activities that partners, businesses, communities and others could take. These specific actions will be developed into a supporting action plan.

Chapter 2: 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."

Financial security in later life becomes more and more of a concern as people get older. This is linked to job security and ultimately retirement income; both of which are vital to quality of life. An adequate income is essential to live an active and fulfilled life, and access necessities such as decent housing, transport and food.

Many older people live on low incomes. They may, for example, live on a small fixed pension or have significant assets such as a family home but in practice live on a limited regular income. Consultation shows that reducing the number of older people on low incomes to be a top priority.

For many older people, the main route out of low incomes is through work. Since 1997, the employment rate of older people has risen faster than that of the working age population as a whole, as more older people re-enter the workforce or remain longer in employment. However, many older people in Rotherham would like to work but continue to encounter difficulties in doing so, such as age discrimination, skills gaps and transport and mobility issues.

Maximising benefit take up also has a contribution to make in improving incomes. Many older people do not claim the benefits or access the help such as 'Stay Warm' that are available to them. The reasons for this are diverse, and include lack of awareness of the advice benefits that are available, requiring assistance in completing forms, the 'red-tape' involved and being too 'proud' to claim or ask for help.

Research shows that many older people consider that the regeneration of Rotherham Town Centre needs to be top priority. They are much more likely to visit the Town Centre to shop or meet friends during the day. They would like to see a much more attractive environment, with a wider choice of shops and socialising options and excellent transport links. Fear of crime and disorder puts many older people off visiting the Town Centre at night.

Transport also plays an important part in many older peoples lives. This is important for getting about, accessing services such as health and visiting friends and the countryside. Consultation shows that many older people see good transport links and opportunities as key to living good and independent lives.

Most of older people travel by car, and consultation shows that for many this is their preferred means of transport.

Many older people also travel by public or community transport. This emerged as a key issue in the consultation, especially for older people in rural areas, with mobility

issues and housing estates where car ownership and public transport provision was low. The consultation highlighted the potential for improved and more public transport options, including door to door community schemes.

Summary Objectives

- Improve the participation rate of older people in the workforce
- Training and skills programmes to be targeted specifically at the over 50s
- Improve the financial status of financially disadvantaged older people and improve benefit take-up of older people
- Regenerate the Town Centre to take account of older person's needs
- Increase older peoples access to a safe and effective public transport system
- Improve the provision of community transport for older people.

Chapter 3: 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."

For many older people, retirement from work brings opportunities to pursue longstanding interests and develop new ones. A high proportion of Rotherham's older population are involved in learning both in the home and outside of it.

Many older people have developed an interest in computing in Rotherham and are keen to embrace new technology, taking up opportunities such as the Silver Surfers Club and the Dinnington Senior Citizen Computer Club.

Information Technology can also make an important contribution to promoting independence and helping people to live in their homes through, for example, e-mail, internet shopping and some forms of assistive technology.

There can be barriers to learning and training such as language, transport, cost and lack of awareness. There is a particular need to increase participation from people from ethnic minorities and those with limited mobility.

Many older people directly provide learning, passing on the benefits of the expertise and the knowledge gained over many years. This includes reading projects with children, and The University of the Third Age that brings together older people on a wide range of learning and learning opportunities. It also includes 'inter-generational work' that aims to develop and improve relationships between younger and older people and break down stereotypes held about each other.

Learning and training has a key role to play in increasing the number of older people in Rotherham who want to remain in or return to employment. Many older people in Rotherham are keen to retrain, or develop new skills. It is important that provision of such learning and training does not exclude older people (particularly those aged over 60) and actively encourages participation.

Summary Objectives

- Increase access to learning opportunities for older people
- Improve opportunities for older people to undertake work related training
- Develop intergenerational projects.

Chapter 4: 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 focussing on children and young people."

As people get older it is important that the added years are accompanied by good health. The benefits of good health are clear with improved quality of life for individuals, more opportunities to remain active in family and community life and reduced reliance on health and care services.

The health of Rotherham's older population is generally good. However, as the number of older people increases there will be an increase in age-related illnesses. Dementia, mobility problems and diabetes are some of the chronic conditions that are on the increase as Rotherham's population ages.

There is also marked variation between groups and communities, with for example an average person living in a more affluent part of the Borough being expected to live an extra six years longer than people living in less affluent areas.

This provides us with a huge challenge and in response there is a need to promote healthy living by helping to cut down on the number of people who smoke and providing advice on diet and exercise.

Many older people recognise that as they age they can experience health issues and disability. They recognise the importance of being proactive in maintaining their mental and physical health. Prevention of ill health is vital to help maintain good health in later life.

Consultation also demonstrates many that older people wish for a greater provision and range of quality health and care services, and to have access to these services when they most need them. They also want increased choice and control in maintaining their own health and for these services to help them maintain independence.

Taking part in cultural, social and sporting activities and generally having fun is important to people whatever their age. They offer opportunities for leisure, making friends, reducing isolation and improving physical and mental health.

The evidence is that older people are involved in a wide and growing range of sporting, social, artistic and cultural activities. As age restricts mobility there are barriers to participation such as access and lack of awareness of opportunities.

Summary Objectives

- Improve and develop services for people with long term conditions
- Increase opportunities for older people to participate in physical and cultural activity

- Improve accessibility to information and advice on health and well being of older people
- Provide health services in the right place, at the right time and by the right people
- Develop befriending schemes and intergenerational work to reduce social isolation.

Chapter 5: 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-know and accessible."

Participation in social, recreational, civic and volunteer activities enriches the lives of older people. It provides opportunities to socialise, develop relationships, contribute to society and have an influence. These are all key ingredients of a good quality of life, and instilling pride in both individuals and communities.

Older people support and contribute to the local community in a number of ways, for example as Elected Members of Parish and Borough Councils, offering family childcare and becoming active in volunteering and groups such as tenant and resident associations, friends of parks, tenant bodies and local action groups, voluntary and community sectors in the Borough. In a recent survey, over a quarter of people aged over 60 had given unpaid help to voluntary and community organisations over the last 12 months, compared to about 20% for the population as a whole.

They are also the group most likely to be engaged in democracy, and called upon to be leaders in their local communities. Older people, for example, are consistently the group most likely to vote in national and local elections, and stand for civic office such as a borough or parish councillor.

It is important to support and harness this support and engagement. Some older people will require assistance to enable them to do this. This is especially true for those groups who are often excluded from public debate such as disabled and housebound or older people with mental health problems.

Many older people rely on the care provided by relatives, friends and agencies. Demographic trends show that this care will become a bigger issue in the future. As the population changes it is expected that the need for support from carers could rise by over 40% over the next 35 to 40 years.

Many older people also provide care to family, friends and the wider community. Evidence shows this support to be wide and diverse ranging from times of crisis such as a death and to regular tasks such as shopping for a friend or baby sitting.

When consulted many older people have said that strong relationships with family and friends are vital to a good quality of life. The majority of older people we surveyed had good relationships – seeing relatives and close friends at least once a week. However for a minority lack of socialising and isolation is a serious issue. In a recent national study 17% of people aged 65 and over were isolated on a weekly basis (meaning they did not have at least weekly contact with friends, family or

neighbours), and 11% were isolated on a monthly basis. Older people, who live alone, have failing health or low incomes are most likely to be lonely.

Summary Objectives

- Enhance older people's opportunities to participate in decision-making and planning in the community
- Involve older people who are housebound, isolated, black minority ethnic communities and those who tend not to get involved in community issues
- Enhance support to older people caring for others
- Develop intergenerational projects to break down the barriers between older people and younger age groups by encouraging active participation by both groups
- Increase access to support services to allow older people to live independently in their own homes
- Promote and improve access to volunteering opportunities
- Develop specific initiatives to tackle social exclusion of older people.

Chapter 6: 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, 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."

For most people their home and their surroundings are the centre of their life and are crucial to having a good quality of life.

Most older people wish to live as long as possible in their home but recognise that they may have to move into more suitable accommodation as they age.

The design of housing is a critical factor in helping them to manage with reduced mobility, safely, securely and in comfort. Often it is small improvements that can make a big difference, adaptations such as walk-in showers or a grab rail to help people safely up and down steps.

When we undertook our consultation exercise crime and anti-social behaviour was a major issue for older people. Statistically older people are less likely to be a victim of crime than other age groups, but they are much more likely to be concerned or very concerned about being a victim of crime.

This restricts their freedom to socialise and travel, especially for women and those with a disability. Social isolation and lack of independence can be a consequence of fear of crime. It can affect mental health and significantly reduce their quality of life.

Our consultation with local communities reinforced the fact that older people identify strongly with their local neighbourhood. It is where they mainly shop, socialise and access services such as health. In a recent national study more than three quarters of older people have a friend close by, and almost one half shared a chat or some activity with local friends on a daily basis.

Well designed, maintained and attractive neighbourhoods and streets can make a major contribution to older people's ability to get out and about safely and confidently.

Summary Objectives

- Increase older people's access to social and affordable housing
- Develop new initiatives which enable older people to live in their own homes for longer and reduce the need for residential care
- Develop better supported housing options for BME elders
- Provide older people with increased choice in location and design of housing whatever their needs
- Promote safety of older people in their homes and crime prevention in neighbourhoods
- Support and promote programs which increase safety in the community

- Increase access to information, education, services and projects to reduce risks and accidents in the home and improve the safety of older people in their homes
- Enable older people to keep warm at home affordably.

Chapter 7: 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."

National and local consultation shows that age discrimination is a major issue of older people. It comes in many forms including an upper age limit of undertaking work-related training, and negative images of older people such as that they are "drain on a society". If left unchallenged, this can limit older people's ability to access services and contribute to their community.

National research into age discrimination has revealed that:

- More people (29%) reported suffering age discrimination than any other form of discrimination
- One third of people thought that the demographic shift towards an older society would make life worse in terms of standards of living, security, health, jobs and education
- One in three respondents believes that people over 70 are viewed as incompetent and incapable.

Source**:** "How Ageist is Britain?" Report by Age Concern

This is also reflected locally with consultation showing that older people consider that they face discrimination, and that challenging age discrimination and the negative stereotypes of older people should be a top priority.

A key issue to arise from the consultation is the need to ensure that older people have real influence over the policies that affect their lives. Older people expect their views to be listened to and taken seriously, and they expect to be involved in the debate about issues that affect their lives, including the planning and delivery of policies and services.

Research has shown that as the population gets older it is also becoming more diverse. There are higher proportions of women, people with disabilities and single people, for example. Rotherham's Black and Minority Ethnic community is also growing. Rotherham is enriched by the diversity of its people and older people.

It is important to recognise these trends and growing diversity, and that certain groups have particular needs and aspirations that must be catered for. Research shows for example that older women are much more likely to live on a low income than an older man. Consultation also shows that information is not always available to people in their own or preferred languages, which can create communication barriers.

Summary Objectives

- Encourage the community to acknowledge the contributions made by older people to their community
- Develop ways of raising awareness of combating stereotyping and discrimination and promote and develop positive attitudes to ageing
- Enhance older people's opportunities to participate in decision-making and planning in the community
- Encourage all service providers to be more aware of and sympathetic to the older people's needs and aspirations
- All partner agencies promote equality through their employment practices, including adopting anti-discriminatory practices in recruitment, training and career development, and carry out monitoring to ensure fair outcomes
- All partner agencies provide equality and diversity awareness training to their employees, including awareness of the barriers and discrimination faced by older people.

Chapter 8: Sustainable Development

"Rotherham will be a place where the conditions are right to sustain economic growth, the well-being of its citizens 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 practice."

A series of reports and studies have highlighted the key contributions older people can make to achieving sustainable development.

Their wealth of knowledge and experiences means that they have a unique perspective, and are often best placed to take an inter-generational view on the impact of activities both now and in the future, and what works best.

They play a vital part in the community and in the family home. They are the group most likely to provide care for friends and families, becoming active in volunteering and taking up key roles in the community, for example as school governors and representing the needs of the community on local groups.

Indeed, a recent report by Joseph Rowntree Foundation described older people as the "central pillars" of their communities. This reflects the extent to which they provide support to each other, their children and grandchildren as well as the wider community.

Research also shows that older people are keen to take forward sustainable development at both the individual and community level. A Government survey showed that people aged 65 and over were the most likely of any age group to undertake recycling, for instance, 70% of older people reported recycling glass in the last year, against 53% for all age groups, and to be active in taking forward sustainable development issues at the local level.

Consultation shows that many older people face barriers in taking forward sustainable development at the individual and community level. Many are not aware of the opportunities such as schemes aimed at improving the energy efficiency of homes. Mobility issues may also restrict the extent to which they can recycle or use public transport and low income may mean that many cannot afford to purchase more energy efficient appliances.

Summary Objectives

- Enhance older people's opportunities to participate in activities aimed at promoting sustainable development
- Support and promote programs aimed at older people which increase recycling and waste minimisation
- Increase access to sustainable development learning, training and volunteering opportunities for older people
- Improve sustainable development promotion activities targeted at older people.

Chapter 9: Implementation and Monitoring

The following Action Plan describes the main projects and activities that support the Strategy for Older People. It outlines how the summary objectives contained in each of the seven themes will be taken forward, the agency or group responsible for the delivery of actions, as well as the timescale for completion to achieve wellbeing in later life.

It does not include everything that the partners are already doing or is planned for older people but concentrates on the key areas where action has just commenced or will be focussed for the first time. Detailed project plans, objectives and milestones for each action area are being developed and will be in place for June 2006.

To ensure that it remains relevant and a driving force for change, a structured monitoring and review process is to be established. There will be an ongoing monitoring of progress in meeting the goals of the Strategy, culminating every year in a report to Rotherham Partnership and other partners.

Ongoing research to inform and guide our responses to promote wellbeing will be an important part of the monitoring and review process.

The involvement of older people is extremely important in helping to shape and guide its development. To ensure this, we plan to develop a representative reference group that will be asked to assess the impact of the Strategy. We also plan to do before and after surveys with older people who took part in the Older Persons Conference, the findings from which were a key input into the development of the Strategy.

We will also develop a communication plan to help develop and share understanding of the strategy, its aims and successes and the emerging issues and challenges associated with an ageing population.

Chapter 10: Evaluating the Strategy

The Plan provides direction for the next five years but will be reviewed each year in light of what has been achieved and emerging priorities.

The strategy has also been developed against a context of a national and local recognition of the need to refocus existing resources to meet the challenges presented by both improving preventative work beyond health and social care and reconfiguring the way resources are used in health and social care. Local activity is underway in order to address these challenges; the Council is working with health partners to identify opportunities for using health, social care and housing resources differently for older people via a dedicated and strengthened approach to joint commissioning. Rotherham's Local Area Agreement will play a key role.

In consultation with the Older Persons Strategy Group and other stakeholders a variety of evaluation techniques will be employed to evaluate the strategies and actions undertaken. Further community research will be conducted where the need for more information is identified or to better target proposed actions. The Plan will be a dynamic document with the achievement of goals being recorded over the duration of the five years providing a sound basis for the development of future plans.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Cabinet
2.	Date:	**29th March 2006**
3.	Title:	**Single Plan**
4.	Programme Area:	**Children and Young People's Service**

5. Summary

This report presents the final draft version of the Single Plan.   The plan has been developed by a multi agency steering group and has been the subject of broad engagement and consultation.   This final draft incorporates feedback received.

The presentation is being worked on by the Design Studio to convert the document into an attractive, children and young person friendly format.

Publication must take place by 1st April to meet the statutory deadline.

6. Recommendations

- **That the Cabinet approves the final version for the publication to go ahead.**

7. Proposals and Details

The plan has been drafted by a multi agency steering group and wide consultation and engagement has been ongoing throughout the development stage as well as when the plan reached draft format.

We have incorporated as much of the feedback as possible, recognising that this is a strategic plan and that operational detail will follow as locality plans are developed. There will be a locality plan for each Area Assembly, which will be based on the strategic plan, but will be designed to meet the specific needs for that area.

The priorities in the plan are based upon sound research, using the Audit of Need, Children and Young People's Visioning, stakeholder meetings and events and other recent feedback from consultation.

8. Finance

The cost of publication is limited and is contained within existing budgets.   We will publish the plan on the Council's website and Intranet, and publicise it using poster campaigns.   We will produce the plan on CD Rom and a summary version will be produced.

Printed publication will be limited in this first instance, as we are conscious that the plan will need to be reviewed and revised following the Joint Area Review.

9. Risks and Uncertainties

Without a single plan our capacity to deliver better outcomes for children and young people will be hindered as the plan sets out shared objectives for all agencies across the Borough.   We would also fail to meet our legislative duties.

10. Policy and Performance Agenda Implications

We are able to demonstrate that our priorities in the plan are based on sound evidence and research about the needs within the Rotherham Borough.   The single plan will be a key document in the Joint Area Review, demonstrating the link between needs, priorities, actions and outcomes.

The Joint Area Review will feed into the Comprehensive Performance Assessment.

11.   Background Papers and Consultation

Consultation drafts of the single plan
Audit of Need
Children and Young People's Visioning
Steering Group and Stakeholder Meetings
DfES Guidance on the content of the Single Plan
Cabinet Member and Advisors – Children and Young People - 14th March 2006
Cabinet Member and Advisors – Lifelong learning – 21st March 2006

Contact Name :

**Julie Westwood, Head of Planning, Information and Performance, Children and Young People's Service, telephone 01709 822572, email:
julie.westwood@rotherham.gov.uk**

Rotherham Children and Young People's Services

Children and Young People's Plan and Well-Being Strategy 2006-2009

April 2006

Copies of this Plan can be obtained by contacting Emma Heyes, Policy, Planning and Research Officer at: **Crinoline House, Effingham Square, Rotherham, S65 1AW.   Telephone 01709 822359, Emma.Heyes@rotherham.gov.uk**

Young people will be directly involved in developing a young person friendly version of the Plan and further work will be taking place in order to produce a summarised document.

A feedback facility has been included at the back of this document in order for you to submit any comments or suggestions on the content of this Plan.   The Plan will be reviewed on a regular basis to reflect ongoing developments and issues identified through consultation with all of Children and Young People's Services' stakeholders, including children and young people. Performance against targets/ measures will be reported to the Children and Young People's Board, in addition to existing reporting to the Lead Member and Council's Cabinet. An annual progress report will also be published in June each year, with effect from 2007, this will follow our Annual Performance Assessment.

Strategic Plans have also being developed for each Area Assembly which cross reference to the Children and Young People Plan. In addition, operational locality plans will contain more detailed information about how this strategic Children and Young People's Plan will be implemented in each neighbourhood. If you would like to participate in developing these plans please contact Emma Heyes at the above address.

If you would like this document in another format or language please contact us and we will do our best to accommodate you.

01709 822359   اگر آپ یہ دستاویز کسی اور فارمیٹ یا زبان میں چاہتے ہیں تو برائے مہربانی ہم سے رابطہ کریں اور ہم آپ کو یہ سہولت مہیا کرنے کی پوری کوشش کریں گے

01709 822359   هذا الطبوع متوفر في اللغات والصيغ الأخرى. برجاء الإتصال على الرقم

這份刊物可採用其他語文譯本及型式版本提供。查詢詳情請致電羅賽蘭 **01709 822359**

This publication is available in other languages and formats. For information please contact 01709 822359

Contents

(Graphic Design Studio to send proof back to us for us to complete)

Appendices

Welcome to the Children and Young People's Plan

Insert picture of Councillor Wright (Design Studio)

This is our first strategic plan for children and young people in Rotherham. It tells a story about the journey towards developing excellent integrated services and transforming them through multi agency delivery, in the right place at the right time.

It covers services for children and young people 0-19, those aged 20 or over who are leaving care and those up to 25 who have learning difficulties.

Since the Every Child Matters framework was established we have been doing an enormous amount of preparation for the integration agenda. We have already done a great deal and are proud of what we have achieved so far. We intend to build on this success and continue to take our passion and commitments further.

Children, young people, parents and carers have helped us to shape this plan, together with staff from all our partner organisations. We will continue to involve our stakeholders in the ongoing revision, improvement and development of the Plan ensuring that the opportunity to contribute is inclusive and open to all.

We carried out a study of the needs of Rotherham communities and have published a report about our findings. During the Summer we also carried out a visioning exercise with children and young people and we have used this, together with other consultation and events, to inform our priorities for this plan. Key themes arising from these can be found throughout the Plan, however, full details of the Analysis of Need can be found by visiting: http://www.rotherham.gov.uk/singleplan

We clearly demonstrate links to our Community Strategy, Corporate Plan and other more detailed plans and strategies, together with the plans and strategies of our partners. For example, there is a clear connection and consistency between this plan and the National Service Framework for Children, Young People and Maternity Services and the Primary Care Trust's Local Delivery Plan, and our Local Area Agreement. We are also committed to ensuring that we play a full part in responding to and supporting the Council's equalities agenda including a commitment to the Corporate Equality Strategy and Action Plan and the Race Equality Scheme 2 and Action Plan. We have conducted an Equality Impact Assessment throughout the production of this plan and will address issues arising from this work.

The plan has been developed by a multi agency steering group and whilst it is a three year plan, we will review our progress regularly and produce an Annual Report. We will also continue to refine our Analysis of Need and to obtain the views of children and young people and these, together with the recommendations from our Joint Area Review, will feed into our first review.

We hope that you enjoy reading this plan and that you join us on this exciting journey.

How we are Organised to Deliver Services for Children and Young People

As you have seen in the welcome message, we have a Children's Board, chaired by Councillor Wright, and membership of the Board ranges across all partners. This is supported by a multi agency group of managers who form the Children's and Young People's Strategic Partnership in 2005 we established our Safeguarding Board.

We have a dedicated Cabinet Member for Children and Young People's Services and a Director of Children and Young People's Services, and both of these positions were established well ahead of our statutory duty. All of the progress to date is a demonstration of our shared commitment to the children, young people and families of Rotherham.

We are committed to increasing the voice and influence children and young people have on all of our services. We will build on our visioning exercise to ensure that children and young people increasingly take part in our strategic thinking, the design of services, the commissioning of services, service delivery, the quality assurance of services and in the recruitment and selection of our staff.

A multi agency leadership team forms the first layer of governance for children and young people's services. The Analysis of Need, the children and young people's visioning work and this plan are being used by them to inform the transformation of our workforce, to maximise the use of resources and create multi agency teams to match the needs of the community in which they are based. Our schools and children's centres play a crucial role in the community, and we already have one full service school, and are in the process of rolling out our extended services programme in schools. As part of the reform agenda the N.H.S. are restructuring and delivering services through our children's centres and extended services in order to deliver services closer to where child lives.

The success of our vision is reliant upon continued strong partnership and governance, to ensure that the Every Child Matters framework helps us to touch the lives of all children and young people in Rotherham, in the most positive way.

Our delivery of this plan is based upon clear timescales but some of our more aspirational and developmental plans need to retain some flexibility.

Some of our key achievements to date include:

Service Pathways

- Electronic service pathways have been developed in order to provide direct access for service users to completed pathways and any other supporting information, via the internet.

- Work has been completed in relation to:

1. The transition process for children requiring extra support when moving from primary to secondary school (Dinnington Special Educational Needs Department)

2. Preventative practice for young children experiencing difficulties emotional wellbeing issues at primary school has been completed (Maltby Behaviour in Education Support Team, (BEST)).

3. An anti-bullying pathway is currently being developed by the whole school community at Maltby Comprehensive School (Maltby BEST Team).

Common Assessment Framework (CAF)

The Common Assessment Framework (CAF) focuses on the early identification of children and young people's needs and improved multi-agency working. It's focus is on providing a simple, non-bureaucratic process for the holistic assessment of a child or young person's needs, taking account of the individual, family and community. Rotherham has played an influential role in the development of this national framework. In addition, our Children's Rights representatives have carried out further work to produce a Children and Young People version of this assessment. The CAF has been developed for use by practitioners in all agencies so that they can communicate and work more effectively together. Within Rotherham the progress made in this area includes:-

- Training has been developed, with relevant partners, to ensure that Rotherham has a coherent approach to Common Assessment Framework (CAF), Lead Worker and Information Sharing Guidance.

- A Common Assessment Framework (CAF) and Lead Worker Implementation Plan have been developed.

- Draft Guidance in relation to the Lead Worker Role has also been devised.

Information Sharing Protocols

- Rotherham's joint confidentiality agreement has been reviewed and extended to include Mental Health Services.
- A draft overarching Children and Young People's information sharing protocol has been written and formal consultation has been completed. Formal approval is expected in Summer 2006.
- Draft service level agreement protocols have been developed.

Clifton Project

- A pilot multi-agency team has been established and has now moved into purpose built accommodation.
- Workers from a range of services are committed to an integrated collaborative way of working.
- The Multi-Agency Support Team's (MAST) function is effectively producing clearer, more direct actions for local children and families.

- Development of an incorporated Children's Centre will form part of a more effective delivery of services to local families.

Adoption and Fostering Inspections

- In 2004 Inspectors confirmed that Adoption Services are 'Safe' and 'Well Managed'.
- In 2005 Inspectors confirmed that Fostering Services are 'Safe' and 'Well Managed'.
- Excellent progress is being made in relation to the educational achievement of Looked After Children, with an increase in the number of children and young people gaining five or more GCSEs.
- Rotherham have established and developed its Local Safeguarding Children Board.

Exclusions

- A combination of partnership working, multi agency working and quick response enabled us to almost halve the number of permanent exclusions of young people from Rotherham schools in the last school year.
- For the first time for at least 6 years there were no permanent exclusions from primary schools.
- Direct work with parents and parenting support courses have helped parents of teenage children and young children to improve their parenting skills and provide appropriate boundaries and structures for their children.
- Behaviour Improvement Programme schools were successful in reducing the number of permanent exclusions with 18 of them meeting their target. Schools also had success in reducing their fixed term exclusions with 13 meeting their target. The number of days lost to fixed term exclusion was reduced in 16 schools.

Attendance

- Attendance in both primary and secondary schools has significantly improved over the last 3 years and Rotherham is one of only 50 authorities without any identified attendance concerns.
- Rotherham's primary school attendance is only 0.05% away from the national average whilst Rotherham's secondary school attendance is only 0.02% away.
- The practice of Rotherham's Education Welfare Service is cited on the DfES's Good Practice web site and other authorities have been invited to carry out some of Rotherham's initiatives to tackle poor performance.

- Rotherham's Education Welfare Service was one of the first in the country to issue fixed penalty notices under the Education remit of the Anti Social Behaviour Act 2003.
- The attendance of Looked After Children has also improved since the 2005/6 outturn. Action plans have been put in place for 15 young people which are monitored by a Member Education Panel.

School Performance

- In 2005 pupil performance at the end of all Key Stages has risen. In many cases the level of improvement is greater than the national rate of improvement.
- Overall performance in external tests and examinations is the highest in South Yorkshire.
- For the second year running the Minister of State for Schools and 14-19 Learners has written to congratulate Rotherham on the excellent performance of our schools in the achievement of Key Stage 2 pupils. The results show that children in Rotherham, at KS 2, have sustained the most consistent improvement in English and Mathematics since 2002.

Youth Offending Services (YOS)

- According to the most recent National Performance Tables, Rotherham Youth Offending Services are the 5th best performing Youth Offending Service in England and Wales.
- Intensive Supervision and Surveillance Programmes, the Home Office's 'flagship programme' for managing serious and persistent young offenders in the community, was first devised and delivered in Rotherham
- Rotherham Youth Offending Service has developed a unique Voice and Influence Officer post which has been described by the Youth Justice Board as an "excellent initiative".
- Additional mental and emotional health support is provided by a clinical psychologist working with both the STEPS Team (Support, Therapy, Education, Prevention Service) and the Youth Offending Service.

The Respect Agenda is a national initiative that has been put in place to tackle a range of issues which are associated with anti-social behaviour by individuals. The initiative offers; support for parents to address poor parenting skills and early involvement in crime or anti-social behaviour, works with schools to address truancy and exclusion and works with groups and individuals living in deprived areas where there is disorder, drug and alcohol misuse.

Teenage Pregnancies

- Rotherham has achieved a 9.1% reduction in teenage pregnancies over the 1998 baseline.
- Rotherham has the second lowest rate of teenage pregnancies in South Yorkshire (51.5%), the South Yorkshire rate is 55.3%.
- Specific project work has been undertaken in order to improve this from the 1998 baseline, including youth clinics, Sexual Relationships Education in schools and the baby doll project in Rawmarsh.

Voluntary and Community Sector

We have a good track record of working in partnership with agencies and are very proud of the contributions made by the voluntary and community sector. A couple of examples of work taking place include;

- Al Muneera run a girls only multi-sports activities project at Ferham School to make sports more accessible in a culturally appropriate manner and have female coaches and support staff.

- The Chantry Young Men's Christian Association (YMCA) runs a developing Dads (DVD) project which provides advice, support and informal education opportunities for fathers, fathers to be and father figures aged 16-25 years. This project currently covers all of Rotherham and consists of one to one support and group activities. Young fathers are referred directly to the project from a variety of other services, particularly those working in the field of teenage pregnancies.

There are far too many examples of good work to detail within this plan so for further details about a whole range of community and voluntary activities please got to www.varotherham.org.uk

You will find further examples of particular projects, initiatives and areas of good practice under each of the five Every Child Matters outcomes later in this document. These include 'Breakthrough Projects' which originated from the Community Strategy and highlight how particular areas of work contribute to the five themes. In addition, there are details of 'Making a Difference' projects which demonstrate how we will measure the impact of our work and integrate into our policies and procedures.

Local Public Service Agreement (LPSA)

March 2006 was the end of our public service agreement and the following targets were set in relation to Children and Young People.

- Improving the Educational Attainment of Children and Young People in Care (National).

- Maximising the contribution adoption can make to providing permanent families for children and young people.

- Increase the percentage of 14 year olds at or above the standard of literacy, numeracy, science and information and communication technology for their age.

- Improve the attainment and progress of pupils in the Foundation Stage (period end Summer 2006).

Currently, we have achieved our LPSA target, which is the increase in average SAT (Standard Attainment Tests) results for Looked After Children aged 11 years, we are on target to achieve the number of young people leaving care with 5 or more passes at grades A*-C and we are aiming to achieve the adoption targets at the end of the LPSA period. Whilst we are not on target to meet the Key Stage 3 attainment, there has been significant improvement at a rate which is higher than the improvement rate nationally.

The Vision for Children and Young People in Rotherham

During the development phase of services for children and young people in Rotherham, a great emphasis has been placed on the real involvement and engagement of children and young people. Traditionally, consultation, engagement and participation of children and young people has more usually been confined to a replication adult ways of working, but in Rotherham we are striving to turn things on their head by involving children and young people in our thinking, and actions, at a much earlier stage and at all stages of the process.

Young People's Services (Youth Service) has, with partners and young people, developed this into a much broader and deeper framework, where children and young people of all ages and abilities are encouraged to contribute at all stages of the process. In Rotherham this has evolved into the concept of giving 'real Voice and real Influence' in such a way that it

ensures children and young people have real impact on decisions that affect their lives. Recent activity has included young people's contribution to the scrutiny process, with Looked After Children young people involved in scrutiny of the Local Authority's role as Corporate Parent, and the Youth Cabinet's involvement in the scrutiny of Citizenship Education in Schools.

Rotherham's Youth Cabinet has, during four or five years, developed from an adults led forum to one where young people very much determine their own agenda. They meet formally six times a year; in November they unanimously referred 'Bullying' as an issue for scrutiny and at their training session in February, following peer education work on anti-fascism they considered issues relating to the British National party (BNP) impact on politics in Britain. Representation from secondary schools, colleges and special schools continues to grow. Similarly Rotherham's United Kingdom Youth Parliament representatives have developed innovative practice, this year their manifestos had simply a letter, no age, no gender, no picture and for the first time Electoral Services were involved in the count, next year the target will be to increase the number of young people involved in voting.

During the summer of 2005, Rotherham Young People's Services and partners conducted a Visioning Exercise involving in excess of 5,500 children and young people from 50+ organisations, and a variety of age ranges. 35 young people spent 4 days over the summer bringing feedback together as a vision, this was presented at the Rotherham Show by 95 young people to children , young people and the wider public. This has enabled us to use the analysis of need study, and cross reference it with what children and young people told us. It has informed the shaping of our key priorities, and the overarching vision for children and young people in Rotherham.

The Borough of Rotherham is experiencing a renaissance and in another recent event to launch this, children and young people from Rotherham's voluntary sector Get Sorted Academy of Music wrote and performed a song which was called "a new beginning". Words in the chorus included "Let's make a change, let's make a future for our young". *(Hyperlink to MP3 of the song)*

To capture this new beginning our overarching vision statement is:

VISION

Changing lives – working together to build a brighter future for all children and young people in Rotherham.

Core Principles

We have also developed a number of core principles. These principles have been adopted and will be embedded as widely as possible across the full range of our services.

Children and Young People's Services are committed to:

– ensuring the child and young person's wellbeing is paramount.

– creating a service that ensures fair access and best possible outcomes for all children and families.

– championing children and young people's rights and responsibilities.

– ensuring that the thoughts, views and experiences of children and families inform the development of our services.

– being innovative, flexible and adaptable to create services which are good enough for all children and young people.

– Recognizing and celebrating equality and diversity.

We will continually check the quality of our work by asking ourselves the question:

– If this were my child, would it be good enough for them?

And we will challenge the focus of our work by asking ourselves:

– Will it really make a difference for children and young people?

We place trust in each other because through working together we will make the greatest difference:

– We will listen, learn and improve.

– We will value and respect children, young people, families and each other.

– In order to achieve the best for all children and young people, we will recognise that we need to look after ourselves and care for each other.

Strategy for the well being of Children and Young People

Rotherham and all of its partner organisations are committed to enabling the well being of its communities and individuals. This strategic plan is the contribution to a broad approach to well-being, which specifically relates to children and young people. In 2005 we launched our revised Community Strategy and Corporate Plan, with the following priorities:

- Rotherham Alive
- Rotherham Safe
- Rotherham Learning
- Rotherham Proud
- Rotherham Achieving

We can demonstrate clear links from these priorities to the outcomes framework for Every Child Matters.

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 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.

EVERY CHILD MATTERS – BE HEALTHY

- Physically healthy
- Mentally and emotionally healthy
- Sexually healthy
- Healthy lifestyles
- Choose not to take illegal drugs
- Parents, carers and families promote healthy choices

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.

EVERY CHILD MATTERS – STAY SAFE

- Safe from maltreatment, neglect, violence and sexual exploitation
- Safe from accidental injury and death
- Safe from bullying and discrimination
- Safe from crime and anti-social behaviour in and out of school
- Have security, stability and are cared for
- Parents, carers and families provide safe homes and stability

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.

ENJOY AND ACHIEVE

- Ready for school
- Attend and enjoy school
- Achieve stretching national educational standards at primary school
- Achieve personal and social development and enjoy recreation
- Achieve stretching national educational standards at

FAIRNESS (cross cutting)

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.

SUSTAINABLE DEVELOPMENT (cross cutting)

Rotherham will be a place where the conditions are right to sustain economic growth, the well being of its citizens 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.

Our work with partners in developing our Local Area Agreement, has also informed this plan. The key areas of our Local Area Agreement are detailed later in this plan. We would have expected similar issues to emerge, but all of these activities running separately but in parallel, has served to affirm that these are the right priorities. We have shared these with wider consultative groups. Rather than new consultation, we have built upon what we have already been told, as much of it is very recent. We have used this to shape our priorities and then carried out "verification" sessions with stakeholders, to double check that we have got it right.

In addition the National Service Framework for Children, Young People and Maternity Services (NSF) has a direct influence on the delivery of this plan. (Department of Health 2004)

The NSF is a ten-year plan that has clear links to and with the Every Child Matters outcomes and frameworks. It carries an explicit commitment from Government to improving the lives of children and young people and is intended to lead to a cultural shift in developing and providing services, resulting in services which are designed and delivered around the needs of children and families, not around the needs of organisations.

Key messages in the NSF set national standards for the first time for children's health and social care, which promotes high quality, woman, child and young person centred personalised care.

The standards in the National Service Framework require services to:

- *Give children, young people and their parents increased information, power and choice over the support and treatment they receive, and involve them in planning their care and services.*

- *Introduce the new Child Health Promotion Programme designed to promote the health and well being of children from pre birth to adulthood.*

- *Promote physical health, mental health and emotional well being by encouraging children and their families to develop healthy lifestyles.*

- *Focus on early intervention, based on timely and comprehensive assessment of a child, young person and their families needs.*

- *Improve access to services for all children according to their needs particularly by co-locating services and developing Local Clinical Networks for children who are ill or injured.*

- *Tackle health inequalities, addressing the particular needs of communities and their families who are likely to achieve poor outcomes.*

- *Promote and safeguard the welfare of children and young people, and ensure all staff are suitably trained and aware of action to take if they have concerns about a child or young persons welfare.*

- *Ensure that pregnant women receive the highest quality care throughout their pregnancy, have a normal childbirth wherever possible, and are involved in decisions about what is best for them and their babies, and have choices about how and where they give birth.*

Children and young people enjoy better health today than previous generations; however inequalities still impact on children and young people. The practical challenge is how to ensure that children's services locally are coherent in design and delivery, with good co-ordination, effective joint working between and across sectors and agencies, with smooth transitions where necessary for children, young people and families. This plan provides a unique opportunity for the priorities derived from the 5 outcomes of Every Child Matters, The Local Area Agreement and the National Service Framework to merge and give direction to organisations and staff who work in partnership to improve the lives of all children, young people and families.

The Rotherham Context

The following information is drawn from our Comprehensive Analysis of Need, which also shows data within a National Context.

Rotherham is a diverse Borough consisting of 110.3 square miles of rural and urban areas and has an overall population of 252,300. There is a history of heavy industry including coal mining and steel works, and this has left Rotherham with a legacy of long term limiting illness, particularly affecting the adult population. As this heavy industry fell into decline, this saw the increase of unemployment and as a result there are some pockets of high deprivation. There are also cycles of deprivation with many children in workless households. There is also an increase in the number of children who have complex needs.

There are 78,245 children and young people under the age of 25 in Rotherham, which makes up 31% of the Borough's total population. Table 1.1 and Chart 1.1 give the population breakdown into five age groups, for all seven area assemblies. However, in relation to pupils attending Rotherham's Schools, almost 2465 live outside the Borough, in neighbouring Local Authority areas. In contrast there are 1191 Rotherham pupils attending schools in our neighbouring authorities.

Table 1.1 – Area Assembly Population Breakdown including numbers for Rotherham

Area Assembly Name	0 – 4 Years	5 – 9 Years	10 – 14 Years	15 – 19 Years	20 – 24 Years	Total
Rother Valley South	1801	2032	2210	1999	1611	**9653**
Rother Valley West	1991	2109	2413	2265	1874	**10651**
Rotherham North	2035	2403	2703	2579	2175	**11895**
Rotherham South	2324	2431	2492	2485	2193	**11926**
Wentworth North	2031	2234	2430	2247	1987	**10929**
Wentworth South	2312	2586	2736	2473	2094	**12201**
Wentworth Valley	1996	2293	2505	2341	1855	**10990**
Rotherham	**14489**	**16089**	**17489**	**16389**	**13789**	**78245**

Chart 1.1, 0 – 24 Population Breakdown by Area Assembly (Source: 2003 mid year population estimates)

Key:

0-4
5-9
10-14
15-19
20-24
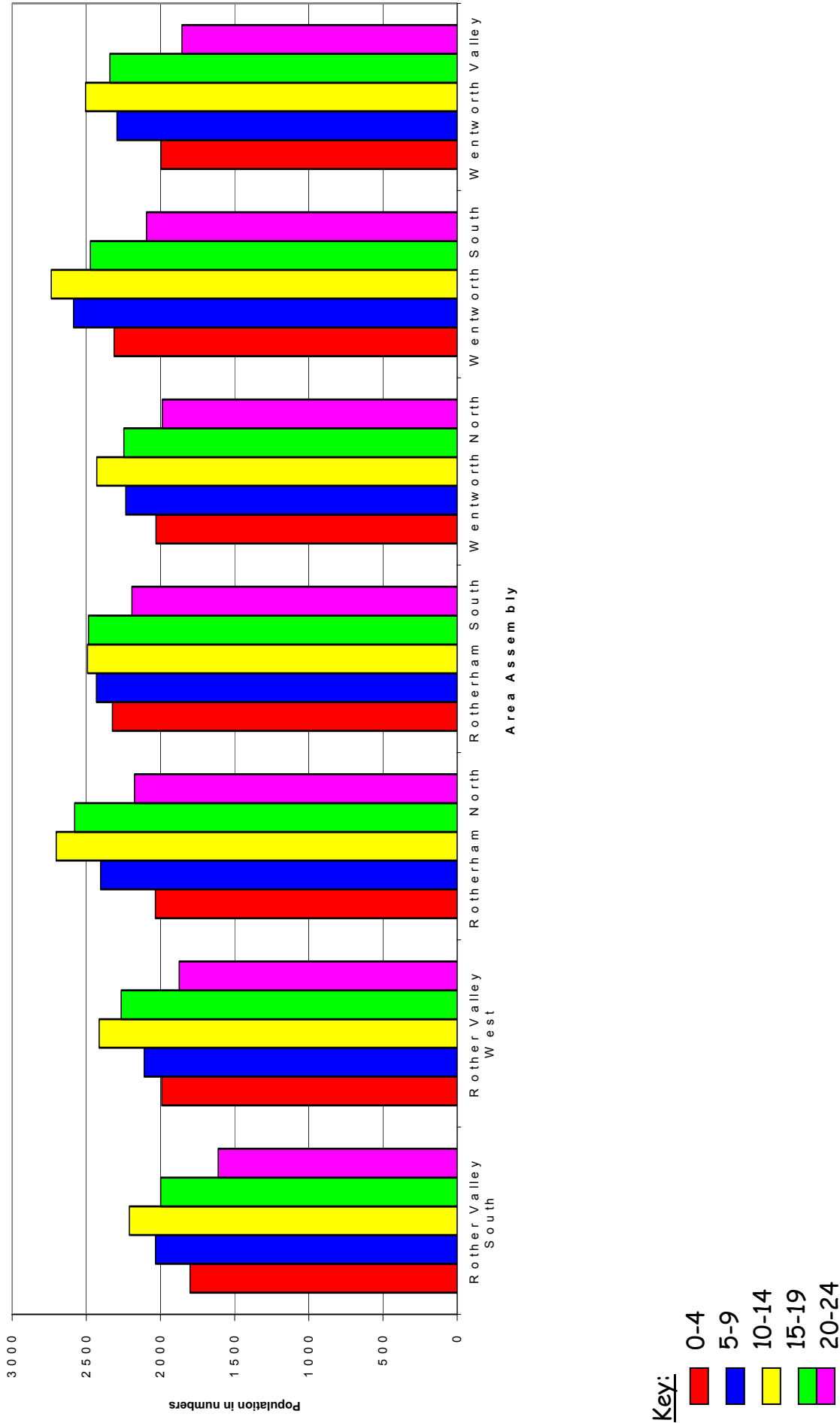
Gender

Information taken from the 2003 Population Model indicates that 51% (39, 672) of Children and Young People in the Borough were male and 49% (38, 572) were female. There is a similar trend across most of the individual area assemblies, with the exception of Rother Valley West, as can be seen in chart 1.2 below.

Chart 1.2 – Gender trends across Area Assemblies and Rotherham

Ethnicity

91.7% of Rotherham's children and young people are from a White British background and 7.7% from a Black or Minority Ethnic background (data taken from 2005 Annual School Census) of whom the majority of children and young people are Pakistani. A full ethnicity background for Rotherham and its Area Assemblies can be found within Appendix B. Two assemblies have a higher population from Black and Minority Ethnic groups, than the 7.7% Rotherham average – Rotherham North 10.1% and Rotherham South 26.4%.

Chart 1.3 Indicates the percentage of school aged pupils that have English as an additional language. The area assembly with the highest English as Additional Language (EAL) population is Rotherham South.

Chart 1.3 – % of School aged pupils who have English as an additional language by Area Assembly

When looking at the relationship between educational attainment and pupil residency analysis shows that there is some, although not significant, correlation between the Area Assemblies with a higher proportion of BME children and young people and the lower Key Stage 1 and 2 results. Although this is evident at the early stages of education the results even out by the time GCSE's are taken. A breakdown of this information is available on Table 1.3, within Appendix C.

We have a history of addressing needs arising from our increasingly diverse population in Rotherham. This includes specific support for communities of interest such as Asylum Seekers, Migrant Workers, Travellers and a support network for Lesbian, Gay and Bi-Sexual young people.

Self Assessment and Review

In 2005 we experienced our first Annual Performance Assessment, which was a combined assessment conducted by Ofsted (Office for Standards in Education) and CSCI (Commission for Social Care Inspection), following our self assessment submission. We are proud to have achieved real improvements in both education and social care over recent years and this was reflected in our score of 3 out of 4. This is described as "a service that consistently delivers above minimum requirements for users". We were also judged to have good and promising prospects for improvement. These final judgements were consistent with our own self assessment.

The Annual Performance Assessments identified strengths and areas for improvement and these are summarised below.

Strengths	Areas for Improvement	Progress
Be Healthy:	**Be Healthy:**	
• Strong partnership approach with the PCT and schools towards health and well being	• Teenage pregnancy rates are above the national average	Improving
• Referral of acute and non acute mental health issues to CAMHS within timescales is 100%	• Monitoring of health of looked after children has declined from good to average	Improving
• Education on smoking, substance abuse and	• Develop a range of indicators to	Under

development	evaluate the impact of the range of initiatives and determine best value.	Progress made and further work ongoing
sexual health and relationships education reach all children • Positive systems for addressing the health of looked after children • A good range of services is in place to support young people's mental health **Stay Safe:** • Senior multi agency work led by safeguarding board • Generally good performance on child protection indicators with improved performance on ones previously causing concern • The strategy for preventative support; the children in need protocol has increased support packages and safe systems for recruitment • Good performance on adoption and fostering • The range of measures in children's homes to promote children's rights and safety • Support for care and welfare in schools is generally good • All schools fulfil procedures for child protection	**Stay Safe:** • Improved procedures for core assessments • Further work on agreeing threshold criteria for children in need	

Enjoying and achieving:	Enjoying and achieving:	
• Evidence of improving attainment in secondary schools	• Rates of primary attainment and the lack of consistent progress	Progress made and further work ongoing
• SEN strategy and support systems		
• Support for raising the attainment of looked after children	• Attainment in English at Key Stage 3	Improving
• Support for improving attendance and behaviour	• Schools in Ofsted category of concern	Progress made and further work ongoing
	• Attendance of looked after children	Progress made and further work ongoing
Making a positive contribution:	**Making a positive contribution:**	
• Commissioning of services to support young carers	• Percentage of looked after children contributing to reviews	Progress made and further work ongoing
• Services to support young people to live independently		
• An effective Youth Offending service which is impacting on offending rates and targeting provision effectively	• Transition and pathway planning for children with a disability	Improving
• A range of strategies to consult with young people – Rights2Rights, Voice and Influence, Orchard Flyers, Youth Parliament and Cabinet, schools councils		

Achieving economic well being:	Achieving economic well being:	
• A co-ordinated 14 to 19 strategy	• Declining trend of entry to further education	Work ongoing
• A commitment to the development of enterprise	• Levels of direct payment to young people or their carers	Improving
• Rising trends of post 16 attainment		
• Good rates of participation in education, training and employment		
• Strategies to plan for and support the involvement of looked after children in education, training and employment		

Following the Annual Performance Assessment we developed an improvement plan and we are on track to achieve our goals as detailed above.

Every three years the inspection services related to children and young people, combine to carry out a Joint Area Review. This is a very detailed process which builds on the self assessment, and includes an onsite analysis week, surveys, followed by two weeks onsite inspection. Case files will be examined to ensure that standards are being met and young people will be asked to take the inspectors on a tour of a neighbourhood, so that they get to see things from the young people's perspective.

We know that our Joint Area Review will take place in June 2006, and our plans are underway to prepare for this. We will be assessed on a number of judgements but focus will be on how effectively we work in partnership to deliver improved outcomes for children and young people. The Council will also have a corporate assessment (part of the Comprehensive Performance Assessment which gives a judgement about the whole Council) at the same time, and our judgement on Children and Young People's Services will impact on the overall score for the Council.

High Impact Priorities for Children and Young People

We have used all of the information from our analysis of need, results from consultation and surveys together with the visioning exercise to inform our priority setting. We have also taken into account those things which we need to improve, as identified in our Annual Performance Assessment.

The Every Child Matters framework contains a wide range of aims, indicators, targets, and judgements. All of the partners involved in delivering services for children, young people and their families will continue to aim for the best possible achievement against all of these measures. We have decided to focus our aligned, pooled resources on a small number of high impact priorities, where by doing this we could add more value and achieve even better outcomes, making a significant improvement.

We have been developing our plans through a steering group and a task group for each of the five outcomes in the Every Child Matters framework. These task groups have worked up a series of key issues that are seen to be important, based on the information above. An event was held for all key stakeholders to rank these priority areas, so that we could identify a smaller number of high impact priorities per outcome for the life of this plan. The priorities identified were as follows:-

Be Healthy – Promote Healthy Lifestyles by:-

- Improving emotional and mental health
- Improving physical health
- Improving sexual health
- Reducing smoking rates
- Reducing obesity and improving advice on nutrition
- Reducing the misuse of alcohol and drugs
- Increasing breastfeeding rates
- Increasing the support where a child or young person has a lifelong or life limiting condition.

Stay Safe – Ensure that children are protected from harm and that those who are most vulnerable receive timely co-ordinated multi agency services by:-

- Improving multi agency assessments, achieved through a comprehensive training programme
- Improved protocols for thresholds of intervention
- Bringing together services for those young people who are at risk of sexual exploitation

- Improving safe recruitment practices
- Reducing bullying by implementing robust protocols, systems and through sharing best practice
- Improving the support provided at points of transition in the lives of all children and young people

Enjoy and Achieve – Improve the quality of learning and achievement by:-

- Raising attainment across the Borough in all assessment phases
- Raising the attainment of boys, looked after children, children from black and minority ethnic backgrounds and those with complex needs
- Reducing the number of children and young people excluded from school
- Improving school attendance levels in all year groups, including Looked After Children
- Improving access to sport, leisure, cultural heritage and recreational facilities

Make a Positive Contribution – Increase the opportunities for children & young people to influence decisions that affect their lives by:-

- Achieving the Hear by Right standards
- Promoting positive images of young people
- Increasing the number of children and young people who volunteer
- Increasing the number of schools with school councils
- Improving support to parents, carers and families
- Ensuring fairness, equal opportunity and treating everyone with respect and dignity
- Increasing the number of Looked After Children and young people with Special Educational Needs (SEN). who contribute to their review.
- Reduce the number of children and young people who offend and re-offend

Achieve economic well being by:-

- Increasing the number of young people in Education, Employment and Training
- Increasing the number of young people with enterprise skills
- Improving basic skills of parents, carers and family members
- Assisting economically inactive parents, carers and family members, including those on Incapacity Benefit and lone parents, back into work.

- Ensuring that all children and young people live in Decent Homes
- Developing a sustainable multi agency workforce that will enable our priorities and outcomes to be achieved

In Rotherham, the role of parents and families is recognised and valued in helping every child achieve. The outcomes for every child can only be achieved in partnership with their parents and families by establishing mutual priorities and trust. The most recent research has concluded that for all children the quality of the home learning environment and their involvement in their child's learning is important for intellectual and social development and therefore achievement. We recognise that more work needs to be done to engage parents/carers in our work and we are committed to developing mechanisms to increase their inclusion and involvement.

Links with the Local Area Agreement (LAA)

Local Area Agreements (LAAs) are made between central and local government in a local area. Their aim is to achieve local solutions that meet local needs, while also contributing to national priorities and the achievement of standards set by central government.

Local Area Agreements seek to:

- provide intelligent and mature discussion between local and central government, based on a clear framework and shared understanding of national and local priorities
- improve local performance, by allowing a more flexible use of resources, to achieve better outcomes and devolve responsibility
- enhance efficiency by rationalising non-mainstream funding and reduce bureaucracy to help local partners to join up and enhance community leadership

The Local Area Agreement vision is to meet the needs of every young person from 0-25 years, through the provision of high quality universal services and targeted services for those who experienced barriers to life chances. The priorities of the LAA (also called key outcomes) are derived from the 5 outcomes of Every Child Matters and are very closely in line with the priorities set out within the Children and Young People's Single Plan.

The Local Area Agreement's priorities include:

- Improved access to a wide range of knowledge, support and services, ranging from early intervention and prevention to acute services, which promote emotional and social well being and address mental health issues
- Raising the levels of attainment for all children and young people with a particular focus on reducing the gap for groups such as Looked After children, and children from black and minority ethnic groups
- Maximising enterprise and economic opportunities for all young people by providing high quality advice and guidance, enterprise skills and training
- Raising the aspirations and achievement levels of all children and young people by increasing access to information, support and learning opportunities for families and communities

Whilst Children and Young People's Services aim to provide high quality services for all young people and their families, the Local Area Agreement intends to add value by a focus on reducing inequalities and disadvantage experienced by some children and young people.

ROTHERHAM'S JOURNEY TOWARDS BETTER OUTCOMES

Children and Young People's Services Commitment to 'Being Healthy':

"In Rotherham we will ensure that children and young people will have access to healthy lifestyles and will be able to access support and services to help in choosing such lifestyles."

Mental Health and Emotional Well-Being

What children and young people in Rotherham have told us:

We need counsellors in school who can have a one-to-one with every pupil so no one gets singled out.

What we are doing now:

In 2005, 6 Secondary Schools have Rotherham Mind and Young People's Services providing drop-ins every week.

7 Secondary Schools have a School Nurse and/or Youth Worker led drop-in, which provides support for young people on a weekly basis.

Young People's Services' Youth Start currently provide 49 hours of counselling support for young people across the borough at a non stigmatising venue in central Rotherham.
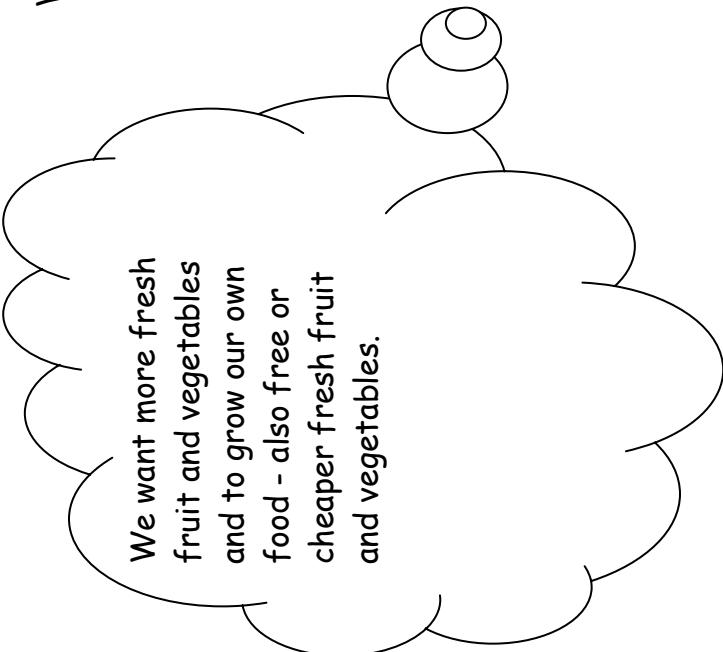
Facilitating peer counselling in a number of schools.

What we are going to do:

- Continue to increase the provision of mental health workers in secondary schools, aiming for 100% by 2008/09.
- Reduce the average waiting times for CAMHS appointments.
- Review the criteria for access to CAMHS for the most vulnerable
- Provide timely accessible mental health support to children and young people, particularly in young people's settings and have single points of access
- Ensure consistency in the quality of counselling support for children and young people across the Borough
- Develop training and development for staff to enable them to identify early signs and promote mental health and emotional well-being through daily practice
- Develop Service Level Agreements for Special Schools with Young Minds

Healthy Lifestyles

What children and young people in Rotherham have told us:

We want more fresh fruit and vegetables and to grow our own food – also free or cheaper fresh fruit and vegetables.

What we are doing now:

100% of Rotherham Primary Schools are taking part in the Fruit and Vegetable in School Scheme. This scheme ensures that all children aged 4-6 years are offered a free piece of fruit or vegetable each school day.

Many Children's Centres and Schools have created small allotment projects.

Valley Allotment Project engages vulnerable children in allotment based activities from the Valley area.

Carrying out a lifestyle survey in seven secondary school Years 7 and 10.

What we are going to do:

- Improve the diet of children and young people and their families by ensuring that all schools have the 'Food in Schools' Toolkit embedded within schools systems and structures.
- We will extend the lifestyle survey to primary and special schools in 2007/08.
- Conduct lifestyle surveys on a three years rolling programme to assess impact of our strategies and activities.
- Encourage an uptake of the "Food in Schools" policy so that at least 50% of schools have a policy by December 2006.
- Discuss with local supermarkets and retailers approaches to ensure a local supply for affordable, high quality fruit and vegetables.
- Increase the number of schools offering 'healthy option' breakfast clubs and after school clubs
- Increase the number of schools who offer walking buses and the number of children and young people walking to school.
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Drugs and alcohol

What children and young people in Rotherham have told us:

> More drugs and alcohol advice and information aimed at young people.
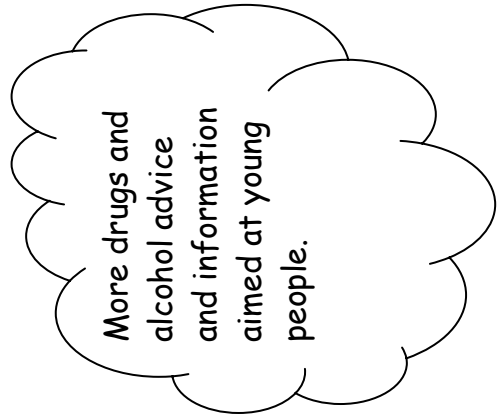
What we are doing now:

All schools can access appropriate training to support the teaching of drug education (including alcohol and tobacco) subject to funding.

Healthy schools keep schools up to date through regular updates on patterns of drug use, changes in law and new resources so that staff have up-to-date information to deliver to pupils.

Know the Score provide drop-ins at the request of the secondary school, special school or Pupil Referral Unit (PRU). This supports the Lifestory work – where ex-drug users are trained to deliver sessions with staff in schools.

Rotherham Healthy Schools PSHE (Personal Social Health Education) scheme of work which includes ideas for drug education from Y1 through to Y6 in order to strengthen the delivery of drug education in the primary phase.

Continuation of Free 2B Me Project – a specific initiative targeting children of drug using parents - 80 in 2005/06.

Crucial crew is completed with most year 6 children on a yearly basis providing scenarios and information on safety, drugs and alcohol.

What we are going to do:

- All secondary schools, Special Schools, Primary and Pupil Referral Units will deliver drug education as part of a planned programme of PSHE (Personal Social Health Education).
- Increase the treatment interventions for young substance misusers by 50%
- Continue to expand the role of the Looked After Children's Nurse with an increased focus on reducing drugs and alcohol.
- Work with the Drug Action Team to ensure that we work with drug abusing parents to minimise the impact on their children
- Re-launch awareness initiatives so that parents are alerted to the signs of drug/alcohol misuse

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General Health

What children and young people in Rotherham have told us:

What we are doing now:

Young People's Services' Youth Start is a central Rotherham service which provides a young person led approach to the provision of information and support (including counselling, drop in sessions, one to one support) on all issues that affect young people.

10 Youth Clinics established across the Borough provide sexual health support. These are open between 1 and 2 days a week.

We are providing a smoking cessation advice and support.

We are developing a Young People Friendly Accreditation Scheme to increase take up of health services.

Health advice for young people from youth workers, school and college.

Services for young people need to be varied, e.g. local and town centre, opening times to suit young people, confidentiality, different methods, different venues – school, youth clubs, doctors.

What we are going to do:

- Provide and improve generic confidential information and advice in secondary schools staffed by a Youth Worker and/or a School Nurse.

- Reduce smoking from 19% to 9% or less by 2010 by provision of cessation support for young people. (Lifestyle Survey to monitor.)

- Implement Young People Friendly Accreditation Scheme to improve health and particularly sexual health advice.

- Have 145 health services accredited as Young People Friendly by 2009.

- Introduce baseline assessments to assess weight at school entry and Year 6 and target resources to obese and malnourished children and young people.

Breakthrough Projects

Rotherham is the only area to have achieved a 100% sign up of primary schools to the "Fruit and Vegetable in Schools" programme. Now, all children aged 4-6 years in infant or primary schools are offered a free piece of fruit or vegetable daily. This is part of the 5 A DAY programme promoting increased consumption of fruit and vegetables.

The successful Sure Start programmes have been implemented across Rotherham working with parents-to-be, parents and children. Additionally the Sure Start Plus project (which focuses its attention on teenage parents) has offered a diverse range of services, including information and advice on housing, benefits, health, childcare, training and education. It has: provided personal support for teenagers who discover they are pregnant; co-ordinated an innovative support package for new parents and their families: enhanced and re-shaped existing services; and has addressed gaps in provision. Teenage Childcare Project supports teenage parents to access childcare to continue their learning or to take up employment opportunities.

Children and Young People's Services Commitment to 'Staying Safe' in Rotherham

'In Rotherham services will work together to ensure that children and young people feel safe at all times; on the street, in school/college, in training, in the workplace and in their home. Children and young people should be safe from maltreatment, neglect, violence and exploitation.

<u>Bullying</u>

What children and young people in Rotherham have told us:

What we are doing:

We have provided 'Guidance to Address the Bullying of Children & Young People' to support practice has been provided to all schools and a number of other agencies.

After consultation with young people about their experience of bullying the Anti-Bullying Policy for Looked After children and young people has been revised and will be re-launched. Additional strategies have been identified to support both the victim and perpetrators of bullying

The Anti-Bullying officer role has been evaluated and reviewed to address strategic, training and development needs in relation to policy, procedure and practice. The role will also include listening to and working with young people.

We have developed an anti-bullying service pathway.

The Maltby Anti-bullying project has worked with young people who have been the victims of bullying. The group have looked at strategies to try when being bullied and have raised awareness in schools about how it feels to be bullied

It should be compulsory for teachers to respond to bullying, one person should be trained to deal with bullying in schools and support victims

Young people should be involved with policies about them, like bullying policy in school.

We would like a way of reporting bullying in school that is anonymous and access to someone on line who would give us advice. This would help as we often don't say because we are embarrassed or worried about what will happen. We often don't feel listened to and nothing is done about the problem.

What we are going to do:

- We will refresh our anti-bullying strategy, intensifying our efforts to reduce all forms of bullying.
- We will share good practice and guidance on bullying prevention and intervention across all schools and establishments.
- We will introduce a database to record incidents of harassment, bullying and hate crime which will be piloted across 20 schools from April 2006.
- We will conduct a project involving children and young people to measure the impact of our policies and practice to reduce levels of bullying.
- Take forward the referral from Children and Young People regarding bullying which was presented to our CYP Scrutiny Panel.
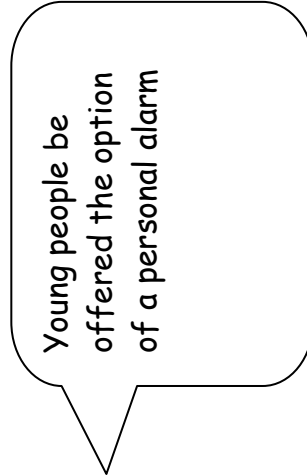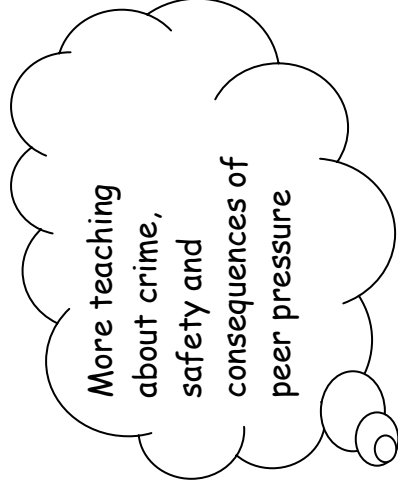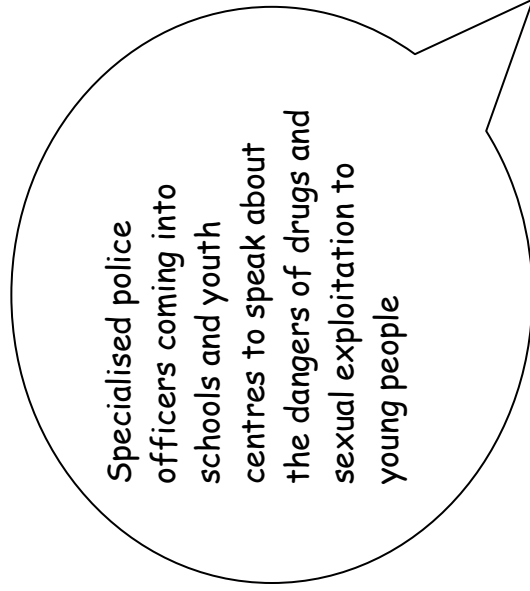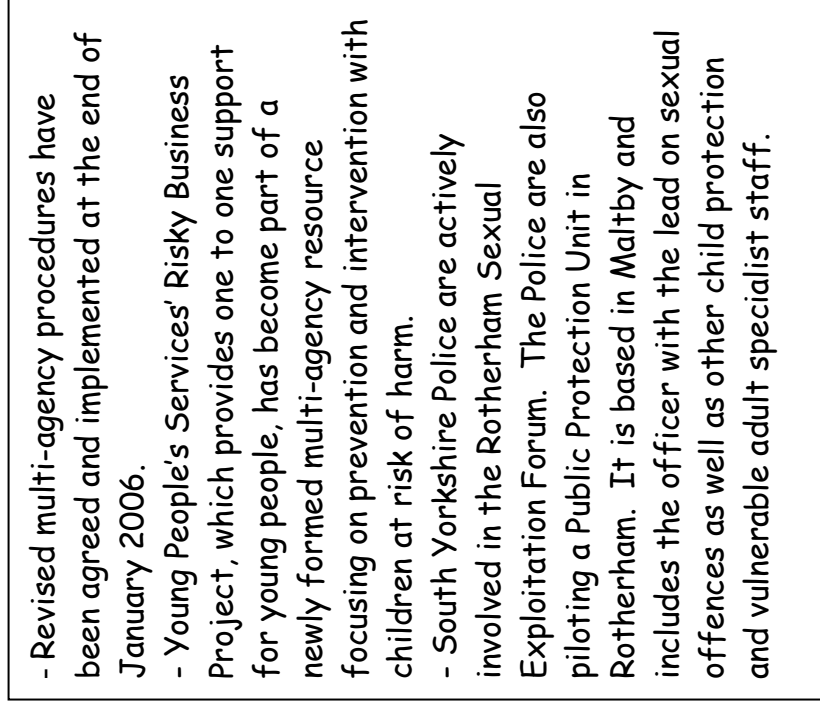
Making a Difference Project

Although we have a number of initiatives in place to target bullying we acknowledge that we need to continue to develop measures to see if we are actually having a positive impact for children and young people. We recognise the importance of demonstrating, over a period of time, that the projects we have in place are making a difference. Rotherham MIND already have a recording system in place detailing the percentage of children and young people who have accessed their service and who are no longer bullied or are bullied less. The new monitoring and recording system being introduced, as from 1st April 2006, for bullying, racial incidents and harassment will incorporate a feedback facility for children and young people to state whether they feel their incident has been dealt with effectively so we will be able to utilise this information and identify areas for improvement. The Lifestyle Survey will also provide us with baseline information around being both the victim and perpetrator of bullying that we can periodically monitor.

A project will be conducted, involving children and young people, to measure the impact of our policies and practice to reduce levels of bullying. Children and Young People will be involved in this via Voice and Influence.

Sexual Exploitation

What children and young people in Rotherham have told us: What we are doing: What we are going to do:

More teaching about crime, safety and consequences of peer pressure

Specialised police officers coming into schools and youth centres to speak about the dangers of drugs and sexual exploitation to young people

Young people be offered the option of a personal alarm

- Revised multi-agency procedures have been agreed and implemented at the end of January 2006.
- Young People's Services' Risky Business Project, which provides one to one support for young people, has become part of a newly formed multi-agency resource focusing on prevention and intervention with children at risk of harm.
- South Yorkshire Police are actively involved in the Rotherham Sexual Exploitation Forum. The Police are also piloting a Public Protection Unit in Rotherham. It is based in Maltby and includes the officer with the lead on sexual offences as well as other child protection and vulnerable adult specialist staff.

- Further consideration will be given to the need of young boys who may be at risk of sexual exploitation and recommendations made by the end of March 2006.
- Agencies will agree thresholds for referral and responses and continue to improve management information through the work of the Sexual Exploitation Forum.
- The Forum will make proposals to the Safeguarding Board by April 2006 about a campaign to highlight the risks and dangers associated with sexual exploitation.
- The Safeguarding Manager will work with the Housing and Licensing departments around safe accommodation and transport in respect of sexual exploitation by March 2006
- We will reduce the numbers of looked after children who are sexually exploited.
- We will increase the number of successful prosecution of perpetrators of sexual exploitations.

Safer Recruitment

What children and young people in Rotherham have told us:

What we are doing:

What we are going to do:

Ensure that children are safe when in the care of others is important.

Training and checking of foster carers. How will you make sure they are properly trained and keep a check that they are doing a good job and that we are safe?

- Checks are made with Local Authorities, Probation, Police, Health, personal referees, and employers, when approving new foster carers.
- Children and young people participate in the selection process for staff and volunteers.

We will aim to ensure that anyone having direct contact with children and young people or access to information relating to them **must** have an enhanced Criminal Records Bureau check to ensure that they are trustworthy and safe people.

We will implement across the Authority a requirement for robust risk assessment procedures before the Enhanced Criminal Records Bureau checks are disclosed.

We are going to revise personnel policies and procedures in Children and Young People's Services in response to the Bichard Inquiry Report, including that we phone every previous employer and referee and contact every previous employer when recruiting staff and volunteers.

Assessment and Thresholds

What children and young people in Rotherham have told us: What we are doing: What we are going to do:

Young people with disabilities need help to become adults, learn new skills and gain their independence

It would be great if more could be done to make sure that we are helped sooner and that some of us would not have to be looked after. How can you help this to happen so that our families don't get into trouble?

The Common Assessment Framework and Lead Worker role are being trialled in 3 areas of Rotherham to support early identification of need, preventative interventions and improved integrated multi-agency working.

Multi-agency training to support the trials has enabled practitioners to develop their understanding and awareness of services and support available.

Families UNited provides parenting programmes for both parents and carers and their children (10-14 years) as part of the Strengthening Families Programme.

- A new assessment protocol will be introduced and will cover Universal Assessments, The Common Assessment Framework, The Framework for the Assessment of Children in Need and Specialist Assessments and associated thresholds. This will complement/assist within the launch of the Integrated Children's Systems (ICS.)
- A multi-agency training and implementation plan will be implemented to ensure all relevant Children and Young People's Service staff are trained in the Common Assessment Framework, Lead Worker and the Information Sharing process, procedures and protocols. This is to include children and young people at all points of transition.
- More multi-agency information sharing and working together will mean that we can deal with things earlier.
- As a leadership, key managers in the Children and Young Peoples Service examine case studies regularly to learn from experience. We will continue to do this and introduce

Transition

What we are going to do:

Ensure that the *Get Real Team* is notified of every Looked After Child transition before it happens

Transition processes will be considered at an early age to enable a smoother pathway between services and between childhood and adulthood

Ensure that Transition Plans are agreed with the child or young person

Further develop the register for young people in need of a transition's plan and use this to monitor their pathway and the impact of our work

Guarantee that every Looked After Child has a minimum of 6 weeks transition.

What young people/carers in Rotherham have told us: **What we are doing:**

The Transitions Panel has recently been re-instated and has multi-agency representation

The Panel has started to look at the young person holistically, starting with the introduction of and implementation of the common assessment framework

Participated in a training video in conjunction with the Department of Health to highlight areas for improved practice

Established a young adults Transition Team and a dedicated Transitions Worker for children and young people

People need to have higher expectations of me and involve me in decisions that affect my life

If you're going to change my personal care tell me to my face don't write me a letter

There's no consultation or discussion when you pass from one service to the other.

You need a person who knows you and your family to come and listen when there's a problem to come and listen and then it wouldn't get so stressful.

It's been a continual battle getting equipment and support as my child's need have changed as she's got older

Making a Difference Project

Although we are pulling together pieces of work to ensure early transition planning and smoother pathways we need to know that our efforts are making a real difference and improving the experience of these young people.

We will work with children and young people in transition and involve them in our policies, procedures and training to ensure our policy translates into practice.

Fear of Crime

Information below was collated from the 2004 audit survey, this was sent to one in ten households across Rotherham. The charts indicate that over 60% of under eighteens who returned the questionnaire had never been a victim of crime.

Please note that because this survey was sent to 1 in 10 households in the Borough there was a large under-representation of U18's.

What children and young people in Rotherham have told us:

What we are doing:
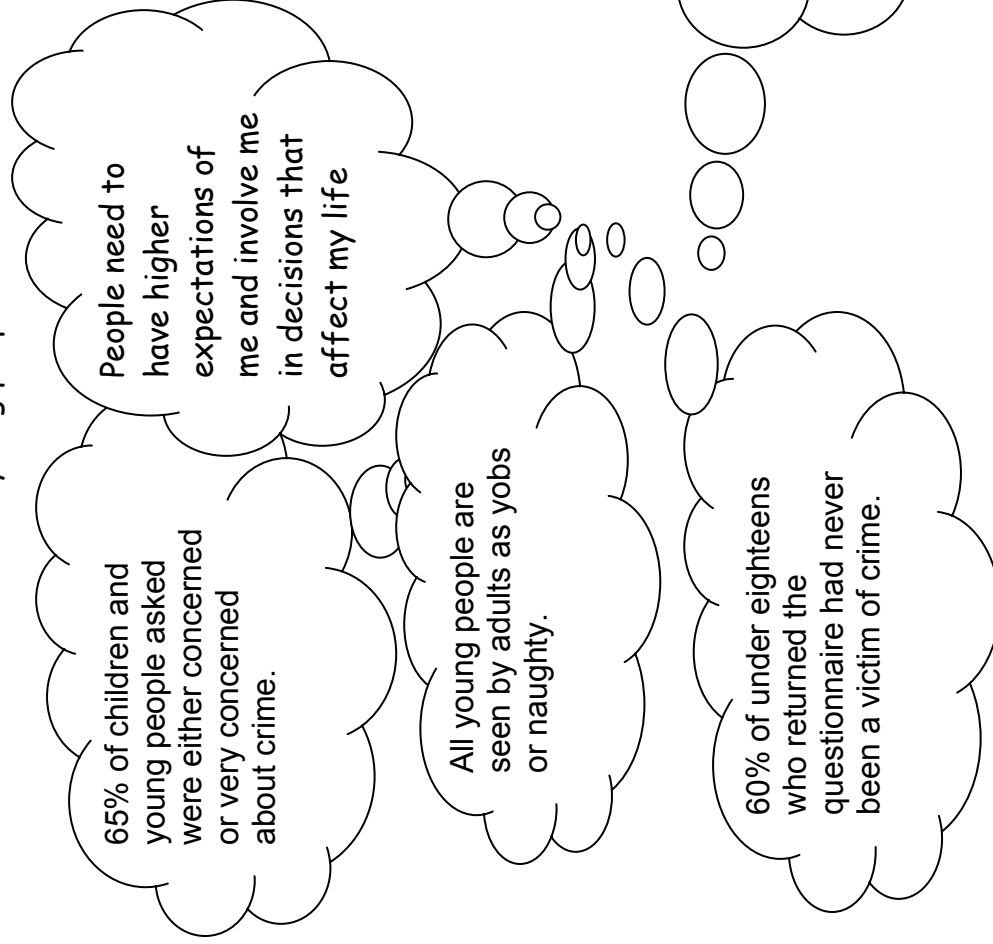
More publicity regarding differences between fear of crime and the actual occurrence which is very low and in fact the lowest in South Yorkshire.

Rotherham has 11 Women's Refuges places and supported 1199 children and young people in 2004/05.

65% of children and young people asked were either concerned or very concerned about crime.

People need to have higher expectations of me and involve me in decisions that affect my life

All young people are seen by adults as yobs or naughty.

60% of under eighteens who returned the questionnaire had never been a victim of crime.

We need a place to chill without being seen as trouble causers

There needs to be more facilities for children and young people

What we are going to do:

Continue to implement preventative work to reduce incidence of Youth Crime.

Work with young people with emotional/mental health problems to address these issues and their relationship to offending.

Carry out further work in relation to children and young people in employment, education and training to reduce opportunities for them to become involved in crime or anti-social behaviour.

Target of 25 Women's Refuge places by 2010.

Work with the Police to target areas of high crime amongst young people.

Breakthrough Project

In 2004/05, Rotherham saw a reduction in most crimes, including a 33% reduction in domestic burglary and a 25% reduction in vehicle crime. Successful initiatives have included: the Prolific Offender and Youth Inclusion projects; the use of acceptable behaviour contracts, and anti-social behaviour orders. In addition, to reduction in crime overall, there is also a greater confidence to report incidents by those who may not have felt supported to do so in the past – for example, victims of domestic violence, racial and homophobic incidents.

90% of children are in the same or next room when domestic violence takes place, the impact on children can affect their health, safety, school attendance and attainment, economic well-being and in some cases serious injury or death. Rotherham Women's Refuge provides:

- Specialist support for children living in the refuge. Peer support work, information and advocacy, building self confidence and self esteem.
- Play therapy for children and young people, providing early intervention to children experiencing mental health distress.
- Parenting support and behaviour management strategies.
- Violence Free Relationships Programmes, which is preventative work, delivered in a range of educational and other settings.
- A range of child protection support work.
- Safe supported good quality accommodation.

Following a Scrutiny Review of Domestic Violence in 2002 a further review took place during December 2005 focusing on the impact of domestic violence on children and young people. The recommendations from this review are being finalised and will be incorporated into the review of this plan.

A Missing Children protocol established in 2000 and updated in Sept 2004 has significantly reduced number of days children were missing from 895 in 2000 to below 300 in the last two years. In addition, a local project for young runaways includes inter-agency information sharing to afford additional protection for this vulnerable group. A multi-agency team is working effectively to identify and track the whereabouts of hard to reach pupils/families.

Children and Young People's Services' Commitment to Enjoying and Achieving:

In Rotherham we provide children and young people with world class learning opportunities. We will encourage them to be responsible for their own decisions. Whenever difficulties appear children and young people will feel empowered to ask for help and support. We will strive to make sure that no child or young person is ever left behind.

Raising Standards of Attainment and Achievement

What children and young people in Rotherham have told us:

What we are doing:

What we are going to do:
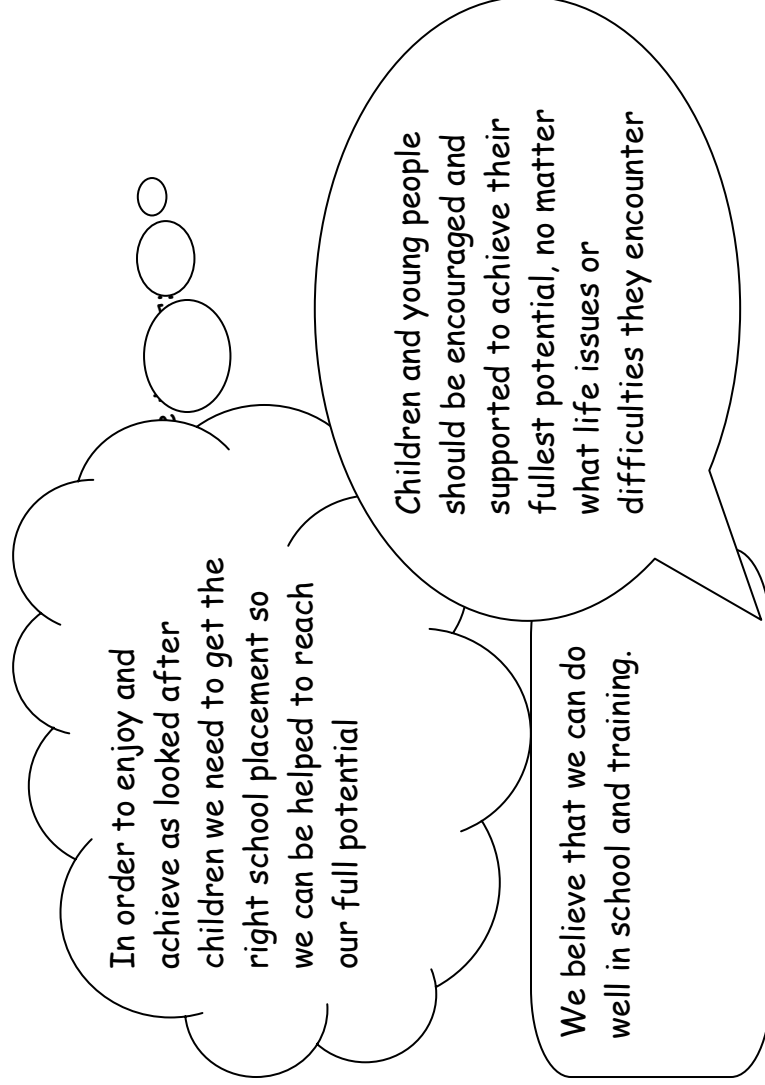
Rotherham Get Real team works with schools to enable them to develop systems that are sensitive to the needs of looked after children

Each year we analyse the data and information we hold to identify those schools in most need of support for vulnerable and underachieving pupils and target specific support

The Education Welfare Service supports schools to ensure that children attend school on a regular basis

Introduce assessment on entry to Foundation Stage to support the value added in Key Stage 1

Reduce the gap in Foundation Stage between the Local Authority average level of achievement and the 20% disadvantaged areas

Promote the development of Children's Centres and extended services

Reduce the difference between the boys and girls attainment

Improve the quality of teaching in schools

Implement procedures to ensure that all children and young people missing from education are identified and supported

Target intervention to schools experiencing difficulties, with a particular focus on English

In order to enjoy and achieve as looked after children we need to get the right school placement so we can be helped to reach our full potential

We believe that we can do well in school and training.

Children and young people should be encouraged and supported to achieve their fullest potential, no matter what life issues or difficulties they encounter

Achieving Personal and Social Development and Enjoying Recreation

What children and young people in Rotherham have told us:

We need a place to chill without being seen as trouble causers

There needs to be more facilities for children and young people

Rotherham should be seen as a children and young person friendly place

We need more organised sports and arts activities with cheaper or free access

Arts, sports and leisure facilities should be children and young person friendly and affordable

What we are doing:

Clifton Park Museum was re-opened in February 2005 following a £3 million pound makeover. The museum is young person friendly and tells the story of the Rotherham area from geological times to the present day.

The School museum service supports schools by offering

- advice on aspects of collections and how to make the best use of resources.
- Loan service of history and natural history objects
- Visits to museum sites
- Rotherham performs above the national average in sports provision in all schools and well above in Primary schools

Rotherham Council already provides a wide range of arts, cultural, sport and leisure opportunities both within and outside the statutory education provision

- Every year we stage a production which involves Looked After Children
- The voluntary and community sector also offer a wealth of additional opportunities for sport, leisure and recreation, Swinton Lock Activity Centre, Play and Learn Bus, Get Sorted.

What we are going to do:

Ensure that the basic entitlement for all children, and young people to sporting and cultural and leisure facilities is accessible to vulnerable groups

Audit the level of wider opportunities currently available to children and young people to ensure that recreational and voluntary learning opportunities reflect the needs and interests of individuals as well as groups

Provide a range of affordable, accessible, challenging and rewarding sport, leisure, arts and cultural opportunities

Increase the take up of sporting activities for young people over 16

Ensure the effective co-ordination and inclusive nature of the delivery of out-of hours and holiday opportunities

Breakthrough Project

All Rotherham's secondary schools have signed up to the "Investors in Education" initiative. Developed with education and training providers and businesses, it establishes a "two way" street as a mutually beneficial relationship between education and businesses and advances the enterprise curriculum.

Alongside this, Rotherham has been selected as one of 39 National Pilots for the Young Apprenticeship Programme allowing 14-16 year old pupils to have extended experience of work and pursue vocational qualifications outside school whilst continuing with core curriculum studies.

Currently Rotherham has four schools participating in the pilot and 24 apprentices engaged in the three approved sectors of engineering, business administration, and art and design. Another 30 students have been recruited for the start of the 2005 academic year.

Make a Difference Project

There is a recognition that boys and young men across the Borough have poorer outcomes than their female peers. This is in particular in the area of Enjoying and Achieving. Within Rotherham there are cycles of deprivation with many children in workless households, in particular in areas where heavy industry fell into decline. The aspirations for the young people in these areas have been different to the notion of achievement via educational attainment. Over the last 2 decades Children and Young People's Services have undertaken a great deal of work building the confidence, self-esteem and aspirations of girls and young women. Alongside this, the notion of "girl power" may have contributed to higher achievement and improved outcomes for girls and young women. Over the next year Children and Young People's Services will have a focus on alternative and flexible ways of working with boys and young men in raising aspirations and achievements, particularly at important transitional points. Our *Making a Difference (MAD) Projects* are intended to look at creative methods and solutions. In this instance, we will seek to engage boys and young men in a range of different circumstances and settings.

Children and Young People's Service Commitment to Making a Positive Contribution in Rotherham:

'In Rotherham we will hear what children and young people say, not what we want to hear.'

What children and young people in Rotherham have told us:

To be more involved in the decision making process by it being made more accessible

We do not get involved in decision making as we feel we are not listened to.

.....when you talk to us do not expect us to be small adults.

Young people do not get involved in decision making because they feel they will not be listened to, they are given false promises and nothing will change.

.....Tell children what changes are happening.

We need time to be really part of things, to understand and prepare for meetings.......

...make sure you really want to hear what we have to say.

...it is really important that you listen to what we say but it's just as important that you do something about what we say.....

What we are going to do:

Adopt the Hear by Right Standards

Develop and implement the Borough wide strategy for giving voice and influence to children and Young People

Each Council Programme Area will have a named person to champion Children and Young Peoples Voice and influence.

A Voice and Influence Officer will be responsible for ensuring that younger children (aged 0-13) have opportunities to have a voice and influence

Introduce an award for services who demonstrate that they listen to children and young people, take on board what they say and are thus 'children and young people friendly'

What children and young people in Rotherham have told us: **What we are doing:** **What we are going to do:**

Young people could be proud of their school if more involved in the running of it

Young people needed to be involved in decision making in schools, councils and youth centres and it wasn't seen as lip service.

Involved in school policies- bullying etc.

….schools more understanding and not as controlling so young people can have an opinion and voice it.

75% of secondary schools have elected a school council.

88% of secondary schools send Young People to Rotherham Youth Cabinet 50% of those regularly send 4 representatives.

Lifestyle Survey in 7 schools Year 7 and Year 10 pupils in March 2006 in partnership with the Primary Care Trust.

Voice and Influence Champions present within 5 programme areas.

Visioning activity for Children and Young People's Services, initial activity completed from July to September 2005; 4500 Children and Young People and 60 Services engaged.

We have conducted a Scrutiny Review of Corporate Parenting involving Elected members and children and young people

We have regular meetings between senior managers and Children's Rights representatives.

Rights2Rights website for Looked After Children enables children and young people to access advice, information and support in a child friendly manner

Children's Rights representatives have been involved in producing a children and young people's version of the Common Assessment Framework questionnaire.

All schools will have democratically elected school councils.

Secondary schools will have elected representatives on the Rotherham Youth Cabinet

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Breakthrough Projects

- Young people having voice and influence at the 'All of Us Matter' conferences
- Children and young people influencing the recruitment and selection of senior staff
- Workshops involving children and young people with decision makers CYPS Exec Group, CMT, LSP and others
- Increasing control established by young people
- The increasing range of children and young people engaging with the process, both age, identity and issues
- The visioning exercise
- Developing arenas of influence
- Young people beginning to develop/train staff
- Children and young people speaking for themselves
- 4 Care Leavers have gone to Rumania for 3 weeks to undertake Voluntary Community work

Community Involvement Unit, Neighbourhood Development projects:

Development of Maltby Youth Forum that led to the writing of the community safety theme in the Maltby Community Plan – as a result new play areas have been developed and road safety improved.

Children and Young People developed a new web page and e-zine in Kimberworth Park which has meant young people have enhanced their ICT skills through a practical local project and contributed to decision making processes.
Young people directly working with local partnerships to develop a Skate Park in Wath – the need for this was identified through the community planning activity.

Children and Young People's Services Commitment to Achieving Economic Well Being in Rotherham

'In Rotherham we will work to support every child and young person in their journey towards independence'

What children and young people in Rotherham have told us:

Young people need to go out to work not only to personally develop but to be financially better off and to get out of the benefit trap.

Good quality vocational support, education and training for all young people who need it.

The creation of real jobs for young people seen as an important aspect of the borough's economic regeneration.

We need to get appropriate housing, council or private, when needed.

What we are doing:

All Rotherham's secondary schools and over 50 businesses have signed up to the "Investors in Education" initiative.

The Entry to Employment Initiative has contributed to reducing the number of young people not in education, employment or training to 8.7% against a sub-regional position of 10.1%'

Skills for Life agenda to improve the level of basic skills has had notable success over recent years'.

Ricochet Project specifically provides housing advice to young people under 25.

Sheffield YWCA Fleming Gardens project is an accommodation based supported housing scheme for young mums and mums to be.

Successfully gained funding to bring our social housing up to Decent Homes Standards.

Our business incubator units have dedicated space for young people.

What we are going to do:

-Progress the Investor in Education Initiative which brings together business and education, including young apprenticeships, work placements and young enterprise.

-Attract quality jobs to the borough through Inward Investment and business development.

-Use Rotherham Excellence Partnerships and Pathways to Work Initiatives to develop a more vocationally orientated and flexible 14-19 curriculum.

- Develop 'Rotherham Ready' the Rotherham Children and Young People's Project providing an enterprise entitlement for young people aged 4-19 and enterprise training at all levels.

Breakthrough Project

Rotherham's strategy of developing three Excellence Partnerships comprising education and training providers and relevant support services, such as Connexions and Lifetime, has been developed. Building on the established Dearne Valley Learning Opportunities Partnership (DeVeLOP) in the north of the borough, a second collaboration has been brought to stream in the south and another for the central and north-western parts of the borough in 2005. Working collaboratively has helped not only to increase and improve learning opportunities, but also to raise achievements at both GCSE and Advanced level.

Additionally, the new Entry to Employment (E2E) programme delivered collaboratively has contributed to reduce the number of young people Not in Education, Employment or Training (NEETs) in the Borough to 9.1% against a sub-regional position of 10.1%. Indeed, half of the sub-region's reduction of NEETs in 2004 was accounted for by the reductions in Rotherham.

Teenagers to Work

The Teenagers to Work programme is managed by the Get Real Team and helps to find work placements for young people in public care, particularly for disengaged or excluded young people. The target is to increase the number of Teenagers to Work placements provided by Rotherham Metropolitan Borough Council from 11 to 17 by 2008. Currently 13 placements have been provided in 2005/06, with targets of 15 in 2006/07 and 17 by 2007/08.

Commissioning of Services

The Children Act 2004 requires partners in a local area, including Strategic Health Authorities and Primary Care Trusts, to co-operate with the local authority in making arrangements to deliver improved outcomes for children and young people. Co-located multi agency teams working to agreed protocols, shared referral systems and common aims will enhance outcomes for children, young people and families. Examples of co-located workers include Health Visitors, Midwives, Teachers, Social Workers and Voluntary Workers. Their relationships will be further strengthened through the implementation of the Common Assessment Framework, Information Sharing and Assessment and the Lead Worker concept.

A key element of these arrangements and duties is joint planning and commissioning of services by the partners involved. Working with local partners, The NHS Local Delivery Plan (LDP) has been set from 2005 to 2008 and includes priorities in services for children, young people and families. Along with the Children and Young People's Plan, these plans will form the basis for effective joint commissioning where this is the appropriate solution. For children's services, joint commissioning by the Local Authority, Primary Care Trust and practice based commissioners, together with other partners and service users, will be developed. This plan underpins a range of strategies contributing to well-being of children and young people and gives greater clarity in terms of available resources and spending priorities.

Currently joint commissioning activity is limited to children and Young People's Mental Health Services (CAMHS) and the teenage pregnancy initiative. In order to ensure that our services are responsive, able to deliver the Every Child Matters five outcomes in an integrated and sensitive manner and are tailored to meet the needs of our individual children/young people/ their families both on a local and Borough wide level, a commissioning strategy is being developed. This Strategy will address, using a model appropriate to Rotherham, how services can be jointly commissioned, de-commissioned and jointly purchased to meet our individual's unique needs. The Strategy will be informed using the Analysis of Need, the Comprehensive Children and Young People's Mental Health Service and a populated Commissioning Toolkit and will strive to develop a collaborative culture across social care services, health, the service users and relevant key Provider agencies.

The action plans that follow contain more detail about the key actions which will contribute towards the delivery of this plan. Specific measures and targets describe the performance management review and responsibility for this delivery

Resources

Significant revenue and capital resources will be used to deliver the objectives set out in this plan. The main test for the use of resources is whether or not they are value for money. For the setting of the 2006/07 budget the Council has examined its priorities through a base budget review process and the setting of a Medium Term Financial Strategy. In so doing judgements were made against known and future priorities for Children and Young People's Services; and new investments have been made over and above existing services against a very tight budgeting round. External benchmarking figures (such as Section 52) already indicate that central services in Rotherham are already value for money, being in the bottom quartile to the median for the majority of spending areas; and producing good outcomes in terms of service delivery.

In 2006/07, the Council will have Children and Young People's Services revenue budget for the first time, pooled from the existing Education and Children's Social Services budgets. £156m will be schools related net budgeted expenditure, which is covered by the new specific and ring fenced Dedicated Schools Grant. £33.292m will be net budgeted expenditure for the new Children and Young People's Services Programme Area.

Sources of Funding

Sources include both Central Government and Council funding. Additionally this funding is used to lever in external resources, such as Objective 1 and SRB. Objective 1, for example is making a significant impact on Achieving Economic Wellbeing, ensuring effective collaboration among institutions for the benefit of our young people.

Central Government funding includes the Sure Start Grant for Early Years which has provided £2.7m to establish 8 new Children's Centres from 2006. Between 2006 and 2008, £16.3m is being provided to deliver services from, and maintain the Centres, which will be key in our development of both childcare places and integrated working.

From 2006, Central Government has changed its basis of funding for Councils in particular. There is to be a Dedicated Schools Grant with a rationalised Standards Fund. A Single Children's Grant is designed to give Children and Young People's Services more flexibility in delivering our objectives. This will continue to benefit priority groups of vulnerable children such as Looked After Children, adopted children and those receiving the services of Behaviour Support.

Other major sources of funding include the Learning and Skills Council, the Single Pot, (which will fund a key enterprise project) the Regional Housing Board Capital Investment Fund, the Housing Market Renewal Fund and the Neighbourhood Renewal Fund. There are also significant contributions from partners in the voluntary and community sector, such as MIND, NSPCC and Barnados, both in terms of cash and in kind.

The Medium Term Financial Strategy

The Council has chosen to invest significantly in the new Children and Young People's Services from its mainstream budget.

The main investments reflect priorities within the Single Plan, areas of development identified within the Annual Performance Assessment and the need to manage particularly vulnerable budgets. A total of £1.777m has been invested in priorities which include:

(i)   a development budget which will ensure the successful planning and implementation of our new workforce: £350k
(ii)   costs of Social Care element for specialist placements for children with complex disabilities: £650k
(iii)   a contract with the NSPCC for therapeutic services for children who have been abused: £15k
(iv)   Direct Payments for Carers: £140k
(v)   Strengthening of the School Improvement Service: £75k
(vi)   Teacher for Risky Business protecting children at risk of sexual exploitation: £30k
(vii)   Foster Care Allowances: £317k
(viii) Adoption payments for external placements: £110k
(ix)   Recruitment and Retention of Social Workers: £90k

The Programme Area has also made significant savings of £383k, which include increased fee targets for the School Improvement Service and efficiency savings involving transport. Efficiency savings will also be able to be counted as Gershon Savings as the Programme Area will contribute to the overall Council target of 2.5%.

Pooled/Aligned Budgets and Commissioning

The development of the service will give opportunities for pooled and/or aligned budgets, especially in the areas of provision for children with complex difficulties and Special Educational Needs and Disability Services. This can build upon the example of the Children's Fund, where there are virtual pooled budgets with contributions from Health, Education and Social Services. We also need to coordinate resources within the Local Area Agreement process. This may give us more flexibility in the use of budgets from different areas, for example the alignment of the Sure Start Grant with the Neighbourhood Renewal Fund.

The above section on Commissioning will develop the need for pooled or aligned budgets by identifying the most relevant areas with Council and Health partners. It is expected that the LAA process will give an impetus to the joint commissioning of services and stronger links with the voluntary and community sectors. The focus for this activity will be on early intervention and prevention in those areas of greatest need.

Dedicated Schools Grant and the Scheme of Delegation

As described above, the Dedicated Schools Grant is ring fenced to schools. However the Council is responsible for ensuring an equitable scheme of delegation and has completed a consultation resulting in a significant redistribution of resources with emphasis on special educational needs. The Council had distributed £3m of resource to schools based on numbers of children with statements of special educational needs in school. Delegation will now take place based on a formula reflecting a mixture of attainment, deprivation, looked after children and pupil mobility. This will lead to more effective prevention and early intervention with these vulnerable children in schools. Other areas of redistribution included resources for the Ethnic Minority Achievement Strategy.

As directed by the Department for Education and Skills (DfES), no more changes will take place to the Scheme of Delegation until at least 2008, with a review of its effectiveness taking place for this date.

Capital Investment

Finally, the Council will contribute a significant capital budget to both schools and children and young people's centres. For schools alone this amounts to approximately £12m per annum and the Council is contributing £1.5m to establishing 2 Children and Young People Centres at Clifton and Kimberworth. The latter are also part of the Council's Schools Private Funding Initiative (PFI) project, where £94m of capital is being invested in a project to rebuild and refurbish 15 schools and associated community buildings.

Workforce Strategy

Children and Young People's Services has a diverse workforce across a range of services and settings. Principally these mean early years, social care and foster care, and schools. Partner agencies include the health services and the voluntary and community sector, police and Youth Offending Services.

To support this, a workforce strategy for the Programme Area will be developed, which will closely follow the Council's Workforce Strategy. The latter emphasises key Best Value Performance Indicators reflecting the make up of the workforce, sickness absence and recruitment and retention.

The Children and Young People's Services strategy will also emphasise qualifications and training, safer recruitment (concentrating on CRB checks) as well as programme of cultural change to support the new agenda. It will reflect the most recently published Children's Workforce Strategy.

For schools this has meant and will continue to mean the implementation of their workforce reform agenda. The recent introduction of planning, preparation and assessment for all teaching staff has meant a significant training programme for support staff, concentrating on learning assistants and learning mentors with the creation of an entirely new grade of staff, the Higher Level Teaching Assistant.

For Social Care, the strategy will concentrate on recruitment and retention as there is a high vacancy rate. However, several strategies are employed already including golden hellos and the payment for the training of Social Workers. There has been specific investment and plans for the future (£10,000 per place) to recruit 9 new Social Worker posts per year.

The Analysis of Need and the developing strategy will also identify other skill gaps and shortages where we are planning for new teams.

The Analysis of Need will enable the planning and location of the new teams. Principally teams will serve the 7 Area Assembly locations and this will be done over a continuum of service delivery. Some will be small centralised teams with a focus on the 7 areas and on those locations, where the Analysis has indicated the greatest need; to fully integrated multi agency teams involving schools, collaboratives, early years, education, social care, health and voluntary and community sector. The planning for this will be complete by Autumn 2006 and then implemented over 2007 and 2008. This depends on securing accommodation for which there is and will be significant capital investment. Rotherham has already built upon its Pathfinder status in 2002 to explore new ways of service delivery and created some very exciting multi agency workforces with discernible benefit for young people. At Maltby, the Behaviour Improvement Service, Health and Social Care Professionals are already developing common assessment and the lead professional role to ensure a beneficial focus on vulnerable children. The Clifton Project is developing the role of a generic worker.

The Workforce Strategy will build upon this good practice, concentrating on the key elements of the Common Assessment Framework, the Lead Professional and information sharing. A roll out plan on these involving the training of all children's workers has been developed which depends on the cooperation of all agencies to cascade the training to their colleagues. This will begin in April 2006 and will be supported by the innovative integrated electronic services pathways programme.

Human Resources will support the change process where a review of workforce roles and grades may be necessary. This is a particular challenge in schools with children's centre and extended schools agenda, where schools will be open for up to 48 weeks per year; thus creating the need to change terms and conditions for some existing staff. The creation of a graduate early years leader in every full day care setting by 2015 is a key outcome also.

Finally Human Resources will support the Programme Area in following through the consequences of the pay report to be published by the Children's Workforce Development Council in late 2006.

More detailed information in relation to how resources will be allocated to achieve the five outcomes are detailed in the action plans.

The Rest of the Journey - delivery of this plan

The following action plans contain more detail about the key actions which will contribute towards the delivery of this plan. Specific measures and targets describe the performance management review and responsibility for this delivery.

In addition, close working relationships with Adult Social Services will be retained and further developed. This is essential to the delivery and quality of service for a range of children and young people including:-

- Those in transition between childhood and adulthood.

- *Children and young people who are visually/hearing impaired*

- *Children and Young People who are carers.*

- Young people with learning disability and mental health problems.

Although we are ambitious and committed to delivering the areas of work detailed in the action plans we acknowledge that constraints on resources may dictate that some of the tasks may not be completed short term but will be addressed within the longer life of the plan.

Being Healthy

Aims	Key Actions				Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
	Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
						2006/7	2007/8	2008/9				
	Improving emotional and mental health	To provide timely, accessible mental health support to children and young people, particularly in young people's settings	Rotherham Mind Young People's Service, school nurses and youth workers to continue to provide support services for children and young people in school	Rotherham Mind	2006/7 mental health worker in every NRS secondary school and clusters. 2007/8 mental health worker in 50% of all secondary schools and clusters 2008/9 mental health workers in all secondary schools and clusters.	All NRS schools	50% of all seconda ry schools	All seconda ry schools	Number of schools in 2005 = 6	Rotherham Mind needs to have sustainable funding to complete the work within schools. Yr 1: £80,000 Yr 2: £114,000 (Rotherham MIND have £40,000 for financial year 2006/7 that we need to match fund Young People's Substance Misuse Partnership Grant	Without additional funding it is unlikely that the project will exist after March 2006.	Neighbourho od Renewal Strategy, Healthy Schools, Connexions, Partnership plans. NSF Mental Health NSF Children, Young People and Maternity Services (Standard 1, 4, & 9) Young People's Substance Misuse Plan Children's Centres and Extended Services
			Support services for drug and alcohol misuse for children in school	Know the Score								
		Reduce waiting times for appointments	Maintain a 6 day a week Counselling service at Youth Start.		2006/07 to secure the funding for current services. (e.g. Youth Start)	3 weeks	2 weeks	2 weeks	Youth Start Dec 05 have 57 counselling hours per week (1.5 WTE)	Permanent funding for counselling services at Youth Start.	Longer waiting times for young people who need counselling services.	

Aims	Key Actions			Performance Management and Review (How it will be measured?)							
	Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
						2006/7	2007/8	2008/9				
		To provide generic confidential information and advice in secondary schools staffed by a Youth Worker and / or a School Nurse	Included within School Nurse role Funding needed to support Youth Workers	RMBC/RPCT	By 2009 weekly drop-ins operating in every secondary school	70%	80%	100%	50%	Need to identify capacity for Youth Workers and School Nurses to undertake this role.	Reduction on availability of confidential information and advice to young people.	NSF Mental Health NSF Children, Young People and Maternity Services (Standard 1, 4, & 9) Teenage Pregnancy Strategy Rotherham Mental Health Promotion Strategy
			Drop in sessions for drug and alcohol advice	Health Schools Team								Young People's Substance Misuse Plan
												Children's Centres and Extended Services
Improving physical health		To improve dental health in children and young people	Roll out the learning from Rawmarsh Children's centre and Central Sure Start. Employ an Oral Health Promotion Specialist.	RPCT	Maintain or decrease current Decayed, Missing, Filled Teeth (DMFT) levels in 5 year olds.	1.89	1.89	1.89	DMF in 2004 = 1.89	New development Set up costs in first year £54,154. Recurrent funding £35,157	Rise in DMFT rate in 5 year olds	Standard 1 NSF C,YP & Maternity Services
												Children's Centres and Extended Services
		To improve the holistic health of all children and young people in school	Rotherham schools will work towards gaining Healthy School Accreditation status	RMBC/RPCT Healthy	All schools to be working towards Healthy Schools status	100%	100%	100%	100%	Healthy Schools Consultants Salaries	Funding ceases in March 06 for two of the Healthy	Young People's Substance Misuse Plan

Aims / Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Performance Management and Review (How it will be measured?) Specific PI/ Targets (ECM)	Targets 2006/7	2007/8	2008/9	Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
		and includes provision of drug and alcohol education.	Schools Team	by 2009					Young People's Substance Misuse Partnership Grant	Schools Consultants	
	Reduce the rate of under 18 conceptions	Implementation of the Teenage Pregnancy Strategy	C & YP's Board

Teenage Pregnancy Strategy Co-ordinator | 50 % reduction in the 1999 under 18 conception rate (56.6) and establishment of a downward trend in the under 16 rate by 2010. Target rate in 2010 of 28.3 | Under 18 rate of 41.2 | Under 18 rate of 37.9 | Under 18 rate of 34.8 | Under 18 conception rate of 51.5 in 2003 (a 9% reduction over the 1998 baseline of 56.6) | Teenage Pregnancy Implementation Fund (£197k p.a.)

Mainstream Service Funding/ Resources | Funding/Res ources not secured.

Work not prioritised | ECM

NSF

Choosing Health

Sexual Health Strategy |
| **Improving sexual health** | Establish a reduction in diagnostic rates of new episodes of Sexually Transmitted Infections (STIs) among under 16 and 16-19 year olds | Chlamydia Screening Programme set up | RPCT | 50% of sexually active 15-24 year olds screened for Chlamydia infection by 2007 (date under review) | To be identified in 2006 | To be identified in 2006 | To be identified in 2006 | No baseline at present (other programmes show 10% of sexually active young people test positively) | Choosing Health Funding | Funding not identified | PCT's Local Delivery Plan Sexual Health Strategy Choosing Health Children's Centres and Extended Services |
| **Reducing smoking rates** | To reduce smoking rate by children and young people. | Provision of smoking cessation support for young people from specialist services | Smoking Cessation Service

Healthy Schools | To reduce smoking among children to 9% or less by the year 2010. Interim target to reduce from 13% to 11% by the year 2005. | 11% | 10% | 9% | 1998 Baseline from the lifestyle survey = 19% of Y10 pupils reported smoking one or more cigarettes a week.

Baseline for Y7 and Y10 to be identified in 2006. | Within existing resources | Smoking rate could increase. | Smoking Kills Standard 1 & 4 NSF Children, Young People and Maternity Services. National Healthy Schools Scheme Choosing |

Aims	Key Actions		Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered		Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
					2006/7	2007/8	2008/9				
		To support women that smoke during pregnancy to stop smoking.	RPCT	By 2010 reduce the number of women who smoke during pregnancy to 15%.	21.5%	20.5%	19.5%	22.5%	Existing Services	Smoking rates in pregnant women may rise	Standard 1, 2, 9, 11 NSF Children's Young People and Maternity Services
Reducing obesity and improving advice on nutrition	Reduce the number of overweight and obese children and young people	Monitor the percentages of overweight and obese children in Reception and Year 6. Baselines to be created by Sept 2006.	RPCT	Halt the year on year rise in obesity amongst children aged under 11 by 2010 in the broader strategy to tackle obesity in the population as a whole.	Targets to be set in 2006/7 following baseline			To be established in 2006	School nurse time	No measure of progress in reduction of childhood obesity	Standard 1 & 4 NSF C,YP & Maternity Services National Healthy Schools Scheme Choosing Health Hall 4 Strategy Children's Centres and Extended Services
	Increase the number of schools participating in "Positive Playgrounds" and "Active Lunchtime" initiatives	Ensure baselines are created and improvements are demonstrated via the two initiatives.	RMBC/PCT	60% of schools to have developed Positive Playground initiatives by Dec 2006.	60%	To be determined in 2006	↑	To be established in 2006	Healthy Schools Consultants salaries	Rise in obesity of children and young people	Standard 1 & 4 NSF C,YP & Maternity Services National Healthy Schools Scheme Choosing Health

Top row, Plans linked to: Health Children's Centres and Extended Services

Aims	Key Actions			Performance Management and Review (How it will be measured?)				Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets 2006/7	2007/8	2008/9				
	To improve the diet of children, young people and their families.	Schools to embed the Government 'Food In Schools' Toolkit within the schools systems and structures.	RMBC/PCT	50% to have produced a 'Food in Schools' Policy by December 2006.	50%	To be determined in 2006	→	At present no schools have a policy	Healthy Schools Consultants salaries	Rise in obesity of children and young people	Standard 1 & 4 NSF C,YP & Maternity Services National Healthy Schools Scheme Choosing Health
Reducing the misuse of alcohol and drugs	To ensure identification, assessment and interventions for young offenders	Delivered by Youth Offending Services	DAT/Youth Offending Services	100% of young offenders to be screened by March 2008	95%	100%	100%	100% in 2004/05	Ring fenced resources provided through Young People's Substance Misuse Partnership Grant	Needs of young offenders not met	Rotherham Community Safety Strategy Young People's Substance Misuse Plan Children's Centres and Extended Services
				100% with identified needs to be assessed within 5 working days by March 2008	95%	100%	100%	65% in 2004/5			
Reducing the misuse of alcohol and drugs	To provide treatment interventions for young drug and alcohol users	Delivered through a variety of interventions by Know the Score (managed by DASH NHS Trust)	DAT	National target 50% increase in 2007/08 compared with 2003/04	84	84	84	2003/04 = 52	Substance Misuse Partnership Grant	Needs of young substance misusers not met.	Young People's Substance Misuse Plan Children's Centres and Extended Services
				Local target 50% increase in 2007/08 compared with 2004/05	-	126		2004/05 = 84			
				Young people should only be 9% of total drug users in treatment	-	-	-	9%			

Aims	Key Actions		Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered		Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
					2006/7	2007/8	2008/9				
Increasing breastfeeding rates	To increase the initiation and continuation of breast feeding	To provide further training and support for professionals and women in the community to help breastfeeding initiation and continuation rates	Public Health, RPCT	Increase breastfeeding initiation by 2% year on year.	52%	54%	56%	2004/5 48% Initiation rates	New development Community Infant Feeding Project £103,000 – 2 years (fixed term)	No change in continuation rates	Standard 1 & 11 NSF C,YP & Maternity Services Director of Public Health Annual Report (2004/5) Hall 4 Strategy Children's Centres and Extended Services
Supporting children, young people and families where a child or young person has a complex lifelong or life limiting condition	Provision of appropriate information & signposting. Access to 24 hr support & advice, including appropriate counselling & therapy services Access to housing adaptation Provide a range of respite care as identified by parents and carers Full access to education	**Via ECMatters. NSFs and Single Plan** Multi Disciplinary, Multi agency co-located neighbourhood teams. Implementation of CAF and Lead Worker Further development of targeted information services Expansion in respite care	RMBC/PCT/Foundation Trust	NSF 6 & 8 for ECM	To be determined in 2006			Information officer in post, works across services. / Rotherham PCT provides 24 access to specialist nursing services / Rotherham PCT provides access to counselling services (.4 WTE) / Rotherham PCT/RMBC/ Foundation Trust provides	Rotherham PCT and C&YPS, fund an information officer / Funded by NOF until Dec 2006 / Funded until Dec 2004 via NOF / Within existing resources	Continuous funding / Secured funding for 24 hr service & counselling services	Children's Centres and Extended Services

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
					2006/7	2007/8	2008/9				
								specialist support, advice &, training in special schools and units			

Stay Safe

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets 2006/7	2007/8	2008/9	Current Performance/ Baseline			
	Assessment										Assessment
Improving multi-agency assessments, achieved through a comprehensive training programme	Agreed multi-agency thresholds. Full implementation of Common Assessment Framework and updated Strategy for Commissioning and Delivery of Assessment Processes.	Overarching strategy to deliver Multi-Agency Training.	Safeguard Manager	Evaluate pilot projects by April 2006. Full implementation across all areas by April 2007. Baseline Assessment No. of carers per 10,000 9.74% (Dec. 05).	Use of CAF 50% of teams	Use of CAF 100%	100%	3 pilot areas as of 1.1.06.	Safeguard training money to be identified.	CAF and Assessment Training needs to be accepted priority.	Agreed multi-agency thresholds. Full implementation of Common Assessment Framework and updated Strategy for Commissioning and Delivery of Assessment Processes.
	Sexual Exploitation										
Improved protocols for thresholds of intervention	Improved agreed thresholds and definitions leading to accurate management information. Increase in successful Police prosecutions of perpetrators. Improved multi-agency sharing and service delivery.	Multi-agency delivery of service.	Children's Social Care	4 children on CPR	3 Y.P. on CPR	2	1	4 Y.P. on CPR	Risky Business Social Services Public Protection Unit Safe@Last N.C.H. 5 x Protection & Planning Officers = £200,000	Improved multi-agency working and assessments may improve knowledge and incidence within first year numbers.	Safeguarding Business Plan Social Care Service Plan
				4 LAC C. and Y.P.	3 LAC	2	1	Deemed at risk of sexual exploitation.			
				Those deemed at risk of sexual exploitation - 60.	55	50	40	Those receiving a support service.			

Aims	Key Actions				Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
	Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
						2006/7	2007/8	2008/9				
		Improved investigation and multi-agency working. Work of P.P.U. Pilot Project to be evaluated.			Those receiving a support service - 40.	55	50	40		1 x Project Manager 2 x Full-Time Youth Workers 2 x Sessional Workers 3 x Part-Time Youth Workers 1 x Full-Time Admin. Support 1 x Part-Time Finance Post		
		Remodel service delivery.										
Bringing together services for those young people who are at risk of sexual exploitation	Sexual Exploitation		Multi-agency delivery of service.	Children's Social Care						Risky Business Social Services Public Protection Unit Safe@Last N.C.H.	Improved multi-agency working and assessments may improve knowledge and incidence within first year numbers.	Safeguarding Business Plan Social Care Service Plan
		Improved agreed thresholds and definitions leading to accurate management information.			4 children on CPR	3 Y.P. on CPR	2	1	4 Y.P. on CPR			
					4 LAC C. and Y.P.	3 LAC	2	1	Deemed at risk of sexual exploitation.			
		Increase in successful Police prosecutions of perpetrators.			Those deemed at risk of sexual exploitation - 60.	55	50	40	Those receiving a support service.	5 x Protection & Planning Officers = £200,000 1 x Project Manager		
		Improved multi-agency sharing and service delivery.			Those receiving a support service - 40.	55	50	40				

Aims	Key Actions	How it will be delivered	Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	**Areas of Improvement/ Objective**			**Specific PI/ Targets (ECM)**	**Targets**			**Current Performance/ Baseline**			
					2006/7	**2007/8**	**2008/9**				
Improving safe recruitment practices	**Safer Recruitment Practices** Improve numbers of personnel working with children who have current CRB. checks with particular reference to schools and volunteers.	Piece of work commissioned by Safeguarding Board in November 2005. RBT. improved recruitment practices rolled out with all staff involved in recruitment processes. Schools to be issued with update guidance on use of volunteers and C.R.B. checks.		To increase number of teachers and volunteers with up to date CRB. checks.	40%	100%	100%		R.B.T. H.R. Sections	Unsafe recruitment practices can lead to children suffering harm.	Safeguarding Board priorities Bichard Recommendations DfES. Guidance - December 2006 on Information Sharing Index
Reducing bullying by implementing robust protocols, systems and through sharing best practice	**Bullying** Improved reporting and monitoring of information to produce an accurate database/baseline position and set targets.	Consistent roll out and implementation of guidance to schools. Extend good practice examples.	Tom Kelly	Anti-Bullying Officer to support/monitor database. % 11 - 15 year olds who state they have been bullied in last 12 months. To be included in "Lifestyle Survey".	To be determined in 2006 →			Consistent with E.C.M. A.P.A. Baseline - 29th November, 2005 Software being piloted to collect incidents of bullying and harassment.	Anti-Bullying Officer M.I.N.D. Safe N Sound C/Fund R2Rights NSPCC Education	Inability to quantify and monitor incidents of bullying, which will affect ability to reduce incidents.	Safeguard Business Plan Anti-Bullying Policy and Guidance 2005

Aims	Key Actions		Responsible	Performance Management and Review (How it will be measured?)				Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered		Specific PI/ Targets (ECM)	Targets						
					2006/7	2007/8	2008/9				
	Implement the Service Improvement Plan for Bullying	All schools adopt, implement and monitor the anti-bullying policy. Carry out Lifestyle survey on an annual basis in partnership with the PCT	Tom Kelly	% secondary school pupils admitting to bullying another pupil in the last 12 months % secondary school pupils admitting to witnessing bullying in the last 12 months %secondary school pupils admitting to being bullied in the last 12 months	To be determined in 2006	↑		To be established following 1st Lifestyle Survey March 06 – sample group Y7 and Y10 pupils from 7 schools	2006 - Approx £12,000 60/40 split RMBC/PCT staff time for development of ICT solution for Autumn term 06	Unknown position on bullying and harassment issues Inability to evidence impact of policies and initiatives	Service improvement plan for racist incidents and bullying
Improving the support provided at points of transition in the lives of all children and young people	Improve the quality of assessments	All children and young people in transition to have a holistic common assessment (CAF) Implement assessments at the age of 14	Transitions Panel	Number of children and young people going through the Transition's Panel in receipt of a CAF	100%	100%	100%	0%	Multi-agency Assessment		LSC Corporate Plan Community Strategy

Enjoy and Achieve

Aims	Key Actions		How it will be delivered	Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
		Areas of Improvement/ Objective			Specific PI/Targets (ECM)	Targets			Current Performance/ Baseline			
	Priorities					2006/7	2007/8	2008/9				
						2005	2006	2007	2004			
Raising the attainment across the Borough in all assessment phases.		To improve achievement and attainment of foundation stage pupils providing Rotherham's children with the best start in their full time education	• Improving the quality of teaching and learning • Identify and spread good practice • Introduce assessment on entry to FS to support evaluation of value-added	Catharine Kinsella	Increase the LA average assessment outcome for children in the Foundation Stage Profile in: PSE, CC and Ma **Fnd. Stage** PSE CC Ma	N/A N/A N/A	N/A N/A N/A	**To be set by 31/01/06**	6.3 5.7 6.3 } } }	**Core Budget** SIS (96 days) £44.496	• Continuation of low attainment in the EY will contribute to continued decline at KS1.	• Community Strategy • Corporate Plan • Excellence in Cities Plan
			• Improve the quality of leadership and management		Reduce the difference between the national ave and Rotherham's % of 7-year-old pupils achieving L2+ at KS 1 in: Reading, Writing and Mathematics **KS 1** Reading Writing Maths	84% 85% N/A	83% 83% N/A		80.5% } 79.1% } 88.9% }	**Grant Funded (SF)** 3.1 x fte Consultants £131,750 **Core Funding** SIS (113 days) £52,376	• Poor or unsatisfactory quality of education in EY will result in negative attitudes to learning. • Failure to meet LA's targets at KS2 will mean standards will not rise and an increased proportion of schools will under-perform	• Primary LN Plan • Schools Causing Concern Policy • Leadership Incentive Grant Plan • Excellence in Cities Plan
			• Reduce the gap in FS between the LA ave and the 20% disadvantaged areas • Promote the development of Children's Centres and extended services		Reduce the difference between the national ave and Rotherham's % of 11-year-old pupils achieving L 4+ at KS 2 in: English, **KS2** English Maths Science	79% 83% 79% 81%	71% 74% 72% 76%		73% 71% 84% } } } 62% 69% 62% N/A } } }	**Grant Funded (SF)** 6.2 x fte Consultants £263,150 **Core Budget** SIS (199 days)	• Failure to deliver the strategies outlined will lead to an increase in disaffected pupils. • Failure to	

Aims / Priorities	Key Actions / Areas of Improvement/Objective	Responsible	How it will be delivered	Performance Management and Review (How it will be measured?) Specific PI/Targets (ECM)	Targets 2006/7	2007/8	2008/9	Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
			• Promote Assessment for Learning (AfL)	Maths and Science					£92,237	deliver the KS 3 and 4 strategies will result in:	
			• Support the development of a learning culture and an awareness of how children learn	**KS3** English Maths Science ICT	52% 39.5	55% 340		45.9%	**Grant /Income Funded** 10 x fte Consultants £420,750	– Reduced capacity for improvement	
			• Improve the quality of Information, advice and guidance at KS 4					307.8	**14-19/Obj 1** £351,550	– A declining teaching and learning profile	
			• Develop a flexible learning curriculum 14-19	**KS4** 5+ A*-C Ave Pts						– Static or declining levels of attainment	
			• Support the capacity for transformation through targeting support and intervention; creating learning partnerships and networks making greater use of collaboration.							– Reduced opportunity for children and young people	

Aims	Key Actions		How it will be delivered	Responsible	Performance Management and Review (How it will be measured?)	Targets			Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
	Areas of Improvement/ Objective				Specific PI/Targets (ECM)	2006/7	2007/8	2008/9				
Improving school attendance levels in all year groups, including the particular needs of looked after children	Establish good patterns of attendance in the Early Years settings		• Designated EWO to work in Early Years settings to establish good patterns of attendance • Implement school self review to ensure consistency in addressing attendance across all schools • Implement missing children procedures that include all children and young people missing from education • Develop a range of sanctions to address persistent non-attendance • Identify cases of poor attendance and work with the	Helen Longland	Reduce the difference between the national average of half days missed through absence and Rotherham's in primary age pupils. Reduce the difference between the national average of half days missed through absence and Rotherham's in secondary school pupils Reduce the number of half days missed through absence and LAC.	5 – 11 11 – 16 5 – 16	5.49% 8.19%	5.29% 8.00%	5.19% 7.89%	National 2004/5 5.43% 7.4%	**Core Budget** HoS: I,V + I (10 days) £4,635 EWS (315 days) £64,761 BSS (45 days) £11,588 H o ISS (20 days) £5,665 EPS (30 days) £8,498 YOS Education Liaison Officer (15 days) £3,090 **Grant Funding** Family Learning [LSC] (20 days) £5,000 Central BIP team [SFJ (40 days) £10,000	• Pupils not attending school do not achieve their educational potential • Pupils not in school are vulnerable and at risk of involvement in antisocial behaviour	• Community Strategy • Corporate Plan • Inclusion Strategic Plan • Behaviour Support Plan • Social Services Local Improvement Plan • Action Plan to address SEU report (Social Services) • Connexions • Borough Plan • Teenage pregnancy Strategy • Sexual Health Strategy • Council's Social Inclusion Policy
Reducing the number	Support children who		Reduce the number of			Target	Target	Target	National 2004/05 1.3%	**Core Budget**		
		Increase the levels of attendance in all year groups Increase the levels of attendance for Looked After Children				1.03	1.02	1.01	Rotherham 2004/2005 1.31% To be			

Rotherham 2004/5 5.49%

To be

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/Resources	Risks	Plans linked to
	Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/Targets (ECM)	Targets			Current Performance/ Baseline		
						2006/7	2007/8	2008/9			
of children and young people excluded from school		are at risk of exclusion to minimise the effects on their education	family, pupil, school and significant others to resolve the situation		children excluded permanently from schools	to be set	to be set	to be set	established	HoS: I,V + I (10 days) £4,635 H o ISS (60 days) £16,995 BSS (645 days) £164,543 EPS (30 days) £8,498 YOS Education Liaison Officer (20 days) £4,120	If these activities are not undertaken: • Council will fail to meet statutory requirements for excluded pupils • BIP targets not met could result in withdrawal of funding • PA will not be in line with Council policy for Social Inclusion	
		All permanently excluded pupils to have full time interim tuition within the required timescales	• Introduce a system of first day absence alerting of EWO for LAC		Reduce the number of children excluded for a fixed term from schools	Target to be set	Target to be set	Target to be set	To be established			
			• Increase high quality, alternative provision for pupils who are permanently excluded or at risk of exclusion.		Reduce the number of days lost by exclusion from schools				established			
			• Develop the capacity of all primary schools through Social Emotional Behavioural Skills (SEBS) to ensure integration into curriculum									
			• Widen access and range of provision for KS4									

Aims	Key Actions			Performance Management and Review (How it will be measured?)							Budget/ Resources	Risks	Plans linked to
	Priorities		Responsible	Specific PI/Targets (ECM)	Targets				Current Performance/ Baseline				
	Areas of Improvement/ Objective	How it will be delivered			2005	2006/7	2007/8	2008/9					
Raising the attainment of boys, looked after children, children from BME background	Improve the performance of boys at all Key Stages and in all curriculum areas but particularly in English	pupils permanently excluded from school • Support schools to improve and widen provision and practice to meet pupils' learning and behaviour needs. • Establish protocols for the implementation of parenting contracts and orders to address behaviour that are clear to all stakeholders • Establish accredited trainers able to deliver parenting programmes • Ensure detailed analysis of school and pupil data • Engage with	Catharine Kinsella and Helen Longland	Reduce the gap between the performance of **boys** and girls in: FS: PSE, CC and Ma AoL	**To be set by SIS**	**2006** **To be set by SIS** · **2007** **To be set by SIS**		**2008/9** Boys: FS: PSE, CC Ma KS1: Rea	Difference 0.5 0.6 0.3 8.8% 12.7% 2.9% Included in Priority 1			• Continuation of boys low attainment will mean that standards	• Community Strategy • Corporate Plan • Inclusion Strategic Plan • Behaviour

Aims	Priorities	Key Actions: Areas of Improvement/Objective	How it will be delivered	Responsible	Performance Management and Review (How it will be measured?): Specific PI/Targets (ECM)	Targets 2006/7	2007/8	2008/9	Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
s and those with complex needs			schools to validate their self-assessment • Identify schools where boys and girls achieve equally well and those where there is a significant difference • Undertake formal school reviews to identify key success factors • Target intervention to schools experiencing difficulties, with a particular focus on English (all phases) but particularly KS 3.		KS1: Read, Writ and Ma KS2: En KS3: En and Ma KS4: 5+ A*-C			Writ Ma KS2: En Ma KS3: En Ma KS4: 5+A*-C	11.0% +1.1% 20.8% 7.6% 7.6%		will not rise • Poor or unsatisfactory quality of education will result in negative attitudes to learning. • Failure to meet LA's targets reduce community confidence and the public image of the Council	• Support Plan • Social Services Local Improvement Plan • Action Plan to address SEU report (Social Services) • Connexions Borough Plan • Council's Social Inclusion Policy • Racial Equality Policy
		Improve the performance of LAC at all Key Stages			Increase the % of **LAC** achieving L4+ at KS2 in En and Ma and the % achieving 5+ A*-C and 1+ A*-G at GCSE	To be set 2006	To be set 2006	LAC KS2: En Ma KS4: 5+ A*-C 1+ A*-G	21.0% 31.0% 14.8% 48.1%	**Core Budget** HoS: I,V + I (10 days) £4,635 H o ISS (30 days) £8,498 Get Real Team (270 days) £69,525 SEN and Inter-Agency LO (30 days) £7,725	If this activity is not undertaken then the Council will not fulfill its requirements to raise the attainment of CiPC.	
		Improve the performance of LAC at all Key Stages	• Ensure detailed analysis of school and pupil data to inform teaching		Reduce the gap between the	To be set 2006	To be set 2006	BME KS1: Read Writ Ma	3.9% 6.6% 7.8% 11.4% 11.3% 15.5% 15.2% 14.8% 24.0%	**Core Budget** HoS: I,V + I (10 days) £4,635 H o ISS (10 days) £2,833 Service Leader for EM Children	If strategies to improve attainment are not implemented, BME pupils will	

Aims	Key Actions		Performance Management and Review (How it will be measured?)							Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	Responsible	How it will be delivered	Specific PI/Targets (ECM)	Targets				Current Performance/ Baseline			
					2006/7	2007/8	2008/9					
			• Ensure all LAC have a school place • Improve the attendance of LAC • Improve the KS4 alternative provision options • Ensure foster-carers understand their role in raising attainment • Ensure detailed analysis of school and pupil data to inform teaching • Ensure schools set targets for BME children in line with FFT and LA targets • Develop a Primary Strategy Learning Network to raise BME reading	performance of **BME** children and the WBRI average in: KS1: Read, Writ and Ma KS2: En, Ma and Sc KS3: En, Ma and Sc KS4: 5+ A*-C and 1+ A*-G			KS2: En Ma Sc KS3: En Ma Sc KS4: A*-C En Ma Sc	9.8% 5.1% 0.3%	(150 days) £43,775 Travellers Education Service (50 days) £12,875 Welcome Centre staff (30 days) £7,725	not meet their educational potential and will under achieve in relation to other children. This will impact on: – their long term – access to employment – community involvement – community confidence in the Council's Equalities and Social Inclusion policies	

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsibl e	Specific PI/Targets (ECM)	Targets			Current Performance/ Baseline			
					2006/7	2007/8	2008/9				
		levels • Provide support for schools re community cohesion • Develop a more co-ordinated service for all EM children • Organise a structures welcome and support programme for all non-English speaking children and families									

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	**Areas of Improvement/ Objective**	**How it will be delivered**	**Responsible**	**Specific PI/ Targets (ECM)**	**Targets** 2006/7	2007/8	2008/9	**Current Performance/ Baseline**	**Budget/ Resources**	**Risks**	**Plans linked to**
Improving access to sport, leisure, cultural heritage and recreational facilities	Further develop the partnership between schools and the wider learning community to develop achievement through leisure and sporting activities beyond the national curriculum.	• Ensure that the basic entitlement for all children is accessible to vulnerable groups e.g. L.A.C., B.M.E., those with disabilities and low income families.	Phil Rogers/ Helen Longland	Take up of sporting opportunities by 5-16 year olds within and beyond the curriculum.	Increase of 5% of overall baseline	Increase of 12% of overall baseline	Increase of 15% of overall baseline	National 5 - 11 63.8% / Rotherham 5 – 11 80.5%	**Core Budget** SIS (PE and Sport) £15,000		Rotherham PE & school sports strategy
					Increase of 5% of overall baseline	Increase of 12% of overall baseline	Increase of 15% of overall baseline	11 – 16 75% / 11 - 16 63%			Culture and leisure services plan
		• Ensure effective co-ordination of the delivery of out of hours and holiday opportunities.		Take up of sporting opportunities for >16 year olds.	Increase of 5% of overall baseline	Increase of 12% of overall baseline	Increase of 15% of overall baseline	Overall Ave 69.4% / Overall Ave 66%			The Rotherham cultural strategy
	Establish a basic entitlement for all children to access a wide range of extended learning opportunities that include sport, leisure, cultural and local heritage activities that involve voluntary learning provision	• Develop a shared commitment to the performance indicators between the key partners (including voluntary and community organisations) to ensure a uniform approach			Increase of 5% of overall baseline	Increase of 12% of overall baseline	Increase of 15% of overall baseline	N/K / To be established			Neighbourhood renewal strategy
		• Provide a range of affordable, accessible, challenging and rewarding recreational and voluntary learning		Take up of cultural and local heritage opportunities by 5-16 year olds.	Increase of 5% of overall baseline	Increase of 12% of overall baseline	Increase of 15% of overall baseline	N/K / To be established			
	Further develop the partnership between schools and the wider learning			Take up of cultural and local heritage opportuniti				N/K / To be established			

Aims	Key Actions				Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline				
					2006/7	2007/8	2008/9					
	community to develop achievement through activities relating to their heritage and cultural development	opportunities. • Audit the current level of wider opportunities currently available • Recreational and voluntary learning opportunities reflect the needs and interests of individuals as well as groups		es for >16 year olds. Increase the take up of recreational and voluntary learning opportunities by socially vulnerable groups e.g. those with disabilities, LAC, BME and low income families								
Improve the quality of learning and achievement	Ensure that all Rotherham schools provide at least a satisfactory quality of education	• Revise policy and procedures to identify Schools Causing Concern (SCC) • Ensure detailed analysis of school and pupil data • Engage with schools to validate their self-assessment	Catharine Kinsella	Reduce the number of schools in Special Measures Reduce the number of schools in Serious Weaknesses (to become Notice to Improve)	SM SW/Ntl Reading Writing Maths	**Sept 2005** [actual] 4 (2.8%) [actual] 2 (1.4%) [actual] 33 39 28	**Sept 2006** 3 (2.1%) 1 (0.7%) Targets to be set by SIS	**Sept 2007** 0 (0%) 0 (0%) Targets to be set by SIS	**Sept 2004** 1 (0.7%) 2 (1.4%) 38 52 23	**Core Budget** HoS: A + EW (40 days) £18,540 SIS (534 days) £247,509 **Grant Funded** Targeted Schools (SF) 50,000	• Failure to have an effective and efficient policy for identifying and supporting schools with concerns could results in them not providing a satisfactory level of education	• Community Strategy • Corporate Plan • SIS Service Plan • EiC Plan • Leadership Incentive Grant Plan • School's Improvement Plans • School's Ofsted Action Plans

Aims	Key Actions		Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered		Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
					2006/7	2007/8	2008/9				
		• Target support to vulnerable and underachieving children • Target support to those schools identified locally as not providing or in danger of not providing a satisfactory quality of education		Decrease the number of KS1 provision achieving <65% in: Reading, Writing and Ma	English Maths Science	14 15 3	**Targets to be set by SIS**	**Targets to be set by SIS** 19 21 7		• for pupils. • This risks underachievement both at school./LA level and individual pupil level and failure to achieve LA targets.	
				Decrease the number of KS2 provision achieving <65% in: English, Maths and Science	English, Maths Science	5 2 7	**Targets to be set by SIS**	**Targets to be set by SIS** 6 3 11		• Failure to identify schools promptly and accurately could lead to them falling into OFSTED categories.	
		• Target support to those schools identified by Ofsted as not providing or in danger of not providing a satisfactory quality of education		Decrease the number of KS3 provision achieving <65% in: English, Maths and Science	<20% <25% <30%	0 1 0	0 0 1	0 0 0		• This risks a loss to the Council's reputation	
		• Target support to specific curriculum areas identified as not providing a satisfactory quality of provision		Ensure that all secondary schools meet or exceed the floor target of 5+ A*-C of <20% by				0 1 3		• Failure to address the concerns promptly will result in large cohorts of pupils not receiving a satisfactory quality of education and reaching appropriate levels of	

Aims	Key Actions		How it will be delivered	Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective				Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
						2006/7	2007/8	2008/9				
					2004, <25% by 2006 and <30% by 2008.						achievemen t.	

MAKING A POSITIVE CONTRIBUTION

Aims / Priorities	Key Actions / Areas of Improvement/ Objective	How it will be delivered	Responsible	Performance Management and Review (How it will be measured?) Specific PI/ Targets (ECM)	Targets 2006/7	Targets 2007/8	Targets 2008/9	Current Performance / Baseline	Budget/ Resources	Risks	Plans linked to
Achieving the Hear By Right Standards	Development of Hear By Rights Standards	Development and adoption of Rotherham version of the Hear By Right Standards	George Simpson/Young People Programme areas	Increase number of services adopting and completing the standards	To develop and introduce standards	Adopted by all Children and Young People Services	Adopted by 10 other Council services	Drafting taking place	To be identified	No budget Non adoption of the standards	
	Develop a borough wide Strategy for giving Voice and Influence to children and young people	Establish Voice and Influence champions within Programme Areas	George Simpson	Increase number of Voice and Influence champions within the Council	10	14	21	Strategy completed and adopted by CMT Jan 2006 Action Plan currently being re-written	Within existing resources	Strategy not communicated effectively throughout the programme areas	Corporate Plan Community Strategy NR Strategy
				Programme Areas represented	5	7	7	Champions identified in 5 Programme Areas			
Promoting positive images of young people		Carry out an audit of press coverage Increase the number of positive articles appearing in the local press	G. Simpson	To be determined following audit				No baseline	Not known yet		Community Strategy
Increasing the number of children and young people who volunteer	Increase the number of young people engaging in volunteer activity	Support for YP contributing to initiatives such as Millennium Volunteers, Duke of Edinburgh's Award	Bhupinder Kaur Manku	Voluntary and community engagement (Millennium Volunteers)	Contracted delivery requirements	Contracted delivery requirements	Contracted delivery requirements	Make a difference MV Project 127% of the profiled number of Plans	Millennium Volunteers budget currently held by Connexions South Yorkshire Total	MV projects could lose out to Russell Commission proposals Make a Difference	PS delivery plan

Aims	Key Actions		Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered		Specific PI/ Targets (ECM)	Targets			Current Performance / Baseline			
					2006/7	2007/8	2008/9				
		Identify and maximise potential opportunities through the Russell Commission						109% of the profiled number of 100 Hour Awards	contract value for 04/05 - £50,308	MV project - funding from Connexions until 07, no guarantee to continue into 2007/2008.	
								100% of the profiled number of 200 Hour Awards of Excellence			
Increasing the number of schools with school councils	Development of democratic and other representational opportunities for children and young people to increase the impact of their Voice and Influence	All Rotherham schools to have a democratically elected school council	**George Simpson Clare Cope**	% of secondary schools with elected school council	80	90	100	75% of secondary schools	Individual school budgets	Schools fail to consider councils as integral to their service delivery	Voice & Influence strategy Corporate Plan Community Strategy
		Children and Young people to write guidelines and design leaflets supported by Health Schools Team	**Healthy Schools Team**	% of primary schools with elected school council	90	95	100	85% of primary schools			
			Jonathan Cooper	% of special schools with elected school council	85	100	100	85% of special schools		Lack of clarity & consistency of quality of councils	
		Information to be cascaded to schools	**Individual schools**	% children in secondary schools participating in a) election of school/college council members b) mock general elections	30	50	80	No baseline			
								Children and young people involved in writing guidelines/ principles and design of leaflets			
				UKMYP elections	30	40	50 (appr ox 6000 or 25%)	Secondary School Guidelines/ Principles launched by the Youth Cabinet Sept 04 Junior School			

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance / Baseline			
					2006/7	2007/8	2008/9				
								Guidelines/ principles for Adults to be published Summer 06			
Improving support to parents, carers and families	Improve sustainability of existing childcare groups	Develop, support and maintain early years and childcare services for children aged 0-14.	Mary Smith Early Years and Childcare Strategy Manager	Increase quality and quantity of childcare provision within Rotherham	Create 1,784 new, good quality places by 2006	To be set in 2006	To be set in 2006	4336 places	£399,598 to 2006 (Sure Start Grant) £98,676 to 2006 (Children's Fund Sure Start Grant0	Lack of availability of childcare to meet demand	
		Support childcare professionals to access training which includes: • implement QA schemes, • Business Skills training, and, • Encourage managers to have Level 4 qualification	Mary Smith Early Years and Childcare Strategy Manager	Increase number of providers supported	To be set in 2006	To be set in 2006	To be set in 2006	1374 individuals supported (2005) 44 providers (QA)	£3,861,645 2006/08 Sure Start Unit Capital Funding £1.8m, revenue funding £4.1m	Lack of quality within provision providers lack of skills to operate sustainable businesses Lack of availability of trained childcare professional s	

Aims	Key Actions			Performance Management and Review (How it will be measured?)							
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance / Baseline	Budget/ Resources	Risks	Plans linked to
					2006/7	2007/8	2008/9				
Ensuring fairness, equal opportunity and treating everyone with respect and dignity	Maintain and Improve Equality Standards	Ensure continued implementation of Local Government Equality Standards and action plan	**Julie Westwood Zafar Saleem**	To achieve Level 5 of the Local Government Equality Standards	Level 4 – Dec 06	Level 5 – Dec 07	100%	Level 1 and 2 completed. Level 3 declared December 05			Corporate Plan Community Strategy Corporate Equality Strategy and action plan
	Implement the Service Improvement Plan for Racist Incidents	Carry out Lifestyle survey on an annual basis in partnership with the PCT	**Zafar Saleem**	Numbers of reported racially motivated incidents involving C & YP (BVPI 174 related)				To be established following 1st Lifestyle Survey March 06 – sample group Y7 and Y10 pupils from 7 schools	Cost to reduce significantly from 2007	Lack of accurate data - BVPI reserved	Corporate Performance Plan
Increasing the number of LAC and young people with SEN who contribute to their review											
Reduce the number of children and young people who offend and re-offend	Reduce the number of anti social behaviour orders issued to children and young people	Yos Operations Manager attends regular ASBO panel YOS offers increased support to young people on Court	Simon Perry ASB Unit Manager	Number of ASBOS issued to C & YP	17	15	13	2004/05 – 19 ASBO's were imposed on young people under 18 years.	From base budget of YOS £25k from	ASB Strategy & targets to reduce ASB – one way is to impose more ASB Orders	Youth Justice plan Community Safety Strategy 05/08

| Aims | Key Actions | Performance Management and Review (How it will be measured?) | | | | | | | | | Aims |
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets 2006/7	Targets 2007/8	Targets 2008/9	Current Performance / Baseline	Budget/ Resources	Risks	Plans linked to
	Reduce the number of offences committed by children and young people	Orders at risk of ASBO Young Person's Worker established in ASBO unit Establish Youth Inclusion Project Under 18's on ABC's referred to CISS	Simon Perry Children's Inclusion and Support Service	50 highest risk in a specified area	50	50	50		Safer Stronger Communities Fund £86k YJB plus £86 matched funding. £300k Children's Fund and YJB Prevention Grant	Annual funding Funding to 2008 Funding to 2008	Anti-Social Behaviour Strategy Children's Fund Strategy
	Reduce the number of offences committed by children and young people	All as above, plus: Positive Activities for Young People Crucial Crew – crime prevention for all year 6 children	Connexions RCRP / Young Peoples services SY Police and YOS Know the Score	Number of offences committed by children and young people	1453	1381	1312	In 2004/05 a total of 1416 offences committed by young people were detected. In the period April 05 to Dec 05 the total was 1147, a full year equivalent of 1530.	£242k	Criminal Justice Agency Targets are to increase offences brought to justice – potential conflict	Youth Justice plan Anti-Social Behaviour Strategy South Yorks. Policing Plan Young People's Substance Misuse Plan
	Reduce the number of young people re-offending	Increasing options for young people –ETE, alternative activities Liaison and Partnership	Simon Perry	Reduce by 5% young people re-offending after 24 months: • Pre-Court • First Tier • Comm. Penalties • Custody	• 26% • 61% • 71% • 95%	• 25% • 56% • 67.5% • 90%	• 24 % • 53 % • 64	Cohort of young offenders from Oct-Dec. 2002 • 27.5% • 62.5% • 74.5% • 100%	Partnership Pooled Budget for 2005/06 - £949k Total Grants to YOS - £580k	Grants allocated yearly	Youth Justice plan Anti-Social Behaviour Strategy Prolific and Priority

Aims	Key Actions				Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible		Specific PI/ Targets (ECM)	Targets			Current Performance / Baseline			
						2006/7	2007/8	2008/9				
		Agreement with Connexions Service						% • 85.5				Offender Strategy (sub-strategy: Prevent and Deter); Supporting People Strategy; Community Safety Strategy 05/08
		Role of Education Inclusion Facilitator at YOS to reintegrate young people into school										
		Provide Intensive Supervision and Surveillance Programmes to persistent serious offenders										
		Links with substance misuse services (Know the Score) and with Mental Health Services (CAMHS)										
DEVELOP ENTERPRIS-ING BEHAVIOUR		Delivery of OCR or a contribution towards- ASDAN accredited fundraising packs to support financial	Jackie Frost/ Lesley Ellis		Number of 13-19 yr olds undertaking programme supported by school or YPS	6	8	10	In 2005/6 6 young people have undertaken this level 1 OCR qualification.	Mainstream YPS Budget or schools budget.	Accredited outcomes targets not met	YPS delivery Plan
			Lesley Ellis/Carol Slack		Targets set in SRB6 delivery plan.	1200+	1200+	1200 +			Inability to	SRB6

Aims	Key Actions			Performance Management and Review (How it will be measured?)							
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets 2006/7	2007/8	2008/9	Current Performance / Baseline	Budget/ Resources	Risks	Plans linked to
		enterprise activities -How enterprising R U ?	Jackie Frost / UK Steel Enterprise	Targets set against the current amount of funding available for project	launch 5	7	8	Target set in SRB Delivery Plan for 1200 per year; in 2005/6 actual figures are 1501 (year to date).	SRB6	match fund after 2006/7 if SRIP is not approved.	Delivery Plan/SRIP
		Delivery of a range of RYE programmes, targeted at young people aged 13+	Jeanette Lane Karen Borthwick Mike Garnock-Jones, Jackie Frost	Number of Primary school enterprise champions	To be determined in 2006	To be determined in 2006	To be determined in 2006	Project to be re-launched in 2006-7 to support renewed enterprise activity in line with Davies Report	Funding currently at a max of £4000, £200 max per school	Need to secure future funding to continue project.	YPS Business Plan
		Schools/pupils invited to submit applications for financial support for student initiated enterprise projects	BE-SY Young Enterprise, Enterprise Advisers					05/06 – target to establish 15 enterprise champions – (14 achieved to date)	Single Pot	Inability for RYE or other delivery partner to meet demand if further funding unavailable Lack of further development	Single Pot/SRIP
		Rotherham Ready Project - RYE to work with Primary Schools to establish Enterprise Champions.									
	Increase number of young people entering self employment and establishing businesses in RYE incubation workspace.	Delivery via Rotherham Youth Enterprise in 4 centres across the borough (29 units)	Jackie Frost / RIDO / EDS	Number 18-24 year olds who are self employed, manage their own business or have thought seriously about starting their own business or are giving it serious and active consideration	20	24	28	2005/6 target was 20 young people into self employment. 20 achieved year to date.	Mainstream Funding External Funding - SRB6, RERF, Single Pot	outputs severely marginalized	SRB6 Delivery Plan and Single Pot/SRIP.

Aims	Key Actions			Performance Management and Review (How it will be measured?)						Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance / Baseline	Budget/ Resources		
					2006/7	2007/8	2008/9				
		RYE to become part of the Rotherham Enterprise Network ring best practice and attending regular meetings.	Geoff Link RiDO Jackie Frost RYE/YPS Rotherham Chamber BLSY	Set up and run an enterprise network, to stimulate activity through out the borough. Work in partnership				No specific (no's) targets set, group currently meets on a 6 weekly basis to share information, plan events and develop at partnership working.	Objective 1	Unable to contribute and share best practise	To meet the Ob1 delivery plan, LAA Agreement and the Local Authority Community Plan.

Achieve Economic Well being:

Aims	**Key Actions**			**Performance Management and Review** (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	**Areas of Improvement/ Objective**	**How it will be delivered**	**Responsible**	**Specific PI/ Targets (ECM)**	**Targets**			**Current Performance/ Baseline**			
					2006/7	**2007/8**	**2008/9**				
Increasing the number of young people in Education, Employment and Training	Address disparity between best and worst performing area assembly areas and vulnerable groups.	Develop the quantity, quality and scope of provision for young people not in education, employment and training (NEET), including re-engagement and E2E initiatives.	Lead – Sue Holland, Lifetime Support – Connexions Partnership	Reduce number of 16-18 year olds not in education, employment and training (up to 19th birthday).	8.2%	7.7% (2007)	6.7% (2010)	8.7% (2004)	Learning Skills Council (LSC) Objective 1 (Careers for the future) DfES	Lack of appropriate range of provision would mean NEET figures rise.	Community Strategy 2005-2010 Corporate Plan 14-19 Strategy
		Work in partnership to deliver careers and progression guidance.	Collette Bailey Connexions South Yorkshire	Numbers of schools achieving the quality award for careers education and guidance.	-	12 (2007)	16 (2010)	2 (2005)	Connexions		Local Area Agreement
		Develop a range of material to support parents and carers in understanding the choices available for 14-19 learners.	Collette Bailey Connexions South Yorkshire	Increase percentage of 16-18 year olds participating in learning.	-	TBC	TBC	70.4% (2004)			Local Area Agreement
			Sue Shelley Community Learning	Increase number of innovative out-of-hours learning opportunities for young people aged 5-18.	-	6,000 (2007)	8,000 (2010)	4,488 (2004)			Community Strategy 2005-2010

Aims	Key Actions				Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
	Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
						2006/7	2007/8	2008/9				
			Focus on Black and Minority Ethnic (BME) groups where aspiration and progression are low (e.g. Yemeni community) to develop positive action for engagement.	Collette Bailey Connexions South Yorkshire	As above	-	TBC	TBC	No baseline set	Connexions		Local Area Agreement
	Increase % of young people entering employment with worked based training.		Use Leadership Inventive Grant, Rotherham Excellence Partnerships and Pathways to Work Initiatives to: develop a more vocationally-orientated and flexible 14-19 curriculum, to include Young Enterprise Initiative;	Lead - Sue Holland, Lifetime Support – Connexions Partnership	Increase % of all Y11 cohort progressing to a learning outcome.	84.1	85.8	86 Equal or better than national average (2010)	81.2% (2004)	DfES LSC SRIP	If sustained funding is not maintained the development of positive engagement strategies will halt and limit progression at 16.	14-19 Strategy
Increasing the number of young people with enterprise skills	Develop a coherent plan for delivery of an enterprise programme.		Rotherham Ready (Rotherham Children and Young People's Enterprise Project) providing an enterprise entitlement for young people aged 4-19 and enterprise training at all key stages	14-19 group Karen Borthwick / Jeanette Lane / Jackie Frost, C&YP	Increase number of young people developing employability skills and benefiting from business enterprise activities.		1,700 (2008)	2000 (2010)	1200 (2005)	DfES SRIP LLP Schools budgets	Lack of enterprise and employability skills to impact positively on	Community Strategy RMBC Corporate Plan 14-19 Strategy

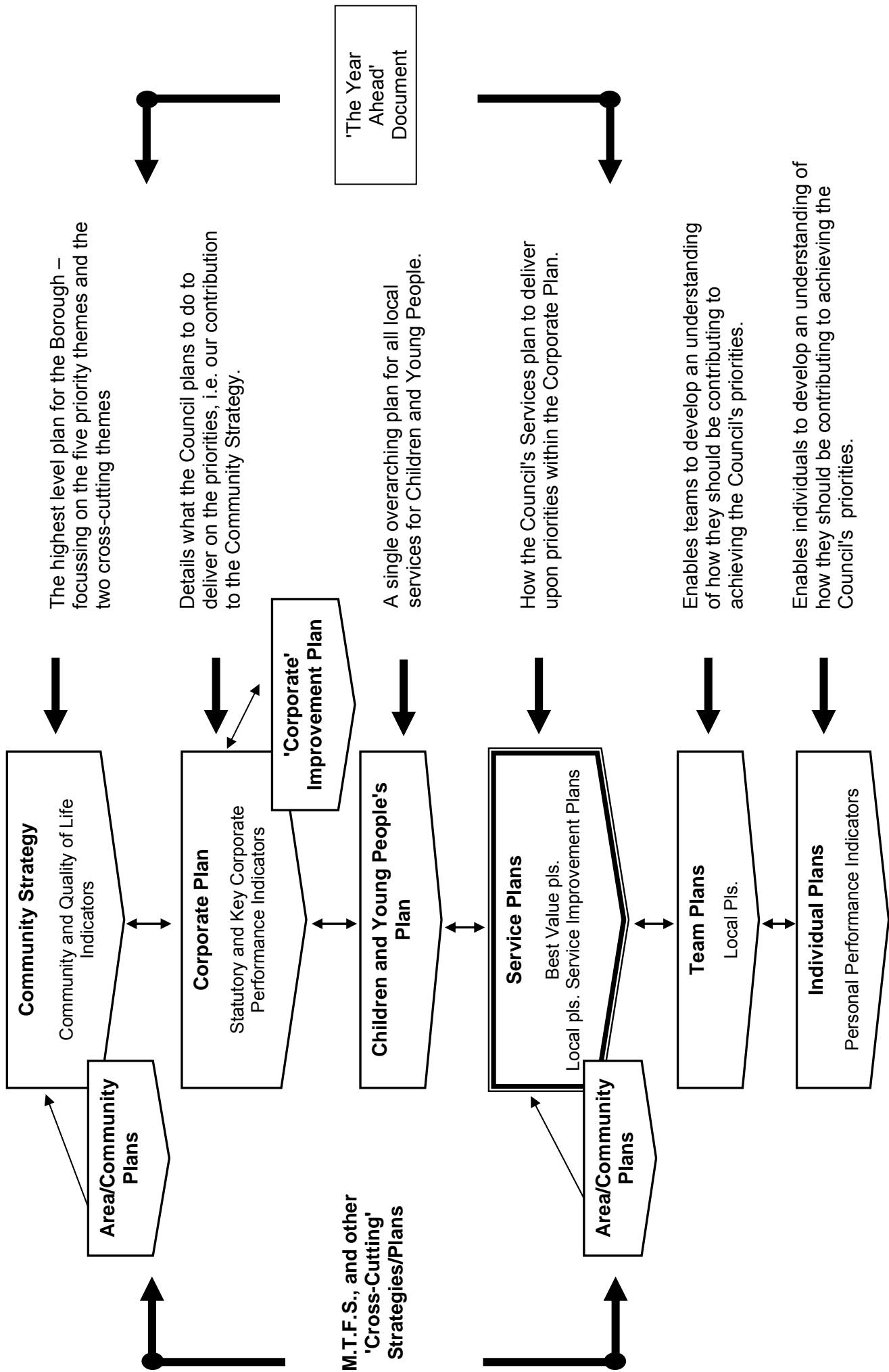| Aims	Key Actions		Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered		Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
					2006/7	2007/8	2008/9				
Improving basic skills of parents, carers and family members	Rotherham incomes are below the national average.	Develop a Cluster Plan for Rotherham to create a diverse & sustainable economy and growth opportunities. Attract quality jobs to the borough through Inward Investment and business development.	Jeff Wharfe, Rotherham Partnership / Richard Poundford, EDS	Close gap in average earnings between UK and Rotherham.	87%	88%	89% (90% - 2010)	86% (2004)	Jobcentre Plus SRB Objective 1 NRF Local Skills Council	Rotherham economy falls further behind in terms of GVA. Continued decline in local population and less attractive for newer industries. A low-skilled workforce unattractive to new industries and sectors.	Community Strategy RMBC Corporate Plan 2005-2010 Regeneration Plan Employment Plan Workforce Development Plan
Assisting economically inactive parents, carers and family members, including those on Incapacity Benefit and lone parents, back into work	Rotherham incomes are below the national average.	Develop a Cluster Plan for Rotherham to create a diverse & sustainable economy and growth opportunities. Attract quality jobs to the borough through Inward Investment and business development. Implement workforce development strategy with key partners.	Jeff Wharfe, Rotherham Partnership / Richard Poundford, EDS	Close gap in average earnings between UK and Rotherham.	87%	88%	89% (90% - 2010)	86% (2004)	Jobcentre Plus SRB Objective 1 NRF Local Skills Council	Rotherham economy falls further behind in terms of GVA. Continued decline in local population and less attractive for newer industries. A low-skilled workforce unattractive to new industries and sectors.	Community Strategy RMBC Corporate Plan 2005-2010 Regeneration Plan Employment Plan Workforce Development Plan

Aims	Key Actions		How it will be delivered	Responsible	Performance Management and Review (How it will be measured?)	Targets			Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective				Specific PI/ Targets (ECM)	2006/7	2007/8	2008/9				
Ensuring that all children and young people live in Decent Homes	Increase% of social housing and vulnerable households in the private sector in decent conditions		Develop new housing as part of the "Westgate Demonstrator Project" in Rotherham Town Centre.	Tom Bell, Neighbourhoods	Westgate Demonstrator units complete	-	80 units complete	-	0 units complete	Regional Housing Board Capital Investment 2006/8 programme £6.8 million (subject to approval)	Unable to source either internally or externally the human resources to administer grants/loans to unfit private sector housing	Community Strategy RMBC Corporate Plan
	Reduce number of unfit private dwellings		Complete a strategy for **RSL** (Registered Social Landlord) development	Head of Neighbourhood Development	Complete and implement strategy				No strategy in place			
			Demolish unsuitable stock. Target grant assistance at unfit dwellings.	Head of Housing Services	Decrease number of unfit dwellings	3% reduction	4% reduction	4.5% reduction 2010 5% reduction	2299 (03/04)	Officer time Housing Corporation Commissioning Group Core Strategy Group Client focused Groups	Increased house prices make demolition costs prohibitive	
					Private sector to develop a greater choice of well designed, high quality housing across the borough Number of private sector dwellings returned to occupation or demolished as a result of action by the local authority	28 (2006/07)	-	100 (2009/10)	35 (2004/05)			
			Vulnerable Groups Deliver the Supporting People Programme, including the	Tim Gollins, Supporting People	Service Level Agreements							

Aims	Key Actions			Performance Management and Review (How it will be measured?)						Budget/Resources	Risks	Plans linked to
Priorities	Areas of Improvement/Objective	How it will be delivered	Responsible	Specific PI/Targets (ECM)	Targets			Current Performance/Baseline				
					2006/7	2007/8	2008/9					
		delivery of supported housing and development of life skills.										
		Provide intensive support to care leavers under 18 living in independent tenancies, or in supported lodgings, and ineligible for Supporting People funding.	Sue May, NCH Bridges		5 (f/s) 7(s/l)	5 (f/s) 9 (s/l)	5 (f/s) 10 (s/l)	Figures are- 5 (f/s) 5 (s/l)		Budget continuation of present contract £ 265,000PA	Lack of good quality single person housing in RMBC	Supporting People 5 year strategy, RMBC Care leavers Accommodation Strategy
	Develop Housing Market Renewal Programme through master planning and local needs analysis	Complete forward plan for Housing Market Renewal to address low demand across all tenures. Accelerate the current "Decent Homes Programme" to address poor housing within local authority stock and deliver targets and milestones within the Programme. Undertake stock condition survey and develop investment planning model for the Decent Homes Programme.	Tom Bell, Neighbourhoods Mark Johnson (2010 Rotherham Ltd)	Achieve the decent homes standard for all council properties.	24.3	27.49%	100% Decency - March 2010	11.3% (04/05)		Housing Market Renewal Funding £18.2 million for 2006/08 programme (subject to ODPM approval) Forward Plan completed through 2006/08 prospectus for Transform South Yorkshire	ODPM cut capital resources to Housing market Renewal Pathfinder ODPM ALMO Bid - £218 million until 2010	Community Strategy Neighbourhood Service Plan 2010 Delivery Plan and Investment Plan

Aims	Key Actions			Performance Management and Review (How it will be measured?)						Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline				
					2006/7	2007/8	2008/9					
Developing a sustainable multi-agency workforce that will enable our priorities and outcomes to be achieved	To produce a Workforce Strategy to support the new structure, including the multi-agency teams, by October 2006	Planning new teams, rolling out Common Assessment Framework and Lead Professional training Overall implementing the Children's Workforce Strategy	Graham Sinclair	Ensuring workforce completes Common Assessment Framework and Lead Worker training Corporate Workforce Strategy P.I's on the make up of the workforce	Align with corporate workforce priorities and implement Children's Workforce Strategy by 2008			Separate workforce strategies for Education, Social Services and Health		Training budget of £600,000 between children's and adult's services Transformational budget through Sure Start	If multi agency workforce is not developed then the each of the 5 outcomes are at risk Children and young people will not achieve economic wellbeing without the support of the relevant skills of a multi agency workforce	Children's Workforce Strategy

Links and references to other plans

'The Year Ahead' Document

M.T.F.S., and other 'Cross-Cutting' Strategies/Plans

The highest level plan for the Borough – focussing on the five priority themes and the two cross-cutting themes

Details what the Council plans to do to deliver on the priorities, i.e. our contribution to the Community Strategy.

A single overarching plan for all local services for Children and Young People.

How the Council's Services plan to deliver upon priorities within the Corporate Plan.

Enables teams to develop an understanding of how they should be contributing to achieving the Council's priorities.

Enables individuals to develop an understanding of how they should be contributing to achieving the Council's priorities.

'Corporate' Improvement Plan

Community Strategy
Community and Quality of Life Indicators

Corporate Plan
Statutory and Key Corporate Performance Indicators

Children and Young People's Plan

Service Plans
Best Value pls.
Local pls. Service Improvement Plans

Team Plans
Local Pls.

Individual Plans
Personal Performance Indicators

Area/Community Plans

Area/Community Plans

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Rotherham Plans and Strategies

Plan/Strategies

Level			
Overarching Plans	Community Strategy	Neighbourhood Renewal Strategy	Corporate Plan
Key Partner Plans	South Yorkshire Strategic Policy Plan 2005 - 2005	National Probation Services Business Plan 2005 – 2006 · Probation Area Business Plan 2005 – 2006 · Health Local Delivery Plan 2005 – 2006	Youth Justice Plan 2005 – 2006 · Safeguarding Children Board Plan
Strategic - Children and Young People's Service	Children and Young People's Plan		

Plans/Strategies Specific to Children and Young People

Link to Children and Young People's Plan

- Rotherham 16 – 19 Area Inspection Action Plan
- A Strategy for Inclusive 14 – 19 Education and Training in Rotherham 2005 – 2007
- Behaviour Support Plan 2001 – 2004
- School Organisation Plan
- Rotherham Early Education and Childcare Strategy 2004-2006
- Education Development Plan 2002 - 2007
- School Improvement Plan 2005 - 2006
- School Organisation Plan 2003 - 2008 (update 2005)

- Culture and Leisure Services Plan 2005-2008
- Playground Strategy
- Education, Culture and Leisure I.C.T. Strategy 2005 – 2010

- Strategic Proposal for Children's Centre and New Childcare Place Development (October 2003)
- Customer Access Strategy 2005 – 2007
- Children's Fund Plan

- Teenage Pregnancy Strategy for Rotherham 2001 – 2010
- C.A.M.H.S.

- 16 – 19 Education Transport Policy 2005 – 2006
- Special Educational Needs Strategy Development Plan 2002 – 2006
- Inclusive Strategy Plan 2004 - 2007

Plans/Strategies that are Council Wide

- Customer Access Strategy
- Corporate Equality Strategy and Action Plan 2005 – 2006
- Rotherham Unitary Development Plan
- Rotherham Borough's Community Safety Strategy 2005 – 2008
- Homeless Strategy 2003 – 2008
- B.M.E. Housing Strategy 2005 – 2007
- Rotherham's Corporate Housing Strategy 2003 – 2006
- South Yorkshire Local Transport Plan 2001 – 2006
- Accessibility Planning Strategy 2005
- Parking Strategy
- Congestion Strategy
- Road Safety Strategy
- Transport Asset Management Plan
- South Yorkshire Passenger Transport Authority – Bus Strategy 2006 – 2011
- Fire and Rescue Corporate Plan 2005 – 2006
- Best Value Performance Plan 2005 – 2006
- Strategy to Reduce Crime and Disorder 2002 – 2005
- Rotherham Local Development Framework 2005

Joint Leadership Team Members

Name	Title
Sonia Sharp	Senior Executive Director, Children and Young People's Services
Graham Sinclair	Acting Head of Resource and Access
Catharine Kinsella	Head of Achievement and Economic Wellbeing
Helen Longland	Head of Inclusion, Voice and Influence
Phil Rogers	Head of Culture and Leisure
Julie Westwood	Head of Planning, Information and Performance
Pam Allen	Acting Head of Social Care (Safe)
Yvonne Weakley	Head of Children and Young People's Services, Rotherham Primary Care Trust Provider Services
Margaret Murphy	Children's Planning Lead, Rotherham Primary Care Trust
Simon Perry	Manager, Youth Offending Service
Paul Robinson	Voluntary Sector Development Worker, Voluntary Primary Care Trust Provider Services
Jim Stewart	Safeguarding Manager,
Sarah Whittle	Joint Deputy Director of Strategic Planning, Rotherham Primary Care Trust
To be Appointed	S.Y. Police Representative, Public Protection Unit

TO INCLUDE PHOTOS OF JLT MEMBERS – DESIGN STUDIO

Use to CPY Structure chart and the photos from Ray Globe's JAR briefing 1.

Acknowledgements

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Rebecca Atchinson - PCT

Ruth Bastin – Policy, Planning & Research Officer

Karen Borthwick - Senior School Improvement Advisor

Sandra Chilton – CYP Development Worker

Jonathan Cooper – Voice & Influence Officer

Ray Globe

Steve Hawkins - Primary Care Trust

Emma Heyes – Policy, Planning & Research Officer

Catharine Kinsella - Head of Achievements and Economical Well-being

Haleema Kouser – Typist

Helen Longland, Acting Head of Inclusion, Voice and Influence

Rebecca Lunghi – Performance & Quality Officer

Margaret Murphy – Planning Lead, Primary Care Trust

Rod Norton -Young Peoples Services Manager

Gemma Oxley – Project Officer

Sue Palmer – CYP Development Worker

Richard Poundford – Head Rotherham Investment & Development Officer (RiDO)

Peter Rennie – Transitions Manager, Inclusion, Voice and Influence

Paul Robinson – Voluntary Sector Development Worker

Jo Savill – Independent Consultant

Rachel Siddall -Senior Economic Strategy Officer

Graham Sinclair – Acting Head of Resources and Access

Joyce Thacker - Connexions

Julie Westwood - Head of Planning Information & Performance

Sue Wilson – Performance, Information & Quality Manager

Linda Wylie – Policy & Planning Officer

Members of Audit of Need Task Group

Members of the Being Healthy Task Group

Members of the Staying Safe Task Group

Members of the Economic Wellbeing Task Group

Members of the Enjoy and Achieve Task Group

Members of the Making a Positive Contribution Task Group

All attendees of consultation event held on 14th December, 2005

Elected Members

Voluntary Sector Consortium

Everyone who has responded throughout all other consultation mechanisms

COMMENT AND FEEDBACK SHEETS

(Tear out facility to be included in the plan)

Please use the section below to make any comments or suggestions that you have on the Children and Young People's Plan:

Comments:

Suggestions:

If you would like to be involved in future consultation on the revision Plan please include your name and contact details and preferred method of getting involved.

Name: **Tel. No:**   **E-Mail:**

Preferred method:

Questionnaire   Themed Event   Via Web site   Discussion Groups

Other

APPENDIX A

GLOSSARY OF TERMS

Annual Performance Assessment (APA)
Anti Social Behaviour Orders (ASBO)
Area Child Protection Committee (ACPC)
Arms Length Management Organisation (ALMO)
Bichard Inquiry Report
Black and Ethnic Minority (BME)
British National Party (BNP)
Child Protection Register (CPR)
Children and Adolescents Mental Health Service (CAMHS)
Children's and Young People's Services (CYPS)
Children's Fund
Commission for Social Care Inspection (CSCI)
Common Assessment Framework (CAF)
Comprehensive Performance Assessment (CPA)
Criminal Records Bureau (CRB)
DASH NHS Trust
Department for Education and Skills (DfES)
Economic and Development Services (EDS)
English as an Additional Language (EAL)
Every Child Matters framework (ECM)
Full time Equivalent (FTE)
Further Education (FE)
General Certificate of Secondary Education (GCSE)
Gross Value Added (GVA)
Higher Education (HE)
Human Resources (HR)
Integrated Children's Systems (ICS)
Joint Area Review (JAR)
Joint Leadership Team (JLT)
Key Stage 1 (KS1) Key Stage 2 (KS2) Key Stage 3 (KS3) Key Stage 4 (KS4)
Learning and Skills Council (LSC)
Learning Difficulties and Disabilities (LDD)

GLOSSARY OF TERMS (continued)

Local Area Agreement (LAA)
Looked After Children (LAC)
Limited Liability Partnership (LLP)
National Association for Mental Health (MIND)
National Children's Homes (NCH)
NHS Local Delivery Plan (LDP)
National Service Framework (NSF)
National Society for the Prevention of Cruelty to Children (NSPCC)
Not in Education, Employment or Training (NEET)
Office of the Deputy Prime Minister (ODPM)
Office for Standards in Education (Ofsted)
Personal Social Health Education (PSHE)
Primary Care Trust (PCT)
Private Funding Initiative (PFI)
Public Protection Unit (PPU)
Pupil Referral Unit (PRU)
Registered Social Landlord (RSL) - regulated by the Housing Corporation, independent, not for profit, private sector organisations providing social housing for rent.
Rotherham Investment and Development Office (RIDO)
Rotherham Brought Together (RBT)
Schools Causing Concern (SCC)
Sexually Transmitted Infections (STIs)
Single Regeneration Budget (SRB)
Sub Regional Investment Plan (SRIP)
Social Emotional Behavioural Skills (SEBS)
Special Educational Needs (SEN)
Youth Offending Service (YOS)

GLOSSARY OF TERMS (continued)

Sub section projects and services referred to:

Connexions
Dearne Valley Learning Opportunities Partnership (DeVeLOP)
Entry to Employment (E2E) programme
Get Real Team
Get Sorted Academy of Music
Hear by Right Statements
Lifetime
Maltby Behaviour in Education Support (BEST) Team
Orchard Flyers
Rights2Rights
Risky Business Project
Safe N Sound
Safe@Last
Sure Start
Sure Start Plus
Voice and Influence
Westgate Demonstrator Project
Youth Parliament and Cabinet
Youth Start

Appendix B

Table 1.2 – Ethnicity breakdown for Rotherham and Area Assemblies (Source: Pupil Level Annual School Census 2005)

Ethnic Category	Rotherham	Rother Valley South	Rother Valley West	Rotherham North	Rotherham South	Wentworth North	Wentworth South	Wentworth Valley	Living Outside Rotherham
WHITE									
WHITE BRITISH	91.7%	97.7%	93.9%	89.5%	73.3%	97.6%	96.1%	98.3%	85.8%
WHITE EUROPEAN	0.5%	0.3%	0.5%	0.7%	0.6%	0.5%	0.4%	0.3%	0.8%
WHITE IRISH	0.1%	0.1%	0.2%	0.3%	0.1%	0.1%	0.1%	0.1%	0.2%
TRAVELLER OF IRISH HERITAGE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GYPSY/ROMA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
ASIAN OR ASIAN BRITISH									
ASIAN - PAKISTANI	4.4%	0.1%	0.7%	6.2%	21.2%	0.1%	0.8%	0.1%	5.7%
ASIAN - BANGLADESHI	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
ASIAN - INDIAN	0.2%	0.0%	0.1%	0.0%	0.3%	0.1%	0.2%	0.2%	0.6%
ANY OTHER ASIAN BACKGROUND	0.1%	0.0%	0.1%	0.2%	0.4%	0.1%	0.1%	0.0%	0.1%
BLACK OR BLACK BRITISH									
BLACK AFRICAN	0.3%	0.0%	0.3%	0.6%	0.6%	0.1%	0.3%	0.0%	0.9%
BLACK CARIBBEAN	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.5%
ANY OTHER BLACK BACKGROUND	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.1%
MIXED / DUAL BACKGROUND									
WHITE & ASIAN	0.3%	0.0%	0.2%	0.5%	0.6%	0.3%	0.3%	0.2%	0.5%
WHITE & BLACK AFRICAN	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%	0.1%	0.2%
WHITE & BLACK CARIBBEAN	0.3%	0.2%	0.5%	0.4%	0.3%	0.3%	0.2%	0.0%	0.5%
WHITE & CHINESE	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.1%
ANY OTHER MIXED BACKGROUND	0.2%	0.3%	0.2%	0.2%	0.3%	0.2%	0.1%	0.0%	0.1%
CHINESE	0.1%	0.1%	0.0%	0.1%	0.2%	0.2%	0.2%	0.2%	0.2%
OTHER ETHNIC GROUPS									
ANY OTHER ETHNIC GROUP	0.3%	0.0%	0.2%	0.5%	0.7%	0.0%	0.3%	0.1%	0.6%
YEMENI	0.1%	0.0%	0.0%	0.1%	0.3%	0.0%	0.1%	0.0%	0.1%
INFORMATION NOT OBTAINED	0.4%	0.4%	0.7%	0.0%	0.3%	0.0%	0.1%	0.1%	2.6%
NO ETHNIC DATA									
REFUSED	0.4%	0.2%	2.0%	0.2%	0.1%	0.1%	0.3%	0.1%	0.4%
ANY OTHER WHITE BACKGROUND	0.2%	0.3%	0.2%	0.2%	0.2%	0.1%	0.2%	0.1%	0.2%
TOTAL POPULATIONS									
WHITE BRITISH	91.7%	97.7%	93.9%	89.5%	73.3%	97.6%	96.1%	98.3%	85.8%
BLACK OR MINORITY ETHNIC	7.7%	1.7%	3.8%	10.1%	26.4%	2.2%	3.5%	1.5%	13.6%

APPENDIX C

2004 ATTAINMENT RESULTS BASED ON PUPIL RESIDENCY

Area Assembly	BME %	rank	KS1 L2+ READING %	rank	KS1 L2+ WRITING %	rank	KS1 L2+ MATHS %	rank	KS2 L4+ ENGLISH %	rank	KS2 L4+ MATH %	rank	KS2 L4+ SCIENCE %	rank	KS3 L4+ ENGLISH %	rank	KS3 L4+ MATH %	rank	KS3 L4+ SCIENCE %	rank	GCSE 5+ A*-C %	rank
Rotherham South	26.4	1	76.5	7	73.8	7	83.5	7	67.1	7	63.8	7	75.7	7	57.8	6	66.8	6	56.4	7	42.8	4
Rotherham North	10.1	2	83.6	3	85.0	1	88.5	2	70.8	5	72.1	4	83.6	5	69.9	2	73.9	3	62.3	4	39.0	7
Rother Valley West	3.8	3	83.9	2	78.9	6	85.8	6	78.2	2	76.2	1	90.3	1	60.2	5	73.9	2	65.9	3	51.9	2
Wentworth South	3.5	4	79.7	6	80.2	4	88.1	3	68.1	6	67.4	6	79.7	6	52.1	7	64.6	7	56.7	6	41.2	5
Wentworth North	2.2	5	82.4	4	79.7	5	87.4	5	72.6	4	69.2	5	86.3	4	64.1	3	70.0	4	60.6	5	39.1	6
Rother Valley South	1.7	6	85.1	1	83.2	2	91.2	1	79.9	1	###	3	87.6	3	71.8	1	74.8	1	67.3	2	52.6	1
Wentworth Valley	1.5	7	81.0	5	83.1	3	88.0	4	76.1	3	75.1	2	89.3	2	60.8	4	69.3	5	67.8	1	43.1	3

	BME %	rank	KS1 L2+ READING %	rank	KS1 L2+ WRITING %	rank	KS1 L2+ MATHS %	rank	KS2 L4+ ENGLISH %	rank	KS2 L4+ MATH %	rank	KS2 L4+ SCIENCE %	rank	KS3 L4+ ENGLISH %	rank	KS3 L4+ MATH %	rank	KS3 L4+ SCIENCE %	rank	GCSE 5+ A*-C %	rank
NATIONAL			85		81		90		78		74		86		71		73		66		53.7	
ROTHERHAM			81		79		89		73		71		84		62		69		62		46	

Agenda Item 12

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	CABINET
2.	Date:	29th MARCH, 2006
3.	Title:	LOCAL DEVELOPMENT FRAMEWORK (LDF)
4.	Programme Area:	ECONOMIC AND DEVELOPMENT SERVICES

5. Summary

In accordance with Minute No. B29 of the meeting of the Cabinet held on 11th August, 2004, minutes of the Local Development Framework Members' Steering Group are to be submitted to the Cabinet.

A copy of the minutes of the LDF Steering Group held on 24th February, 2006 is therefore attached.

6. Recommendation

That the emerging issues be noted and the minutes be received.

7. Proposals and Details

The Council is required to review the Unitary Development Plan and to produce a Local Development Framework (LDF) under the Planning and Compulsory Purchase Act 2004.

8. Finance

There are resource and funding implications for the LDF process and Cabinet has resolved that £100,000 of Planning Delivery Grant for 2005/06 be ring-fenced for Local Development Framework purposes (Minute No. B147(3) – 9th February, 2005 refers).

9. Risks and Uncertainties

Failure to comply with the Regulations.

10. Policy and Performance Agenda Implications

There are local and regional implications. The Local Development Scheme will form the spatial dimension of the Council's Community Strategy.

11.   Background Papers and Consultation

Minutes of, and reports to, the Local Development Framework Members' Steering Group.

A copy of the minutes of the meeting held on 24th February, 2006 is attached.

Contact Name : Adam Wilkinson, Executive Director,
Economic and Development Services
Ext 3801
adam.wilkinson@rotherham.gov.uk

ROTHERHAM LOCAL DEVELOPMENT FRAMEWORK STEERING GROUP
Friday, 24th February, 2006

Present:- Councillor Smith (in the Chair); Councillors Hall, Pickering, Robinson and Wardle.

together with:-

Dominic Blaydon	LSP
Bob Crosby	Head of Neighbourhood Services
Steve Holmes	Community Involvement Manager
Ken Macdonald	Solicitor
Neil Rainsforth	Research and Spatial Development Officer
Ryan Shepherd	Planner
Gordon Smith	Specialist Support Manager
Phil Turnidge	Senior Planner
Nick Ward	Planner
Joanne Wehrle	Partnership Officer
David Edwards	Countryside Planning Officer

Apologies:-

None

100. MINUTES OF THE PREVIOUS MEETING HELD ON 26TH JANUARY, 2006

Consideration was given to the minutes of the above meeting held on 26th January, 2006.

Resolved:- That the minutes of the previous meeting held on 26th January, 2006, be approved as a correct record.

101. MATTERS ARISING

The following issues were reported:-

(i) Planning/LDF/Community Strategy Film

Members viewed a copy of the DVD that had been prepared. It was proposed that, with a few refinements and the addition of Rotherham MBC title page, the DVD would be used as a general promotional film to Parish Councils and Area Assemblies.

It was noted that there was provision to produce another DVD in due course related to the LDF.

The comment was made that the DVD could give the impression that an

instant decision on a planning application could be obtained from the Customer Service Centre in the Civic Building. Reference was also made to the new technology becoming available in respect of the submission of planning applications, and to the availability of Planning officers.

(ii)   Regional Spatial Strategy

It was reported that the Yorkshire and Humberside Plan was now out to consultation. A meeting of corporate officers to move this forward had taken place and a report would be presented to the Steering Group in due course.

(iii)   Affordable Housing

This issue remained to be resolved and it was proposed that a meeting be arranged as soon as possible with the Cabinet Members for Economic Regeneration and Development Services and Neighbourhoods, with input from Legal Services.

102.   PPS3 AND RELATED DOCUMENTS - SUMMARY AND RESPONSE

Nick Ward explained that the Office of the Deputy Prime Minister had published a draft Planning Policy Statement 3 in respect of Housing, together with a number of supporting documents, and was seeking comments by 27th February, 2006.

Appendix 1 to the report provided a summary of PPS3 and associated documents, together with comment on the main implications as follows:-

1a   Planning Policy Statement 3 (PPS3) Housing
1b   Housing Land Availability Assessments – Draft Practice Guidance
1c   Housing Market Assessments – Draft Practice Guidance
1d   Planning Gain Supplement
1e   Code for Sustainable Homes
1f   The Future for Design Codes
1g   Circular 11/05 – Green Belt Direction

It was pointed out that the draft PPS3 was largely in response to Kate Barker's Review of Housing Supply, commissioned by the Chancellor of the Exchequer, to look in to the problems of affordability, especially in the South East of England.

Particular reference was made to:-

- The need for local planning authorities to have more awareness of how the housing market works
- More cross boundary/partnership working and liaison with house builders
- Continuing emphasis in respect of the target for development of brownfield land

- Housing Market Assessments
- Issues in respect of the proposal to introduce a Planning Gain Supplement and the use of S.106 agreements
- Design Code and Code for Sustainable Homes
- The complexity of the documents and the amount of detail yet to be determined
- New Circular 11/05 Greenbelt Direction

Appendix B to the report set out the proposed responses in respect of Draft PPS3, including Housing Land Availability Assessments and Housing Market Assessments.

It was noted that there were resource and timescale implications and potential delays in the system.

From the officers' point of view there was concern about the resource implications involved in Housing Market Assessments, which would need to be done corporately with Planning and Neighbourhoods in consultation with the LSP Strategic Housing Partnership and in partnership with neighbouring authorities.

103. GREENFIELD MORATORIUM

It was reported that the consultation process had now begun, with notices being placed in the local press and correspondence being sent to the Home Builders' Federation and the Campaign for the Protection of Rural England. A notice had also been placed on the Council's Website. A deadline of 24th March, 2006 had been given for return of comments.

Reference was made to the length of time taken to progress this issue through the Council, and to internal issues within programme areas regarding exemptions to the moratorium.

It was pointed out that the Council was still required to meet the brownfield target.

Reference was made to the importance of evidencing that good stakeholder consultation had taken place throughout the whole of the LDF process.

A legal interpretation was given of the present position should the Council be challenged on its policy.

104. CORE STRATEGY OPTIONS - FRONTLOADERS WORKSHOP FEEDBACK

Feedback was given on the Frontloaders' Workshop which had been held on 17th February, 2005.

Details of the number of attendees, and the content of the three presentations given were reported. It was reported that three workshops had followed looking at issues r.e. retail, leisure, transport, environment etc. and how they could be applied to the Options.

It was pointed out that this was the first event in the Frontloaders' consultation process. The process now needed to be widened out to more people and to focus down on choices within the Options.

The workshop had highlighted the dilemma between making the process quicker whilst undertaking more consultation. There was now a need to concentrate on the consultation process (acknowledging the need to avoid consultation fatigue) and how to improve the product by taking the best of the three Options.

It was proposed that there would be a further presentation to the LSP and to Heads of Service.

Reference was made to the Planning Advisory Service conference held in 2005 where examples of best practice were shared and the consensus that more consultation should be done in the initial stages of the process so that in the formal process there would be general agreement and support. There was a need to adhere to the published milestones and at the same time widen out the consultation.

The comment was made that much of the process was not real to the general public.

105.   MEMBERS SEMINAR ARRANGEMENTS

Consideration was given to proposals for a Members' Seminar focussing on the preparation of the Core Strategy for the Rotherham Local Development Framework.

It was intended that this would be the second phase of Member involvement.

It was also suggested that the LDF could be an item on the next agenda for the Parish Liaison Meeting, and that specific training on the LDF should be arranged for the Planning Board.

Resolved:- That the following arrangements be agreed:-

Wednesday, 8th March, 2006

11.30 a.m. to 12.30 p.m.   Council Chamber
                                            PowerPoint Presentation/DVD film, followed by
                                            a question and answer session

12.30 p.m. to 14.00 p.m.   John Smith Room

Display Stand, attended by officers from Forward
Planning, to allow further informal discussion of Core Strategy preparation work

106. INSIGHT OF SUSTAINABILITY APPRAISAL OF OPTIONS - SAMPLE OF WORK IN PROGRESS

Consideration was given to a report relating to the further progress on Sustainability Appraisal of the emerging Core Strategy for the LDF.

Appendix A to the report set out the 22 Sustainability Appraisal Objectives, and Appendix B set out a matrix of the assessment of the three options and the base line against one Sustainability Appraisal Objective.

The report and appendices were intended to demonstrate the complexity and technical nature of the work involved, and that none of this work had been done before. Reference was made to the use of consultant's advice and government guidance and to the resources expended. A major issue facing the development of this work was how to engage the public.

Reference was made to the progress of other local authorities and the methods they were using.

A request was made for greater involvement of officers, in particular from Neighbourhoods.

107. LOCAL DEVELOPMENT SCHEME UPDATE - ANNUAL MONITORING REPORT EXTRACT AND REVISED GANTT CHART

Consideration was given to a report updating Members on the progress on the LDS programme and details of the first round of LDF documents.

It was reported that the Annual Monitoring Report had been submitted to Government Office in December 2005 and gave an indication of likely revisions required to the LDS programme. The revisions and revised timetable (Gannt) chart were set out in the report. The implications for receipt of Planning Delivery Grant were explained.

Consideration was given to the proposed revisions for submission as an addendum to the LDS to Government Office before the end of March.

Resolved:- That the revisions and revised timetable, as set out in the report, be approved for inclusion in an addendum to the LDS to be submitted to Government Office before the end of March.

108. ODPM LOCAL DEVELOPMENT FRAMEWORK EVENT FOR CHIEF EXECUTIVES/LEADERS - ADVANCE NOTIFICATION

It was reported that the ODPM proposed to hold a regional seminar later in 2006 for Leaders and Chief Executives to explain to them how the LDF should be more central to the business of Local Authorities and how the LDF could be linked to the Community Strategy and the LSP.

Officers urged Members to influence the Leader and Chief Executive to attend.

Resolved:- That further information be awaited.

109. EMPLOYMENT LAND REVIEW - PROGRESS NOTE

Consideration was given to a report relating to the requirement to undertake a critical appraisal of land available for employment use and to ensure that land is allocated to meet forecast employment needs throughout the period of the plan.

It was reported that the process was set out in Government guidance (Employment Land Review: Guidance Note, ODPM, December 2004) and that the review had three broad stages:-

- Stage 1 – taking stock of the existing situation - 40-50 sites had been reviewed
- Stage 2 – identifying future requirements – the type of economy and type of land needed based on work at regional level and with RIDO looking at demand
- Stage 3 – identifying a new portfolio of sites – to determine additional land which should be allocated for employment use in the light of likely future needs and the quality and location of any existing sites

The work would draw together data from all stages with a view to preparing an "Employment Land Review" document which was to be published for consultation in April 2006. It was proposed that this would be discussed with RIDO and the LSP and other stakeholders, the market and general public.

The work would need to have regard to regional and national policy guidance, the emerging Regional Spatial Strategy, which contains guidance on future employment requirements; to documents such as the Community Strategy, which set out aspirations for the Rotherham economy, and to other LDF documents (the Core Strategy in particular).

Resolved:- That a further report be presented to this Steering Group prior to the start of the consultation.

110. ANY OTHER BUSINESS

There were no other items of business.

7FROTHERHAM LOCAL DEVELOPMENT FRAMEWORK STEERING GROUP - 24/02/06

111.   DATE, TIME AND VENUE OF NEXT MEETING

Resolved:- That the next meeting of the Steering group be held on FRIDAY, 17TH MARCH, 2006 at 10.00 a.m. at the Town Hall, Rotherham.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	CABINET
2.	Date:	29th MARCH, 2006
3.	Title:	REGENERATION AND ASSET BOARD – minutes of meeting held on 22nd February, 2006
4.	Programme Area:	ECONOMIC AND DEVELOPMENT SERVICES

5. Summary

The minutes of the meeting of the Regeneration and Asset Board held on 22nd February, 2006, are submitted to Cabinet for consideration.

6. Recommendation:-

(1)   That the minutes of the meeting held on 22nd February, 2006, be received.

7.   Proposals and Details

Further to Minute No. 5 of the meeting of the Cabinet held on 25th May, 2005 and Minute No.16 of the meeting of the Council held on 25th May, 2005, it was resolved that the former Property Board and Regeneration Board be combined to form the Regeneration and Asset Board to oversee the Council's capital assets, future use of land and property and regeneration issues.

8. Finance

The decisions of the Regeneration and Asset Board will have an impact on the Capital Receipts accruing to the General Fund resulting in a revision of the Council's capital programme.

9. Risks and Uncertainties

As with all property transactions the capital receipt cannot be guaranteed until the sale is completed

10. Policy and Performance Agenda Implications

The sale of surplus assets supports the Council's priorities by releasing capital from unwanted/underused property assets. The sale of assets recycles buildings for alternative uses and land for brownfield development.

11.   Background Papers and Consultation

A copy of the minutes of the meeting of the Regeneration and Asset Board held on 22nd February, 2006 is attached.

Contact Name : Adam Wilkinson, Executive Director,
Economic and Development Services   ext 3801

REGENERATION AND ASSET BOARD
Wednesday, 22nd February, 2006

Present:- Councillor Smith (in the Chair); Councillors Boyes, Robinson, Wardle, S. Wright and Wyatt.: together with Councillor(s) R. S. Russell

Apologies for absence:- Apologies were received from (none).

116.   MINUTES OF THE PREVIOUS MEETING HELD ON 18TH JANUARY, 2006

Resolved:- That the minutes of the previous meeting of the Board held on 18th January, 2006, be accepted as a correct record.

117.   MATTERS ARISING

There were no issues raised not covered by the agenda items.

118.   REGENERATION PLAN REVIEW

Further to Minute No. 86 of the meeting of the Regeneration and Asset Board held on 7th December, 2005, consideration was given to a report, presented by the Head of Rotherham Investment and Development Office, relating to the draft of the mid term review of the Council's Regeneration Plan.

It was reported that the review had re-profiled the Plan's key actions under the seven themes of the revised Community Strategy and had assessed each action against the priorities set in the Community Strategy, Corporate Plan, Neighbourhood Renewal strategy and the Regional Economic Strategy 2006-2012.

The review provided an assessment of how the Plan was progressing at this "half way" stage, through monitoring of progress in respect of each of the key actions and on the ten transformational regeneration projects.

It was noted that the reviewed Plan would be submitted for approval by Cabinet on 1st March, 2006 with a view to it being published for the start of the financial year.

Resolved:- (1) That, subject to final comments from appropriate Programme Areas and any comments of this Board, the draft Mid Term Review of the Regeneration Plan be approved.

(2) That the reviewed Plan be forwarded to Cabinet for approval to go ahead with publication.

119.   BUSINESS INCUBATION DEVELOPMENT (BID) FUND

Further to Minute No. 195 of the meeting of the Cabinet Member for Economic Regeneration and Development Services held on 20th February, 2006, consideration was given to a report, presented by the Business Development Manager, detailing a new DTI fund for incubation, and reporting a successful application by the Council to implement a project focussed on business incubation in Dinnington and surrounding areas in the south of the Borough.

It was pointed out that funding had been made available at short notice by the DTI and the main elements of Rotherham's bid were detailed in the report. The application had successfully obtained £150,000, which would have to be match funded.

Resolved:- (1) That the successful BID application be noted.

(2) That the Council implement the project as set out in the offer letter from UKBI Ltd.

120. **EUROPEAN STRUCTURAL FUNDS**

Consideration was given to a report, presented by the Economic Strategy Officer, relating to the settlement of European Structural Funds for the period 2007-2013, which was the successor programme to Objective 1.

It was noted that following the enlargement of the E.U. the largest proportion of structural funds had been allocated to the poorest areas, and as a consequence the older member states, such as the U.K., would receive less funding.

Therefore the Alliance for Regional Aid had been lobbying for compensation for the U.K. to cover the reduction in E.U. funding. It was noted that funding to the RDA's would increase.

A table contained within the report detailed the three new community objectives for the new programme, and it was noted that South Yorkshire would qualify for assistance under the "Competitiveness" objective, being a current recipient of Objective 1 funding. It was pointed out that the Alliance for Regional Aid was lobbying to try to change this status to "Convergence" which would allow up to 75% rather than the maximum intervention rate of 50% under the competitiveness objective.

It was noted that the management arrangements had not yet been confirmed although it was anticipated that the Regional Development Agencies would have a strong role to play.

The focus for the funding would be on economic growth and creation of jobs and it was expected that South Yorkshire would receive about £270m (which would include ERDF and ESF). It was noted that the 2007-2013 programme would be heavily loaded into the early years, tapering off at the end. The South Yorkshire Partnership would be pressing for the

funding to be devolved to regional level to allow for an integrated programme.

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

(2)   That liaison with the South Yorkshire Partnership and Alliance for Regional Aid be continued to lobby for the desired outcome for this region.

121.   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 those Paragraphs, indicated below, of Part 1 of Schedule 12A to the Local Government Act 1972.

122.   INCREASE IN RERF CONTRIBUTIONS TO ROTHERHAM YOUTH ENTERPRISE

Further to Minute No. 178 of the meeting of the Cabinet Member for Economic Regeneration and Development Services held on 23rd January, 2006, consideration was given to a report, presented by the Economic Strategy Officer, relating to a request to increase the RERF allocation towards the cost of delivering Rotherham Youth Enterprise business support services in 2006/07.

It was explained that the funds were essential to allow the project to continue operating until a decision was forthcoming regarding funding from the Sub-Regional Investment Plan (SRIP), which if secured would replace the additional RERF funds being sought.

Reference was made to this project being an example of good practice.

It was noted that RERF was intended to be a "one-off" award. However, in this instance due to the delays in receiving a decision from Yorkshire Forward. The project had been match funded from SRB6.

The outputs and overall achievements of the project were detailed in the report.

Resolved:- That the approval to support Rotherham Youth Enterprise business centres and services to the sum of £54,000 in 2006/07 financial year to cover the cost of salary and running costs be noted (the total RERF approval for this project being £93,522).

(Exempt under Paragraph 8 of the Act – finance)

123.   RERF CONTRIBUTION TOWARDS THE COST OF A FEASIBILITY STUDY INTO THE REGENERATION OF THE LOWER DON VALLEY

Further to Minute No. 177 of the meeting of the Cabinet Member for Economic Regeneration and Development Services held on 23rd January, 2005, consideration was given to a report, presented by the Economic Strategy Officer, relating to an application for RERF towards the cost of extending Sheffield City Council's Lower Don Valley Masterplan Study to include the adjoining area of Rotherham beginning at Tinsley (as illustrated on the accompanying plan)

It was reported that the brief that had been agreed would examine key issues such as future land use and allocations, connectivity and accessibility, traffic and transportation and environmental issues. The findings would be integral to the emerging Local Development Framework and to the Rotherham West Housing Market Renewal Area strategic framework, as well as the development of the two key Gateway Corridors – Meadowbank Road and Sheffield Road.

Resolved:- That the approval of £5,000 capital for 2005/06 from the Rotherham Economic and Regeneration Fund to allow the Masterplan Study to be extended, as described in this report, be noted.

(Exempt under Paragraphs 7 and 8 of the Act – financial assistance/expenditure)

124. **CHAPEL WALK MOSQUE, ROTHERHAM**

Further to Minute No. 158(71) of the meeting of the Property Board held on 19th January, 2005, consideration was given to a report, presented by the Head of Asset Management, updating Members in respect of an application by the Rotherham Mosque Trust to purchase land in the vicinity of Chapel Walk, Rotherham for improvement to facilities at the mosque.

The present position regarding Site A was reported and Members considered three options for the future use of sites B and C (identified on the plan appended to the report). The options were detailed in the report submitted and the Head of Asset Management provided further information.

It was reported that in view of the lack of town centre car parking, the Streetpride Service had indicated that the land could be transferred to the Service for use as public pay and display car parking.

The views of the local community and local Ward Member were noted.

It was also reported that the Council was currently out to consultation on proposals to extend the controlled parking zone in the town centre and these areas would be within the area under consideration.

Reference was also made to the historical significance of the building,

being an early 19th century chapel, and the implications of any proposed refurbishment works.

Resolved:-   (1)   That the pieces of land marked B and C on the accompanying plan be transferred to Streetpride for the creation of public pay and display car parking.

(2) That it be noted that the areas in question would be included in the overall strategy for the extension of zoned car parking.

(3)   That the Conservation and Urban Design Officer be requested to advise the Regeneration and Asset Board on the historical significance of the Mosque building.

(4)   That a report be submitted to the Cabinet Member for Economic Regeneration and Development Services in respect of the details of the proposal at (1) above.

(Exempt under Paragraphs 7 and 8 of the Act – affairs of other than the Local Authority/finance)

125.   **RAWMARSH CUSTOMER SERVICE CENTRE**

Consideration was given to a report, presented by the Head of Asset Management, relating to an evaluation of sites in the Rawmarsh and Parkgate area for the provision of a Customer Service Centre.

Details of the five sites that had been evaluated were set out in the report. It was pointed out that depending on which site was chosen, and the availability of finance, there may be an opportunity to co-locate the library and housing office on the same site.

The outcome of consultations with the Rawmarsh and Parkgate Partnership, Rawmarsh and Parkgate Action Group, Wentworth South Area Assesmbly, Surestart Rawmarsh and the three Ward Members was reported.

The Board was advised that there was an argument for the Rawmarsh Leisure Centre site being the preferred location for the development of a Customer Service Centre.

Resolved:-   (1) That the selection of Rawmarsh Leisure Centre, as the preferred location for the development of a Customer Service Centre to serve the communities of Rawmarsh and Parkgate, be approved.

(2) That approval be given for the cost of the detailed appraisal to be initially funded from the capital allocation approved for the Swinton Customer Service Centre to enable the appraisal to be commenced straight away.

(3) That the Head of Legal and Democratic services be requested to register the Council's title for the Rawmarsh District office, library and car park at the Land Registry.

(4) That approval be given to the allocation of up to £1.5 million from the capital programme to allow for prompt progress to be made.

(5) That approval be given to the allocation of up to £1.5 million from the capital programme to progress the Aston cum Aughton Customer Service Centre.

(6) That reports on the progress of the development of all the Customer Service Centres be reported regularly to the Regeneration and Asset Board.

(Exempt under Paragraph 9 of the Act – land and property)

126.   **CUSTOMER SERVICE CENTRES PROGRAMME PROGRESS REPORT**

Further to Minute No. 114 of the meeting of the Regeneration and Asset Board held on 18th January, 2006, consideration was given to a report, presented by   the Head of Asset Management, relating to the progress of the Customer Service Centres Programme.

A brief outline of the progress being made to develop each of the six proposed Centres was given in the report.

In respect of the development of a Customer Service Centre in the Aston area it was reported that, following the previous meeting of the Board, ground investigation work at the Mill Stone Quarry site had taken place and the initial results indicated confidence that the site could accommodate a Customer Service Centre without substantial foundation works costs.

Resolved:- (1) That the progress for each of the six Customer Service Centres be noted.

(2) That the Mill Stone Quarry site be selected for consideration for the development of a Customer Service Centre in Aston cum Aughton.

(3) That further development be reported to the Board.

(Exempt under Paragraphs 9 of the Act – land and property)

(Councillor Wyatt declared a person interest in the following item, being a member of Swinton House Club)

127.   **LAND AND PROPERTY BANK: CAPITAL RECEIPTS UPDATE**

Consideration was given to a report, presented by the Strategic Property

Manager, updating the Board of changes to the forecast of capital receipts accruing to the General Fund resulting in a revision of the Council's capital programme.

Members' attention was drawn to the following:-

- 168 Scholes Lane
- Greenlands Plantation, Maltby
- Thorpe Hesley

In addition Members raised issues in respect of:-

-        The outcome of the Oxford City Council Test Case re: an application for Village Green Status
-        Land swap arrangements for the provision of green space at the former Maltby Crags School under the PFI arrangements

Resolved:- (1) That the position on the current status of the capital programme be noted.

(2) That a report be submitted to the Board in respect of the Oxford City Council Test Case.

(3) That the Head of Asset Management speak to the Strategic Leader, Culture and Leisure Services, about the issues raised in respect of the former Maltby Crags School, and provide a report to the next meeting of the Board.

(Exempt under Paragraph 9 of the Act – land and property)

128.   LAND TRANSACTIONS UPDATE

Consideration was given to a report, presented by the Development Surveyor, outlining the current position regarding major land transactions throughout the borough.

Members were asked to note the position in respect of:-

Dalton Lane tri-partite agreement
Thorpe Hesley Land/access
Brookfields Park – Phases II and III
Zamor Crescent
Flash Lane
Daneshill
Express Parks
Lakeside South – Lines Developments

Resolved:- That the position on the current status of land sales be noted.

(Exempt under Paragraph 9 of the Act – land and property)

129.   **BREATHING SPACE**

Consideration was given to a report, presented by the Head of Asset Management, which described the development work and progress to design, build and the turn key delivery of a £7.1m innovative and environmentally sustainable building as part of a revolutionary £10M Breathing Space Programme for the treatment of respiratory conditions, notably Chronic Obstructive Pulmonary Disease (COPD).

Details of the Council's involvement and funding for this complex project, together with the partnership, legal and land transaction arrangements, were set out in the report. The aims of the project were outlined and it was pointed out that the facility would be the first of its kind in the U.K.

Members were advised of the remaining risk in respect of the payment of VAT on certain elements of the project. It was reported that an application to confirm that VAT was not attracted by this project had been made to H.M. Customs and Excise and determination was still awaited.

Members commended the innovative design, and expressed the view that current building designs in Rotherham should be highlighted more both locally and nationally.

Resolved:- (1) That the progress on the Breathing Space Project be noted.

(2) That the VAT risk which remains on the project be noted.

(3) That the Design Team present details of the project design to the next meeting of the Board.

(Exempt under Paragraphs 8 and 9 of the Act – finance/land and property)

130.   **WESTGATE DEMONSTRATOR PROJECT**

Consideration was given to a report, and an accompanying plan, presented by the Implementation Team Leader, relating to the progress made in a number of key areas, and in particular the ongoing and future procedures involved in gaining vacant possession of both Imperial and All Saints Buildings.

Further details were given in respect of:-

- Planning applications:- for Site 3 (to be considered on 23rd March, 2006: outline planning application for the remaining sites and full application for the refurbishment of Imperial Building (to be submitted within the next two weeks)
- Selection of a contractor

- Selection of landscape architect
- Enabling works re: car parking – noting the archaeological investigations on Site 3; Site 5 – river wall investigations
- Replacement car parking provision at Sheffield Road and Unity Place
- Development Agreement
- Tenant decant of Imperial Building (programmed for December 2006) and All Saints Building (programmed for December 2007)

The report set out details of measures being taken, and options being offered, to facilitate tenant decant, and a current position statement was given.

Resolved:- (1) That the considerable progress made on the Westgate Demonstrator Project to date in terms of the following be noted:-

    I. Planning
    II. Contractor selection
    III. Public realm
    IV. Enabling works
    V. The development agreement
    VI. Public funding
    VII. Tenant decant

(2) That the strategy for securing vacant possession of the Council's assets be supported.

(Exempt under Paragraph 9 of the Act – land and property)

131. DATE, TIME AND VENUE OF NEXT MEETING

Resolved:- That the next meeting of the Board be held on Wednesday, 22nd March, 2006 at 10.00 a.m. at the Town Hall, Rotherham.

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