

## REGENERATION AND ASSET BOARD

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

**Date:** Wednesday, 15th November 2006

**Time:** 10.00 a.m.

### A G E N D A

1. To determine if the following matters are to be considered under the categories suggested, in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered later in the agenda as a matter of urgency.
3. Minutes of the previous meeting held on 18th October, 2006. (copy attached) (Pages 1 - 11)
4. Matters arising.
5. RiDO Business Development Team - 6 monthly Progress Report. (copy attached) (Pages 12 - 43)  
Research and Database Co-ordinator to report.  
- to report activity and performance of the team.
6. Strong and Prosperous Communities: The Local Government White Paper - October 2006. (report attached) (Pages 44 - 55)  
Asset Manager to report.
7. EXCLUSION OF THE PRESS AND PUBLIC  
The following items are likely to be considered in the absence of the press and public as being exempt under the Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended March 2006) (information relating to the financial or business affairs of any particular individual (including the Council)):-
8. Christmas Activities. (report attached) (Pages 56 - 60)  
Assistant Town Centre Manager to report.  
- to report details of this year's programme.
9. Land at Canklow. (report attached) (Pages 61 - 65)  
Principal Officer to report.  
- to seek approval to the sale of this land.

10. Land at Fernbank, Kimberworth. (report attached) (Pages 66 - 70)  
Principal Officer to report.
  - to seek approval to the sale of the land.
11. Former Rawmarsh Baths Site, Haugh Road, Rawmarsh. (report attached) (Pages 71 - 76)  
Strategic Property Manager to report.
  - To consider the options for the future use/disposal of this site.
12. Rawmarsh Depot, Barbers Avenue, Rawmarsh. (report attached) (Pages 77 - 81)  
Strategic Property Manager to report.
  - to consider disposal.
13. Land off William Street, Wellgate. (report attached) (Pages 82 - 86)  
Strategic Property Manager to report.
  - to consider options for future use.
14. Land at Longfold, Melton High Street, West Melton. (report attached) (Pages 87 - 90)  
Strategic Property Manager to report.
  - to consider disposal.
15. Land Adjacent to 17 Fitzwilliam Road, Eastwood. (report attached) (Pages 91 - 94)  
Strategic Property Manager to report.
  - to determine future use of the site.
16. Land at Doncaster Road. (report attached) (Pages 95 - 98)  
Principal Officer to report.
  - to seek approval to the sale of the land by private treaty.
17. Land at Brookfields Park, Wath. (report attached) (Pages 99 - 102)  
Principal Officer to report.
  - to seek approval to the sale of the land by private treaty.
18. Land and Property Bank - Capital Receipts Update. (report attached) (Pages 103 - 107)  
Strategic Property Manager to report.
  - monthly update.
19. Grove Road, Office Accommodation Strategy. (report attached) (Pages 108 - 110)  
Project Manager to report.
  - to report progress on the development of the strategy.
20. Dinnington Customer Service Centre. (report attached) (Pages 111 - 113)  
Asset Manager to report.
  - to consider funding actions required.

21. Templeborough to Rotherham Flood Alleviation Scheme - Wetland Management Partners. (report attached) (Pages 114 - 118)  
Partnership Implementation Officer to report.
  - to seek approval to a lease on a peppercorn rate.

**For information:-**

22. Date, time and venue of next meeting:  
Wednesday, 6<sup>th</sup> December, 2006 at 10.00 a.m. at the Town Hall, Rotherham.

**REGENERATION AND ASSET BOARD**  
**Wednesday, 18th October, 2006**

Present:- Councillor Smith (in the Chair); Councillors Ellis, Hussain, St. John, S. Wright and Wyatt.: together with Councillor(s)

Apologies for absence:- Apologies were received from Wardle.

**55. MINUTES OF THE PREVIOUS MEETING HELD ON 13TH SEPTEMBER, 2006.**

Consideration was given to the minutes of the previous meeting of the Regeneration and Asset Board held on 13<sup>th</sup> September, 2006.

Resolved:- That the minutes be approved as a correct record.

**56. MATTERS ARISING**

There were no matters arising from the minutes of the previous meeting.

(The Chairman authorised consideration of the following item in order for the representation to be considered as part of the discussion re: Minute No. 69 – Review of Community Buildings.)

**57. COMMUNITY BUILDINGS - T.S. REPULSE**

At the discretion of the Chairman, Councillor Turner spoke about the history, background, civic value of the Sea Cadets of T.S. Repulse, and the building in which they were located currently.

Councillor Turner referred to the following:-

- new regulations in respect of fire, smoke and burglar alarms, and security arrangements
- current condition of the building
- repairs needed and surveyor's quotation
- current rent and present accounts
- future viability of the organisation
- other organisations approached for assistance with repairs etc.

Members of the Board suggested that a Business Plan needed to be developed to demonstrate the future of the organisation and which could then be used to assist bids for external funding. It was also suggested that shared use with other youth organisations should be explored, together with alternative venues.

The Chairman thanked Councillor Turner for his submission.

**58. MINUTES OF A MEETING OF THE NEW TOWN CENTRE COUNCIL**

**ACCOMMODATION AND DEVELOPMENT OF VACANT SITES  
PROJECT BOARD HELD ON 25TH SEPTEMBER, 2006**

Consideration was given to the minutes of the above meeting held on 25<sup>th</sup> September, 2006.

Resolved:- That the minutes be received.

**59. ROTHERHAM'S ROUND 2 LEGI BID**

Consideration was given to a report, presented by the Economic Strategy Manager, detailing the background to the submission of the final version of Rotherham's Round 2 LEGI bid to Government Office on 14<sup>th</sup> September, 2006.

Reference was made to amendments to the first bid following discussions with Government Office and the Department for Communities and Local Government, and further work with the Partnership, Business Link, private sector and individual businesses.

It was explained that the aim of the programme was to promote, and remove barriers to, enterprise in the most deprived areas of England. It was pointed out that the bidding was very competitive and that an outcome should be known by early December, 2006, and if successful it was anticipated implementation of Round 2 bids from 1<sup>st</sup> January, 2007.

Resolved:- That the report and the final version of the Rotherham Round 2 LEGI Bid be noted.

**60. REVISED APPLICATION FORM FOR ROTHERHAM ECONOMIC  
REGENERATION FUND**

Further to Minute No. 111 of the meeting of the Cabinet Member for Economic Regeneration and Development Services held on 2<sup>nd</sup> October, 2006, consideration was given to a report, presented by the Economic Strategy Officer, relating to the production of a revised application form for the Rotherham Economic Regeneration Fund (RERF). It was noted that the form now reflected the newly adopted Neighbourhood Renewal Strategy and the Achieving Theme of the Community Strategy.

It was explained that the following areas had been changed:-

- Aims and objective
- Inclusion of new questions re: sources of funding; consultation; links to the Council's Achieving Theme and Value for Money
- Revised scoring/approval criteria

Resolved: That the report and the copy of the revised RERF Application Form be noted.

**61. 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 Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended March 2006) (information relating to the business or financial affairs of any particular person (including the Council)).

**62. ROTHERHAM ECONOMIC REGENERATION FUND - YEAR END REPORT 2005/2006.**

Further to Minute No. 112 of the meeting of the Cabinet Member for Economic Regeneration and Development Services held on 2<sup>nd</sup> October 2006, consideration was given to a report, presented by the Economic Strategy Officer, relating the following elements of the Rotherham Economic Regeneration Fund (RERF):-

- (i) actual expenditure and activity in 2005/06 for individual projects
- (ii) carry over amounts requested to complete project activity in 2006/07
- (iii) current position on RERF allocations in 2006/07

The following projects were highlighted:-

- Magna
- Big Screen
- Town Centre Crime Initiative
- Brampton Business Centre

The Executive Director, Economic and Development Services, gave a verbal update on the negotiations, discussions and options regarding the Brampton Business Centre.

Resolved:- (1) That in respect of the Rotherham Economic Regeneration Fund:-

(i) the actual expenditure for RERF of £502,938 (split £456,509 capital and £46,429 revenue) in 2005/06 be noted.

(ii) the current position of RERF in 2006/07 be noted.

(iv) the amount of carryover of £1,326,637 (split £1,184,596 capital and £142,041 revenue) into 2006/07 be noted.

(2) That a detailed report be submitted to a future meeting of the Regeneration and Asset Board in respect of the Brampton Business Centre.

(3) That a more detailed report be submitted to a future meeting of the Regeneration and Asset Board in respect of-

- (i) the projects which were on target and what outputs they had delivered
- (ii) which projects were over running the agreed timescale and the reasons for slippage
- (iii) project costs

### **63. BIG SCREEN PROGRESS REPORT**

Consideration was given to a report, presented by the Assistant Town Centre Manager, setting out the progress of the Big Screen Project since the installation of the screen in All Saints Square last year.

Reference was made to the unique pilot partnership with the BBC and the benefits in terms of:-

- Provision of a full time Screen Manager
- Access to the BBC's programmes and events
- Current community involvement and further opportunities
- the impact on footfall from events e.g. World Cup, Wimbledon, Royal Opera House etc
- establishment of a Steering Group to ensure the screen met its aims and objectives, and to develop innovative ideas
- work programme September to December 2006

Reference was also made to the approval of an application to RERF for funding for some public realm works and for a 'wrap' to the back of the screen. Consideration was given to a proposal to involve local schools and colleges in the design of the wrap.

Resolved:- (1) That the progress of the project to date and the future work programme to December 2006 be noted.

(2) That the proposals, detailed in the report submitted, to investigate the possibility of involving local schools and colleges in the design of the 'wrap' to cover the back of the Big Screen, be supported.

(3) That a report on the Christmas activities be submitted to the next meeting of the Regeneration and Asset Board.

### **64. TOWN CENTRE RESIDENTIAL STRATEGY**

Consideration was given to a report, presented by the Housing Market Renewal Team Leader, detailing activity currently being undertaken to provide robust information regarding the Town Centre residential strategy.

Specific issues:-

- the current and future supply chain of residential accommodation
- current and future likely demand
- the range and type of accommodation required to meet current and future aspirations
- affordability, sustainability and access to new units
- optimum levels of accommodation required to create a new sustainable neighbourhood in the Town Centre
- informing planning policy development with regard to Regional Spatial strategy and the Local Development Framework.
- Links with the Retail Strategy
- Governance and reporting arrangements

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

(2) That support be given to the activity currently being undertaken to provide robust information regarding the Town Centre residential strategy.

## **65. HERRINGTHORPE PLAYING FIELDS - LEASE AGREEMENT**

Further to Minute No. 35 of the Regeneration and Asset Board held on 13<sup>th</sup> September, 2006, consideration was given to a report presented by the Business Manager Leisure and Green Spaces, relating to the progress to date on the lease agreement.

It was reported that it had not been possible to achieve the deadline in respect of the signing of the lease and all actions therefore had been terminated. Details of the contact made with the Rugby Club on this issue were set out in the report.

However, reference was made to future plans and other work being undertaken concurrently in respect of Herringthorpe Playing Fields and the changing pavilion. This work included:-

Sport Hub:- for which funding, over a 3 year period, had been received from Sport England to develop sport and physical activity opportunities on the playing field.

Feasibility Study:- which had been carried out by consultants in the potential development of the whole site for sport and physical activity.

It was noted that a report on the above, together with an options report, would be presented to the Cabinet Member for Lifelong Learning, Culture and Leisure for consideration.

Reference was made to a recent incident of arson and damage to the changing pavilion which had resulted in its closure. It was noted that alternative changing provision had been provided at the Stadium and Leisure Centre. It was reported that Asset Management had assessed the building and recommended that the most cost effective option was demolition.



In respect of the changing pavilion the Board suggested that other options, together with associated costs, should be explored.

Resolved:- (1) That the report be received and the planned actions be noted.

(2) That an options appraisal report, including costs and funding implications, in respect of the future of the changing pavilion, be submitted to a future meeting of the Regeneration and Asset Board.

### **66. CAPITAL FUNDING FOR WORKS TO RERESBY HOUSE**

Consideration was given to a report, presented by the Asset Manager, relating to the future operation and management of Reresby House – the responsibility for which had transferred to the Economic and Development Services Programme Area following the demise of REACT.

The Board was informed that there were a number of options regarding the future operation of the building. However, a serious structural problem around the main reception area had been discovered, which had potential health and safety implications. The Executive Director, Economic and Development Services provided a synopsis of the background to the reclamation and development of the site. Reference was made to the lifespan of this facility.

It was proposed that together with the required remedial works, the opportunity should be taken to re-model the reception area to enable better management of the facilities, and additional improvements be made to the building to ensure compliance with the Disability Discrimination Act.

The Board was asked to consider funding for the necessary works from the capital programme, which would be repaid over two years from the income received from the asset.

In addition it was explained that the proposals would enable better use of the building, freeing up space for RiDO, and Business Link had offered to staff the reception full time with the costs being shared between the users.

Consideration was also given to options in respect of the use of the vacant space formerly occupied by REACT, in particular the option put forward by Business Link to establish an E-business vision centre.

Reference was made to:-

- Net rental income
- Profit share
- Legal aspects of the agreement with the Chamber
- Specific cost of the health and safety works
- Insurance cover

- Potential liabilities

Resolved:- (1) That the Regeneration and Asset Board recommend to Cabinet to fund capital works in the sum of £95,000 to carry out the essential Health & Safety works and alterations to the reception areas.

(2) That the funding is obtained from the medium term capital programme and is repaid over two years from the income receivable from the asset.

(3) That a deadline of 31st December, 2006, is set to confirm the E-business option, otherwise the facility to be re-let for office accommodation and conferencing to ensure that the capital investment can be paid back from income.

## **67. COMMERCIAL PROPERTY ACCOUNT**

Consideration was given to a report, presented by the Development Team Manager, detailing proposals for the future management of the Commercial Property Account.

Reference was made to the under performance of the account in terms of income expectation which had not been adjusted to take into account:-

- (i) properties sold and loss of annual rental income
- (ii) vacancy factor on empty premises
- (iii) increased management and running costs e.g. energy

Reference was also made to extra ordinary costs being paid out from the commercial property account including:-

- Relocation of Mainline offices
- Acquisition of the equitable interest in Reresby House by Rotherham Chamber
- Loss of income from Imperial and All Saints Building

The Board was asked to consider the retention of properties within the property account and whether it was appropriate to its service delivery objectives.

Consideration was therefore given to the following proposals:-

- (i) Properties within housing estates should be appraised by Neighbourhoods in conjunction with RiDO
- (ii) Review of properties known to need major expenditure – consideration of declaring these surplus for disposal
- (iii) General and industrial properties to be declared surplus and assessed for disposal
- (iv) Remaining properties be retained

The Board noted that revenue from the commercial property account

would reduce for the foreseeable future. However, capital income from sales would support the Capital Programme.

The resource implications for Neighbourhoods were highlighted.

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

(2) That the supply of information on all relevant properties, to the Head of Neighbourhood Development to undertake a review, involving full consultation with all necessary groups and tenants, be approved.

(3) That work by RiDO on the review of the commercial properties identified in proposal (2) above be approved.

(4) That properties within the town centre, and Reresby House, be retained as they support the Council's main themes and are central to the regeneration of the town.

(5) That the Head of Neighbourhood Development identify resources for that Services' part in the review (as detailed at (2) above).

(6) That it be noted that all commercial properties being reviewed by both RiDO and Neighbourhood Development, will continue to be managed by the Head of RiDO, during this time.

**68. CAPITAL PROGRAMME FOR 2007-2012 - TOWNSCAPE HERITAGE INITIATIVE (THI)**

Consideration was given to a report, presented by the Project Officer, RiDO, detailing the need for a capital investment commitment document in 2006 for the above initiative. Reference was made to the timescale for the submission of the Stage 2 Bid to the Heritage Lottery Fund for £1,450,000 which was the end of October, 2006. It was pointed out that written confirmation was required that the Council had agreed to contribute £1m towards the THI (incorporating the Area Improvement Programme).

It was noted that the Initiative had been given Priority A in earlier capital investment discussions (Minute No. B207 of the Cabinet held on 11<sup>th</sup> January, 2006 refers).

It was explained that the initiative formed part of the renaissance programme to regenerate Rotherham Urban Centre and would focus around All Saints Minster, High Street, Westgate and part of Wellgate. The initiative would add value to the LOTS Scheme and the Westgate Demonstrator Project. It was proposed that grants would be made available for repair and restoration of specific building frontages (21 buildings were identified on the accompanying Plan).

It was confirmed that there would be clawback clauses attached to the grants scheme.

Resolved: That the Cabinet be requested to consider that this Priority 'A' Project be included as a major strategic capital investment project for £1m in the Capital Programme for 2007 to 2012.

**69. REVIEW OF THE FUTURE OF COMMUNITY BUILDINGS MANAGED BY THE FACILITIES MANAGEMENT TEAM**

Consideration was given to a report, presented by the Asset Manager, relating to proposals for the future of community buildings currently managed by Facilities Management.

The Board was asked to consider a process to implement the Saving Investment Paper (SIP) regarding the disposal of community buildings. This process included consideration of the devolution of the running of the community buildings to communities within the framework of the community and corporate plan themes, or disposal.

It was reported that there were 18 community buildings currently managed by Facilities Management (details of which were set out in the report). It was also reported that 8 of these were leased to community associations in line with the social inclusion community buildings policy which operated at the time the leases were arranged. The SIP proposals were, therefore, based on the remaining 10 buildings.

The Board discussed issues in respect of:-

- current policy of disposal at full market rent with full repairing and insuring terms, or sale on the open market
- present arrangements with the community groups and the differing terms and conditions
- the need to approach community groups to discuss the possibility of them taking over responsibility.
- condition and sustainability of the buildings
- social impact
- views of the user groups
- equity
- PFI contract and the community use of schools

It was reported that it was proposed to put together a programme for closure of buildings where there are no groups who expressed an interest in taking responsibility. This would be on the basis of the least used buildings first and disposed of in tranches of one third for each of the next three years.

Members of the Board suggested that each building should be examined, in consultation with the relevant Heads of Service, and assessed on:-

- its merits and what role it was serving in the community
- rental income and expenditure
- costs and if subsidised
- views of the user groups
- current usage
- condition of building
- identification of any alternative community provision in close proximity

This assessment could then be used to develop a framework on which to make decisions in respect of which buildings should be kept or how to grant/subsidise others, and which to dispose of.

Members of the Board asked for a separate report in respect of the Falding Street Chapel (which was in the miscellaneous property account) giving details of the background to the use of the building, current condition, an assessment of its overall sustainability (best/worst case scenario), present use etc, together with details of the lease agreement, the rental income and expenditure. The report should also identify whether there were any opportunities for sharing accommodation with other youth organisations.

Resolved:- (1) That a further report be submitted to a future meeting in respect of community buildings, detailing the issues outlined above.

(2) That a separate report be submitted to a future meeting of the Board in respect of the Falding Street Chapel.

(3) That Asset Management Services carry out a review of all Council Community Buildings irrespective of which Service Area manages them and a report be submitted to a future meeting detailing the scope, governance and implications of the review.

#### **70. LAND TO REAR OF 57 PITT STREET, KIMBERWORTH**

Consideration was given to a report, presented by the Strategic Property Manager, relating to options for the future use of land to the rear of 57 Pitt Street, Kimberworth.

A plan showing the location of this land was appended to the report. It was noted that the area was designated within an urban greenspace area. However the Head of Planning and Transportation had indicated that a change to residential and garden use would be acceptable. Present use and ownership of the land was detailed.

The Board was informed that the owner-occupiers of No. 57 Pitt Street had asked to purchase the land.

However it was pointed out that the land had been highlighted in the local area Pathfinder Masterplan as a site for landscaping and may be required

in the future regeneration initiatives.

The Board considered several options in respect of the future of this site.

Resolved: (1) That the Head of Asset Management Service negotiate a tenancy of the land with the owners of 57 Pitt Street, Kimberworth.

(2) That the Head of Legal and Democratic Services completes the necessary documentation.

**71. LAND AND PROPERTY BANK: CAPITAL RECEIPTS UPDATE**

(Councillor Wyatt declared a personal interest being a member of Swinton House Club)

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.

Reference was made to:-

- PPG 3 – which had made expected receipts within the current programme on some sites unlikely within the anticipated timescale
- Reduction in the forecast of capital receipts from surplus property sales
- Potential residential development sites which have very little prospect of obtaining planning permission within the timescale of the emerging LDF 2009-2021
- Additional information was provided in respect of assets returned, assets appropriated for service delivery and asset sales abandoned

Resolved:- That the position on the current status of the capital programme be noted.

**72. DATE, TIME AND VENUE OF NEXT MEETING**

Resolved:- That the next meeting of the Regeneration and Asset Board be held on Wednesday, 15<sup>th</sup> November, 2006 at 10.00 a.m. at the Town Hall, Moorgate Street, Rotherham.

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1.	<b>Meeting:</b>	<b>Regeneration &amp; Asset Management Board</b>
2.	<b>Date:</b>	<b>15<sup>th</sup> November 2006</b>
3.	<b>Title:</b>	<b>RiDO Business Development Team Six Month Progress Report</b>
4.	<b>Programme Area:</b>	<b>Economic &amp; Development Services</b>

**5. Summary**

The activity and performance of the RiDO Business Development team for the period April 2006 to September 2006 is presented in Appendix 1.

**6. Recommendations**

The paper has already been considered by the Cabinet Member for Economic Regeneration & Development Services on 13<sup>th</sup> November 2006. The recommendations for this board are:

- (a) That the report for the activity of the Business Development team for the period April 2006 – September 2006 be noted; and
  - (b) That the Business Development team continues to monitor performance and activity and report to this board every six months.
-

## 7. Proposals and Details

The report meets the aims of reporting on key performance indicators, which continually need to be improved in the context of national, regional and local indicators to monitor progress against objectives and targets. Additional indicators have been added, as well as non relevant ones removed, for areas new or no longer part of the RiDO Business Development service, to reflect the shift in services offered.

Some of the main activities and results include:

- Over 500 inward investment enquiries for the period handled, for the third year running.
- Over 2000 new jobs in the Borough from inward investment, local expansions and start-ups over the past 6 months alone.
- 233 new companies starting up, moving into or expanding in Rotherham in the 6 month period.
- 18 new 'start-up' companies moving into Moorgate Crofts, Brampton & Century business centres.
- Moorgate Crofts Business Centre is now 75% full.
- The two business centres in the north of the borough's occupancy stands at almost 100%.
- Garnett Dickinson's print facility at Brookfield Park is now completed, with the 'Next' warehouses well underway.
- Beacon year for 'Supporting New Business' has now ended, with over 825 delegates from local authorities and other organisations seeing our work.
- Rachel Clark is now in post in Dinnington as Business Advisor, and has already helped six new businesses start-up.
- JOBMatch team working with clients to recruit over 300 employees.
- PR, Marketing and events as well as extensive press coverage.

## 8. Finance

There are no financial implications arising directly from this report, however financial pressures for the future have been identified for this service in the medium term financial plan. The main pressures for the remainder of the coming year (2006-07) are now on investor development and the inward investment service. Funding for a large part of this activity ends in December 2007 and sustainable funding options need to be identified. In addition to this, remain the JOBMatch and Enterprise



services funding in the medium to long term. However, a bid for the enterprise service has been submitted to Yorkshire Forward (Rotherham Enterprise Development – which also incorporates funding for Rotherham Youth Enterprise) and we expect this to start from April 2007. JOBMatch in Rotherham now has funding until June 2008.

### **9. Risks and Uncertainties**

It is important that any published results can be substantiated and that the service has significantly contributed to the results. However, work in economic development is influenced by global and national economic conditions, which are outside the influence of the Council and its partners. These external conditions need to be considered when looking at performance by the Business Development Team.

With many of the services offered by the Business Development Team funded through external programs, which are time-limited, there is uncertainty regarding the continuation of these services. The specific services identified 'at-risk' in the future are identified above.

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

The RMBC year ahead statement 2006-07 concentrates on "development & regeneration, through capitalisation of investment resources". The six month report follows this theme in identifying current work performance, targets and the priorities to be focussed on during the next six months of 2006-07. As well as this, the capital resource available and required for future success is strongly emphasised, with funding programmes coming to an end over the next 18 months. Enabling continued provision of these resources is key in achieving service delivery and continuous improvement to council services. Ongoing recognition of RiDO's achievements highlight the success of the current service, reacting to the continuous development of priorities.

In addition, the year ahead statement details the regeneration priorities - section 14. The End of Year report matches the key developments and focus across the borough, highlighting required actions to be undertaken by RiDO to ensure the successful implementation of major projects across the borough.

The children & young people's services joint project work, also enables RiDO to contribute toward attainment targets, awareness of the local economic environment and raise expectations and pride in the borough.

In addition, RiDO are also contributing to sections 4 & 5 of the year ahead targets, through more integrated working on research and capacity/performance across EDS.

The Regeneration Plan has specific priorities and key actions that are required in order to regenerate the borough. The key actions that the business development team contribute to (as detailed in the End of Year report in Appendix 1) include:-

<b>Key Action in Regeneration Plan</b>	<b>Business Development contribution</b> (page references refer to Appendix 1 – the End of Year report)
Improving and raising Rotherham's image both internally and externally	(see page 15 of report) - Inward Investment marketing, international, national, regional and local PR and marketing.
Promoting the Borough as a visitor location	(page 14) – through the business conferencing service and the assistance provided to the tourism and town centre team over the last 6 months.
Bringing forward large-scale transformational projects that will make a significant difference to the regeneration of the Borough	Dearne Valley – through the Business Centres activity, marketing & promotion, work with developers, bringing new investment into the area. Dinnington – working with partners & developers (e.g. RSY, Priority Sites, Evans Easyspace), securing end-users etc. Town Centre – PR & Marketing, Moorgate Crofts.
Increase the number and competitiveness of businesses by strengthening support and after care services.	Through Buy-Local – page 13; JOBMatch – page 7 and other activity.
Stimulating the emergence of new and small businesses, including self-employment. Raising awareness of enterprise and self employment especially among young people.	Through the Business Incubation / Start up work, detailed on page 10-12.
Ensuring that local people benefit from the employment opportunities in and near to the Borough, particularly focusing on the most disadvantaged groups and areas; and  Developing specific projects with employers and inward investors to recruit local labour	Through the JOBMatch service and links to inward investment (pages 7 & 3).
Strengthen links between local employers and education providers to promote a greater understanding of work among young people.	Education Project – see page 18, JOBMatch page 7.
Enhancing links and working with key European, national and regional networks and partnerships to ensure a positive message	Events and visits page 6.

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

Appendix 1 – RiDO Business Development Team, activity report April 2006 – September 2006.

The 2005-2006 End of Year Report may be useful in providing a comparison of activity and performance, however the main results for the past year have been provided in Table 1 of the report.

**Contact Name** : *Andrew Klinkenberg, Research & Database Co-ordinator, tel. 372099, email: [Andrew.klinkenberg@rido.org.uk](mailto:Andrew.klinkenberg@rido.org.uk)*

# BUSINESS DEVELOPMENT TEAM 2006/07 Six Month Activity Report



October 2006



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## **BUSINESS DEVELOPMENT TEAM 2005/06 ACTIVITY REPORT**

### **1. Introduction**

- 1.1** This report provides details of activity, achievements and outputs from 1<sup>st</sup> April 2006 to 30<sup>th</sup> September 2006 for the Business Development Team of the Rotherham Investment and Development Office (RiDO). An organisation chart for the team is attached as Appendix B.

### **2. Overview**

- 2.1** The key work areas for the Business Development team are:-

- Inward Investment and Investor Development
- Business Support activities (including 'Buy Local', Business Conferencing)
- Promotion and Marketing of Rotherham
- JOBMATCH/HR Support and linking into the Employability Agenda
- Operating Business Incubation Centres
- Business Incubation & Enterprise Development including REN

### 3. Key Results for 2006-07 Six Months

A summary of key performance indicators is provided in Table 1 (Appendix A). The indicators, where possible, concur with those set out in the Community Plan, Corporate Plan and Service Area Plan. In addition, corresponding figures for the previous year are shown, where available.

A summary of key activities & achievements include:-

- Over 500 inward investment enquiries for the period handled, for the third year running.
- Over 2000 new jobs in the Borough from inward investment, local expansions and start-ups over the past 6 months alone.
- 233 new companies starting up, moving into or expanding in Rotherham in the 6 month period.
- 18 new 'start-up' companies moving into Moorgate Crofts, Brampton & Century business centres.
- Moorgate Crofts Business Centre is now 75% full.
- Century & Brampton's occupancy stands at almost 100%.
- Garnett Dickinson's print facility at Brookfield Park is now completed, with the 'Next' warehouses well underway.
- Beacon year for 'Supporting New Business' has now ended, with over 825 delegates from local authorities and other organisations seeing our work.
- Rachel Clark is now in post in Dinnington as Business Advisor, and has already helped six new businesses start-up.
- JOBMatch team working with clients to recruit over 300 employees.
- PR, Marketing and events as well as extensive press coverage.

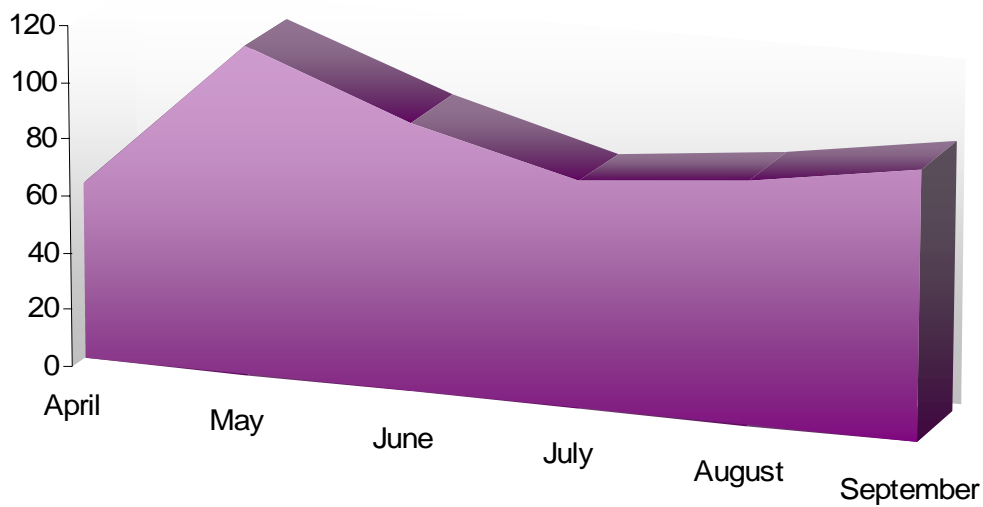


## 4. Inward Investment, Investor Development & Business Activity

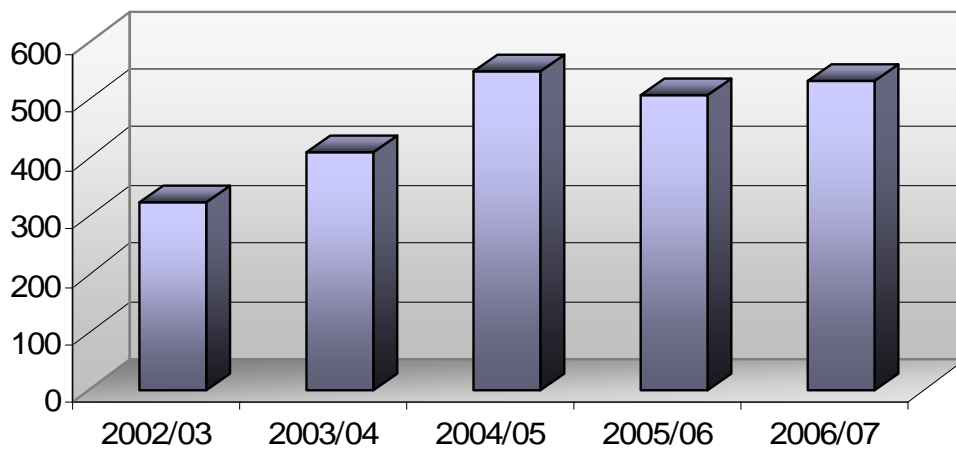
### 4.1 Inward Investment Enquiries

Rotherham's enquiry figures are up slightly on the first six months of '05-'06, standing at 530.

### Enquiry Levels '06-'07 6 Months



### First 6 Months Enquiry Totals

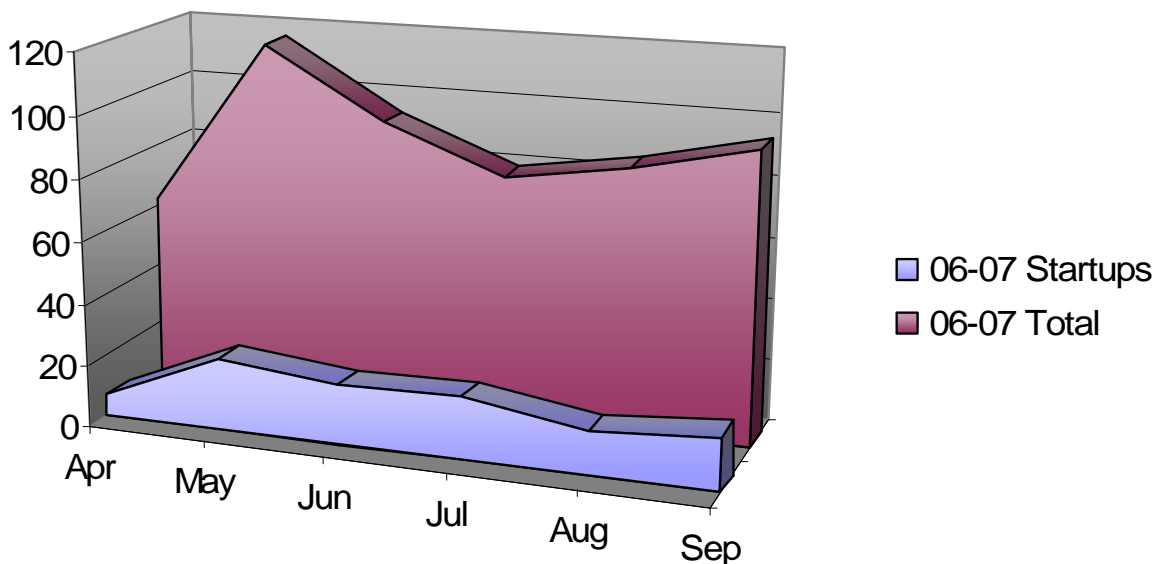


Foreign Direct Investment (FDI) has again been lower than previous years, although there are a number of investments in the pipeline, including foreign owned companies' expansions.

#### 4.2 Start-up Enquiries

Start-up enquiries have almost exactly matched the 05-06 figure for the Business Development Team at Reresby House, and stand at 18.9% of total enquiries for the 6 months or 100 enquiries. The business centres have a joint total of 71 enquiries for the same period, although a proportion of these may be duplicate to the Reresby House enquiries.

**Startup vs. Total Enquiries '06-'07 6 Months**



#### 4.3 Major Site & Property Development

A number of developments continue to progress across the borough, with many of these proving to be popular with end users.

**Brookfield Park** at Manvers has seen commencement of the new Next Plc warehouse and distribution facility, due to open mid 2007. St. Pauls' developments also have a strong interest in the speculative 176,000 sq. ft. distribution unit, as well as having sold one of the smaller Brookfield Light units, with a further two under offer. Garnett Dickinson have now relocated to their new print plant from their site from Eastwood, and RiDO are working with their agents to let the old site. Express Park Developments are putting together plans for development of the **Manvers West** site, to potentially include offices and industrial units.

**Dinnington Business Park** is still attracting investors and end users to the site, and many of the proposed facilities are now nearing completion. Indeed, Johnston Press have commenced printing 'The Sun' and 'News of The World' newspapers, and the Scomark and Macalloy properties are almost complete, along with IBA Molecular (formerly UK Radio Pharma). The Evans Easyspace units have attracted a good number of occupiers, though the office side is proving slow to let.



Priority Sites have almost completed their hybrid development, with one unit sold and two others in final legals. New Park Projects have now completed their speculative industrial development in the area, with plans for another in the pipeline. Clover Leaf Ltd is well under way with the construction of a new pub/restaurant on site, with a programmed opening date in early December 2006.

Considerable interest has also been received for the second phase land, with a potential anchor tenant having been identified. This investment could provide capital to fund the initial infrastructure at phase two, but this is not likely to commence until after road works on the nearby railway bridge are completed in November 2007.

July 2006 saw the opening of the Innovation & Technology Centre on the **Advanced Manufacturing Park** at Waverley. This has already attracted a number of companies wishing to be allied to the R&D activity going on at the site from the AMRC Boeing/University of Sheffield Collaboration, Castings Technology International and TWI Ltd. Plans have been submitted to Rotherham MBC planning for the AMRC Factory of the Future, which will provide further R&D facilities in the area. UK Coal is also looking at the potential of building some speculative units on the site to attract further companies.



The **Vector 31** site at Waleswood is now almost full with the take up of two of the larger units by Precision Magnetics and Century Plastics. The remaining 33,000 sq. ft. unit is currently under offer to a research and development operation, and the Network Space smaller units have only one unit remaining. Langtree Developments, owners of the site, are now planning a phase 2 build on the site that will provide in excess of 80,000 sq. ft. of new industrial space.

Nearby **Beighton Colliery** site is now ready for development. Renaissance South Yorkshire are close to signing a deal with local builders and developers, Finnegans, to develop the site. Jaguar Estates have commenced at **Magna** in Templebrough, and will be providing new office and industrial units. Nearby on Sheffield Road, Templeborough, St. Paul's Developments are also on site, preparing for the construction of Phoenix Park, an office development in 5 units totalling 60,000 sq. ft., scheduled to be complete by late 2007.

#### **4.4 Successes**

Successes have increased significantly over the previous year. However, a new service 'Start-ups Plus' allows RiDO to track new companies across the Borough, which wasn't previously possible. Subsequently, much of this increase can be attributed to this new facility. This, and the usual sources (agents, press etc.) have revealed over 230 successful companies starting up, expanding or relocating to the Borough, more than the total for the whole of the previous year.

Successful examples of companies include;

- ✱✱ Pearl Northern having taken the food grade unit at Hellaby (68,000 sq. ft.), part of which they are letting.
- ✱✱ CTI having opened their new facility at the AMP creating around 50 jobs.
- ✱✱ Dearne Valley contact centres (Direct Dialogue, TSC & Ventura) are cumulatively employing hundreds of new workers, following new contract awards.
- ✱✱ Lombard (part of RBS) have taken the Cyan office building in the Dearne Valley.

#### **4.5 Events & Projects**

RiDO have continued to strengthen their investor development activities, through partnership working with Yorkshire forward, utilising their new key account management software for Yorkshire & the Humber, and have attended training for this during the six month period.

RiDO have attended various events, both nationally and locally. These include the UKTI Annual Conference, trade link development with Poland, Bosnia, Duisberg and Riesa, as well as attending promotional events (including Renaissance Launch), award ceremonies and other work related events.

#### **4.6 ICT & e-Gov**

The new version of the Customer Relationship Management Software 'Siebel' is still being developed. Identified issues are now being rectified and following further testing, the team hope to 'Go Live' with the new system over the next few months.

Following the completion of the new system, an online area will be launched, satisfying BVPI157, and allowing access for customer's to RiDO's services 24 hours a day.

The new RiDO website continues to be a good source of enquiries for clients, and has undergone some minor redesign work to enhance customer experience and satisfy council procedure. The website has also been redeveloped to allow for an education 'portal' to be added, for access by Rotherham's schools. Please see the education section later in this document for further details.

## 5. JOBMatch

### 5.1 Inward Investment

#### Cloverleaf Pubs

A £2.5 million family pub restaurant (Monk's Bridge Farm) is due to open early December on the former Dinnington Colliery site. JOBMatch have been working closely with Blackburn-based company Cloverleaf Pubs and have been instrumental in linking them to the Jobcentre Plus Inward Investment team, who have been leading on the recruitment of the **65** new jobs. JOBMatch has also ensured that these vacancies have been displayed locally through the Dinnington Employers Forum jobs boards and distributed to other partner organisations, in particular the South Yorkshire CoVE in Hospitality and Catering.



#### Frigosped

German based Frigosped GmbH have chosen Rotherham to set up their UK arm – FrigoLogistics Consulting Limited. JOBMatch has been working with Frigosped and will assist them in the recruitment of their initial **1** member of staff, but as they expand will offer further assistance. English language training for the new

Director's partner (who will be employed by the organisation) was an important issue and through their contacts, JOBMatch has helped the organisation to identify a suitable training provider.

### **Recycling Company**

A Nottinghamshire based consultancy has submitted a grant application for Dinnington to establish a state of the art recycling plant under the WEEE recycling directive. The facility would incorporate the latest environmental technology and be constructed from sustainable materials. **80** people are anticipated to work across a range of roles including engineering, logistics, sales and administration. JOBMatch are working closely with the company on sourcing the Senior Management team (**7** roles) in anticipation of securing the grant funding.

### **Structural Construction Components Company**

JOBMatch have also been working closely with a Finnish owned company also considering the Dinnington area for a distribution unit. Through working in partnership with a private sector recruitment agency, JOBMatch have assisted with the recruitment of the senior management team who will take the project forward in South Yorkshire. The company will be recruiting **70** staff in the first eighteen months.

## **5.2 Start-up Support**

During the Summer JOBMatch ran two Recruitment & Selection Workshops for Start-Up companies in the three Business Centres. Feedback from those who attended was good and they found the events useful.

The JIGSAW wage & training subsidy programme has now finished, however JOBMatch are hopeful that this will reopen later this year or early in 2007. This funding was of significant importance to the Start-up companies which JOBMatch work with, as it could make the difference between whether or not they are able to take on a member(s) of staff.

## **5.3 Aftercare/Ongoing Investor Development**

Both JOBMatch Consultants attended a training course regarding Key Account Management (KAM) run by Yorkshire Forward. A new KAM system has been introduced in the Yorkshire & Humber region. In relation to Rotherham companies, JOBMatch are working closely with colleagues in Yorkshire Forward and Renaissance South Yorkshire to ensure they provide a first-class aftercare service to those companies locally identified as Key Accounts.

JOBMatch have been working with E.On (Powergen) – to recruit **120** additional roles for their Contact Centre in the Dearne Valley. JOBMatch have been involved in raising awareness of these vacancies with local partners and community groups. Contact was also made with community groups in the Barnsley & Doncaster Dearne areas, due to their proximity to the E.On site.

#### 5.4 Employability/Community

JOBMatch continue to be represented on the Rotherham Employability Group and have recently become a member of the Dinnington Employers Forum Steering Group. They continue to build successful relationships with local partner organisations and are working closely with the Chamber in relation to their NRF funded Chamber Jobs Brokerage. This joint working will ensure that the same employers are not targeted by both the Chamber and JOBMatch.

JOBMatch continue to work with the AMP Monitoring group. The Local Employment Strategy is now in final draft format, and ensures the connection is made between those companies setting up in the Advanced Manufacturing Park and the local community. This can then be rolled out for the borough to be included in Section 106 agreements.

#### 5.5 Additional Projects & Company Closures/Downsizing

JOBMatch continues to work closely with Jobcentre Plus as a key partner in supporting companies who are downsizing or closing their sites. Through their local partner contacts and the JOBMatch South Yorkshire network they help the affected staff to find new opportunities, subsequently ensuring that employment levels in the borough remain constant. These include Laycast (-150 Staff), Beatson Clark (-137 Staff), Stanley Tools (-117 staff), Amaro.(-82 staff). Indeed, the good availability of jobs for most workers ensures that they are quickly helped back into employment.

Earlier this year JOBMatch worked with UPM Wood (-34 staff) in Dinnington and linked them to Johnston Press. As a result of this 7 UPM staff went to work for Johnston Press. The HR Manager from UPM stated that 'without your (JOBMatch) mention of Johnston Press, I would not have pursued this avenue, so a big thank you'. She also advised that the majority of staff who wanted alternative work found this immediately after the closure.





## 6. Incubation, Enterprise and Business Support

### 6.1 *Moorgate Crofts, Century & Brampton Centres*

The Business Centres' operation has had another successful six months, with staff currently working with 132 businesses over the three sites.

Both Century and Brampton Business Centres are almost full, following a continuous trend throughout the year, with the new Moorgate Crofts Business centre currently achieving 75% occupancy.

There has been several clients at both Brampton and Century who have expanded their operations on site during the past six months and this is reflected through the number of new jobs being created; Century alone creating 65.

Lack of grow on space in the Dearne Valley area has however continued to hinder clients moving out of the centres. Despite this, the new Langtree development is due for completion November 2006, and several occupants from Century have registered an interest to move into the new units. This should hopefully start to increase the throughput of companies, with more space becoming available in the centres.



Moorgate Crofts is currently achieving its Business Plan targets and has seen the conference and board room space proving to be extremely popular with both tenants, and organisations outside of the centre.

Brampton Leisure Centre (adjacent to the Brampton Business Centre) ceased to operate as from the 30<sup>th</sup> September 2006. Management are investigating the options available to convert this space to lettable business units.

## **6.2 Enterprise & Incubation**

### **Business Advisor Team**

The Business advisor team have developed and launched an extranet for the RiDO Business Centres, to enable all the centre tenants and virtual clients to access information on latest news, events, advice tips and a facility to communicate with one another. An electronic newsletter has also been developed, distributed every fortnight to highlight events and activities that are coming up.

Special surgeries on finance and legal issues have also been set up, in collaboration with a professional accountancy practice and a legal firm. This has proved to be very popular, and a regular monthly programme of these continues.

The team have now reached 90% of their targeted activity on numbers of new business assisted, and the Enterprise project (RED) has been extended to the end of March 2007. Further funding for this activity has also been secured from Yorkshire Forward to extend through to March 2009.

### **Rotherham Enterprise Network**

Work has continued to extend the network to community enterprise groups in conjunction with the work that has been done to develop the LEGI bid.

The group has also been supporting a special award scheme for young entrepreneurs in Rotherham. The Young Entrepreneur Award 2006 was launched in June 2006 culminating in the finalists being honoured and attending a presentation at the recent Chamber Business Awards dinner.

### **Business Incubation Development (UKBI)**

The new Business Advisor, Rachel Clark, was recruited in June. She has now started to network with a number of local groups to raise awareness.

Leaflets and posters have also been distributed and adverts put in the local papers to promote awareness events for businesses. As well as these awareness sessions having taken place, a training course was also set up.

The following progress has been made against targets:

➤ Number of pre-starts assisted with advice	21
➤ Number of individuals started on training course	0
➤ Number of new business started through the facility	6
➤ Number of jobs created	9

### **Local Enterprise Growth Initiative**

A great deal of time has been spent on contributing to the LEGI bid, which has now been submitted. The decision on this £12.8m bid will not be known until December 2006.

### **6.3 Beacon Status: Supporting New Business**

During the year of 2005-06 RiDO were awarded Beacon Status for Supporting New Business. This was as a direct result of the excellent work they undertake within the borough, to encourage entrepreneurship alongside the help and support they offer new businesses.

Work involved the production of literature & supporting material including a DVD and Website, as well as the organisation of many events across the country. This resulted in approximately 825 delegates from varying authorities and organisations hearing or seeing RMBC's work.



**2002-2003**

*Fostering Business Growth*

**2003-2004**

*Removing Barriers to Work*

**2005-2006**

*Supporting New Businesses*

Around 30 events took place during the year, including Moorgate Crofts opening and a presentation to the Treasury. PR was also a key focus and articles were published in the Sheffield Star, Regeneration & Renewal Magazine and Public Servant Magazine, as well as internal council publications.

Overall, the year was heralded a success, thanks largely to the staff who put in such a large amount of effort to make it happen, both in the organisation of the events, and the best practice development that enabled the project to happen in the first place.

## 7. The Buy-Local Scheme – see [www.buy-local.co.uk](http://www.buy-local.co.uk)



### 7.1 Growth

During the 6 month period details of an additional 31 South Yorkshire organisations have been entered into the on-line directory at [www.buy-local.co.uk](http://www.buy-local.co.uk), of which 17 are based in Rotherham. During the same period 86 tender and news items have been posted to the Buy Local website of which 42 were via the South Yorkshire Portal.

### 7.2 Activity

The Business Advisers continue to promote the Buy Local service to the Council's Business Centre tenants as a way of helping to promote these new businesses and to help them gain access to local supply chains.

Buy Local is also offered as part of the package to encourage inward investment to the borough, with activity focussing on helping these inward investors and established local businesses source goods and services locally.

## 8. Business Conferencing, Meetings, Events & Corporate Hospitality

Business Tourism Figures for half year report April – Sept 2006.

### 8.1 Promotion & Marketing

National marketing:

- National Venue Show (first exhibition as part of South Yorkshire DMP)
- NHS e-procurement website
- YTB Business Tourism Campaign

Regional advertising:

- Rotherham Accommodation Guide
- Rotherham Attractions Guide
- First for Business
- Midland Business Today
- Lifestyles Today

### 8.2 Events Having Taken Place

Events that have taken place in this period include a reception for visitors from Hong Kong, seminars, a video conference to Australia, and a two day event for business students. Venues that have benefited are the Unity Centre, Arts Centre, Cent @ Magna, Swinden House and Rother Valley Country Park.

### 8.3 Conversion Rate

A total of 74 enquiries have been received, of which 40 were specific enquiries - the conversion rate from these currently runs at 17.5%. Six events have taken place within this period and have generated revenue of approximately £3380.

**8.4 Additional Statistics** – specific enquiries (figures in brackets = same period 2005)

- 65% (70%) specific enquiries came from Yorkshire & Humber region
- 30% (58%) of Yorkshire & Humber enquiries from Rotherham (20% of all specifics)
- 38% (48%) of enquiries generated by clients or colleagues
- 52% (86%) had less than 100 delegates

## 9. RiDO PR/Marketing

### 9.1 Overview

During the past six months the key focus has been to build on Rotherham's growing reputation as a great place to do business – supporting both enterprise and inward investment through a consistent and co-ordinated media relations and marketing campaign.

Media relations continue to be targeted mainly at the local and regional media – and have gained regular coverage in everything from the Rotherham Advertiser and The Star to the Yorkshire Post, Yorkshire Business Insider and South Yorkshire Business. But we have also increased Rotherham's presence in the trade press, including Estates Gazette, Property Week and Regeneration and Renewal.

All marketing activity has aimed to promote Rotherham, both in itself as a business location and by positioning RiDO as being in a class of its own as the council's regeneration arm, demonstrating that the service it provides – at all levels – is ahead of the rest. This process has been helped by focusing on the following:

- Beacon Status
- UKBI Business Incubation Champion
- Yorkshire & Humber's Most Enterprising Place
- Positive Royal Mail and Barclays Bank survey results
- Recent stats demonstrating that business growth in Rotherham is well ahead of the national average

### 9.2 Support for Enterprise

Enterprise has continued to be a key feature of the RiDO PR and marketing activity. This has broken down into a number of areas and is linked to several of the themes:

- **Media Relations.** Press coverage has focused on Rotherham's approach to enterprise, as evidenced by RiDO's activities, with consistent media coverage in key publications. In addition to general stories, there has been regular coverage for businesses in the three RiDO-run business centres. Press coverage has played an important role in the Moorgate Crofts letting process (*Achieving, Learning, Proud*)
- **Advertising.** The Think Big Campaign has been developed further, helping encourage potential entrepreneurs to turn their dreams into reality. Recent Sheffield tram-stop adverts take this to the next phase. In addition, a specific *Cutting It* advert for Enterprise has also been developed (*Achieving, Learning*)
- **Communicating Success.** The Moorgate Crofts newsletter has now been developed into a general business centre newsletter, focusing on new businesses and business success stories. This helps to build pride and creates good internal PR (*Achieving, Learning, Alive*)

- **Rotherham Enterprise Network (REN) Awards.** These have provided another vehicle to focus on young entrepreneurs and demonstrate that Rotherham has a wealth of talent. Positive press coverage of the awards has increased their credibility and provided a good base to build on in 2007 (*Achieving, Learning, Alive, Proud*)

### 9.3 Support for Inward Investment

During the last six months Inward Investment has been given a stronger emphasis. This allows RiDO to reach wider audiences and position Rotherham as a viable commercial location. Key activities have included:

- **Media Relations.** Regional and trade press have been targeted, including international media. Press releases have focused on key benefits of locating in Rotherham, with case studies including Johnston Press, Next, etc. New investors have also been used – all highlighting the positive support they have received from RiDO. This third-party endorsement helps add credibility (*Achieving, Proud*)
- **Advertising.** A new *Cutting It* advert has been developed that provides a strong vehicle to communicate current successes. This is now being developed further to cut across all inward investment marketing activity, helping communicate strong brand values (*Achieving, Alive*)
- **Brand Building.** Material is being developed using the *Cutting it* theme. This will include cuttings boards, exhibition stand, cuttings book (*Achieving, Proud*)



The new 'Cutting It' Campaign

### 9.4 Support for RiDO Services

PR and Marketing activity continues to focus on RiDO services provided on the council's behalf – helping demonstrate the range of services offered, including JOBMatch, conference facilities, and free property searches and business advice. Positive press stories have helped highlight the value of these services.

### 9.5 Image Building

All the PR and marketing activity has aimed to develop Rotherham's image further, using a combination of targeted press relations, advertising and support material to position RiDO as an expert provider of business support services. This has been driven forward with:

- Press stories that include details of Beacon status, UK Business Incubation success etc
- Press stories that show others following Rotherham's lead – eg, the Bosnian visit
- Press stories that highlight Rotherham's strong position in the UK – using current stats to hammer home the message
- In-depth features that demonstrate Rotherham's ability to deliver big projects
- Positive trade stories and features that show Rotherham's big ambitions
- A new DVD that focuses on current successes and future plans

### 9.6 Intra-council working

The April-September period also saw continued development of the meshing of RiDO's PR-marketing work with other EDS and council-wide activities, as evidenced by intensive partnership working on the likes of Rotherham Show and Rotherham Renaissance. Generally, communications between EDS's communications manager and similar teams within the council have never been better. The manager is increasingly involved in helping non-RiDO teams, such as Streetpride and Emergency & Safety, achieve positive results.

### 9.7 Rotherham Renaissance

Renaissance continues to be included in much of the media relations work as it helps demonstrate Rotherham's ability to attract inward investment. The scale of Renaissance also provides a strong media hook, which helps in terms of relationship building with key press.



Work around the Renaissance Day also helped to reach potential and current investors and developers - and helped clear up a few myths and misconceptions among the public. The daytime event attracted good numbers from the public, and between 90-100 people, mainly from the development, construction, property and similar sectors attended the evening dinner in the extraordinary Spiegel Tent in All Saints' Square.

RiDO Head Richard Poundford at the 'Renaissance Day' event.



## **10. Education Project**

### **10.1 Overview**

The RiDO Business Development Team has been leading the way to link regeneration with education, building upon the work of 'Rotherham Ready' and 'Investors in Education'.

Significant progress has been made with the joint SLA between RiDO and RMBC's Children and Young Peoples Service.; through the work undertaken in the following sections:

#### **Geographical Association**

RiDO have been actively involved in liaising with the Geographical Association on delivering their 'Living Geography' project. Through this project, RiDO, in association with the Rotherham branch of the GA, have provided local school teachers with information about various key regeneration projects throughout the borough. This information has then been developed into a series of teaching materials and lesson plans, based around key regeneration projects in Rotherham (Brinsworth - AMP; Wickersley - Moorgate Crofts; Pope Pius - Brookfields Park/Manvers; Swinton – Town Centre Renaissance).

Work developed through the support of RiDO is to then be added to the 'Living Geography' part of the GA website, helping to highlight key regeneration activities as case studies for students in Rotherham to learn what is happening across their borough. As a direct result of this project, year seven students at Brinsworth School are currently being taught about the proposed developments at the AMP, as a direct result of the work undertaken by the GA.

RiDO are also actively involved along with RMBC GIS and Children & Young Peoples departments to develop a simple GIS system for use by Primary and Secondary schools aiming to further engage other teachers and schools in the borough.

Articles like the 'Living Geography' article, written and published in the Geographical Association Magazine Summer 2006, has helped to spread awareness of the work undertaken by RiDO on a national scale, both in terms of the work undertaken with the GA and the proposed regeneration activity that is occurring in the borough.

#### **Education Website**

RiDO have also been actively involved in developing an Educational resource through the current RiDO website. This educational 'portal' will contain information, facts, figures and images of key regeneration activity in the borough (AMP, Manvers, Dinnington & Town Centre Renaissance), helping to provide students in Rotherham with an insight into the history and development of key sites, together with baseline information on growth sectors, trends and employment opportunities surrounding these sites. The education website will be regularly updated to provide students with a useful and up to date resource.

Search

**RiDO**  
Rotherham Investment & Development Office

Select type size: **A A A**

About Rotherham | News | Sitemap | Home | Main RiDO Site

Information on... **Rotherham's Economy** | Key Sites | History of Rotherham | Links & Other Resources

Wednesday October 18 2006

You are here > **Education Homepage**

## Regeneration in Rotherham

Rotherham has a long and proud industrial history, with coal and steel production providing large-scale employment in the borough for many decades. However, with the decline in these traditional industries, Rotherham has had to reinvent itself.

**News**

21.09.06  
**GERMAN COMPANY OPENS UK BASE IN ROTHERHAM >>**

18.09.06  
**Rotherham Unveils Ambitious Plans For The Future >>**

**More news >>**

**Featured Development**

Express Park - Waterfront development

**View site >>**

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e: [info@rido.org.uk](mailto:info@rido.org.uk)

## Advanced Manufacturing Research Centre

The AMRC Facility.

The first machines going into the AMRC.

Boeing's latest aircraft to be developed, the 787.

**Background**

The Advanced Manufacturing Research Centre (AMRC) with Boeing is a £60-million partnership which builds on the shared scientific excellence, expertise and technological innovation of the world's leading aerospace company and the world-class research within the University of Sheffield's Faculty of Engineering.

**Vision**

The AMRC's vision is to become a world-class global research facility developing innovative and advanced technology solutions for advanced materials forming. Building upon Sheffield's historic and indigenous expertise in metal development and processing, the University, Boeing and the AMRC are also keen to build upon their internationally acknowledged research into other materials such as composites. Novel and new materials will form an integral part within the development of Boeing's new generation planes.

**Future**

The AMRC is already set to expand, with a second phase 'Factory of the Future' planned for the Waterley Site at a cost of £65.5million.

Information, communications technology and "virtual" manufacturing will be key components of the facility, as will alternative manufacturing methods, such as additive manufacturing processes which grow three dimensional parts - considerably reducing waste and increasing design flexibility.

More than 100 researchers will also be stationed at the facility, who will be responsible for transferring knowledge of the industrial techniques to manufacturing companies throughout the region.

Sources: [www.amrc.co.uk](http://www.amrc.co.uk); Yorkshire Post, 07 AUGUST 2006  
See [www.amrc.co.uk](http://www.amrc.co.uk) for education related resources and details.

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**Draft content from the RiDO Education Website extension**

**How much have Johnston Press invested in their new facility?**

**£60 Million**

**£6 Billion**

**C: Over £60,000**

**D: Over £600 Million**

## 11. Priorities for 2006/07 October – April

A number of key priorities for the next six months and continuing longer term have been identified. These are outlined below:

- Identify key strategic activity and develop sustainable forward funding proposals for delivery
- Continue focusing inward investment activity to align with changes resulting from the development of the sub-regional economy and with key strategic and transformational projects e.g. town centre renaissance.
- Complete negotiations on the Brampton Centre and implement a forward strategy
- Strengthen the Investor Development Programme and successfully roll out the Key Account Management Programme
- Draw on the JOBMatch service links with employability partners to increase awareness of future job opportunities and skills requirements within the local community.
- Support the successful implementation of major regeneration initiatives e.g. Dinnington, Beighton, Brookfield Park, Waterside and YES. This includes identifying and securing end users and linking job opportunities created by investors to the local community, by pro-active engagement with the investor and community partners.
- Complete and implement a business plan for the extension of the Rotherham Enterprise Development (RED) Project.
- Support the development of new business centres at Magna and Templeborough and strengthen links with the ITC centre at AMP.
- Integrate grow on space at Century Business Park and Moorgate Crofts with existing incubation centres.
- Deliver a Business Conferencing service that is integrated with the sub-regional Destination Management Partnership
- Promote Rotherham as an attractive and successful business location through PR and marketing.
- Contribute to the CPA and other assessments.
- Preparing to implement the LEGI proposals subject to favourable outcome of our LEGI bid, expected December.
- Successfully deliver externally funded projects: -
  - \*\* SRB6 – South Yorkshire Investor Support
  - \*\* Objective 1 (Measure 30) South Yorkshire Aftercare
  - \*\* Objective 1 (Priority 1) South Yorkshire Inward Investment Project
  - \*\* Objective 1 Incubation/Enterprise
  - \*\* DTI/UKBI Business Incubation Development
  - \*\* Education SLA

Appendix A Table 1 Key Performance Indicators	2005-06 Full Year	2006-07 6 Months
<p><b>Inward Investment</b></p> <p>New jobs created Jobs Safeguarded Number of enquiries No. of RiDO actions / work carried out on enquiries No. of start-up enquiries (excl. Business Centres) % of satisfied business customers (=75%+) Total companies starting-up, relocating or expanding</p>	<p>960<sup>1</sup> 1115<sup>2</sup> 1025 2729 203 83.9%<sup>3</sup> 196</p>	<p>2100<sup>1</sup> 474<sup>2</sup> 530 1179 100 88.8% 233</p>
<p><b>Business Conferencing, Meetings, Events &amp; Corporate Hospitality</b></p> <p>Number of brochure enquiries received No. of detailed enquiries received Known Conversions from these enquiries % of detailed enquiries converted Revenue from events held in current year % increase in revenue on '05-'06 vs. '06-'07 6 months</p>	<p>N/A 65 16 24.6% £22,000 375%</p>	<p>34 40 7 17.5% £3380 -69%<sup>4</sup></p>
<p><b>Buy Local</b></p> <p>Increase in no. Rotherham companies registered on directory No. tenders posted on bulletin board No. networking events attended Supplier Searches</p>	<p>43 241 3 14</p>	<p>17 86 0 N/A</p>

<p><b>Business Incubation Centres</b> (incl. Moorgate Crofts 'MGC' results where specified)</p> <p>New Jobs created                  No. companies moving into centres                  Ratio companies surviving 52 weeks                  Companies moving to commercial property                  Business Centres occupancy rate                  No. start ups from young entrepreneurs                  New young entrepreneur companies surviving 52 weeks</p>	<p>79 (173 incl. MGC)                  17 (40 incl. MGC)                  97% (excl. MGC)                  17 (excl. MGC)                  95% (MGC 65%)                  27 (incl. MGC)                  39 (excl. MGC)</p>	<p><b>104</b>  <b>18</b>  <b>97%</b>  <b>14</b>  <b>99% (MGC 75%)</b>  <b>20</b>  <b>25</b></p>
<p><b>JOBMatch</b> (Due to changes in structure of service, some PI's have been removed)</p> <p>No. of companies provided with basic level of assistance<sup>5</sup>                  No. of companies provided with higher level assistance<sup>6</sup>                  No. of job vacancies/opportunities created by companies<sup>7</sup>                  No. of referrals made to individual partners per job opportunity<sup>8</sup></p>	<p>105                  N/A                  11/A                  11/A</p>	<p><b>19</b>  <b>30</b>  <b>265</b>  <b>1987</b></p>

<sup>1</sup> 581 new jobs originated from directly assisted companies 05-06, 1176 new jobs originated from directly assisted companies 06-07 6 months. RiDO has contributed more jobs assisted to the total than before, due to assistance provided through JOBMatch to large scale contact centre recruitment. Also, new tracking methods have vastly increased the number of companies found to be relocating/expanding in the borough, although many of these are small or start-up companies.

<sup>2</sup> 739 safeguarded jobs originate from directly assisted companies 05-06, 464 safeguarded jobs originate from directly assisted companies 06-07 6 months.

<sup>3</sup> Customer satisfaction is based on an average score of four questions: the lowest score 05-06 was surrounding accessing RiDO services, attributed to a period when no local advertising was carried out. This in turn contributed heavily to the previous year's downturn in customer satisfaction, despite the score for 'politeness' being over 90%. Therefore, 2006 6 month figure has returned to a more normal level.

<sup>4</sup> The figure for '05-'06 was abnormally high, based on average trends over a number of years. This increase (375%) has therefore given a negative impression of the level of income generated in the first 6 months of '06/'07.

<sup>5</sup> Under two hours assistance provided.

<sup>6</sup> Over two hours assistance provided.

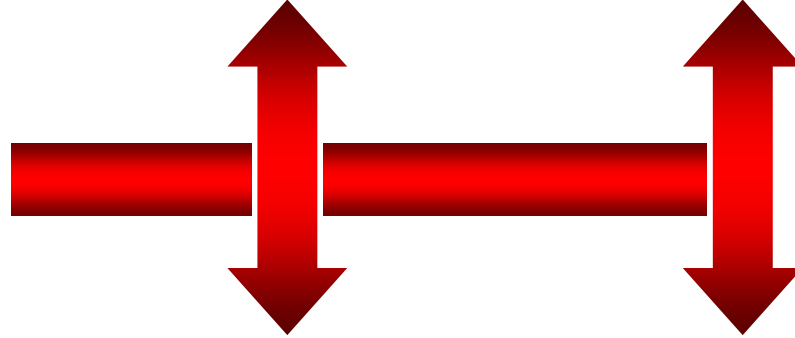
<sup>7</sup> Each vacancy/opportunity is only counted once.

<sup>8</sup> One job opportunity may be referred to 3 partners to fill, therefore this would count as 3 referrals. This output demonstrates to what extent we have provided the community with access to individual vacancies through distributing to partners as widely as possible.

## Appendix B

### Business Development Manager

Tim O'Connell (Secondment)



#### Investment & Development Office

\*Temporarily Vacant Post, Development Negotiator  
Anne Grayson, Conference Co-ordinator  
Peter Hunter, Economic Development Officer  
Andrew Nettleton, Business Investment Manager  
\*Katy Jones, Business Support Assistant  
\*Paul Johnson, Business Support Assistant  
\*Andrew Klinkenberg, Research & Database Co-ordinator  
\*Simon Spode, Seconded to RSY

#### Business Centres

\*\* Amanda Parris, Centres Manager  
\*\* Anne Adderley, Business Centre Co-ordinator  
\*\* Mel Linney, Caretaker  
\*\* Dave Findley, Premises Manager  
\*\* Jacqueline Reading, Clerical Assistant  
\*\* Sarah Hanson, Business Support Assistant  
\*\* Amelia Gascoigne, Business Centre Co-ordinator  
\*\* Mick Allison Caretaker

#### JOBMatch

\*Clare Warne, HR Business Advisor  
\*Sarah Wilkinson, HR Business Advisor

#### Enterprise & Business Incubation

\*Geoff Link, Enterprise Manager  
\*Robert Langley, Business Advisor  
\*Graham Hales, Business Advisor  
\*\*Martyn Benson, Business Advisor  
\*New Business Advisor Post (Dinnington)  
\*Tracey Parker, Business Support Assistant

\* Externally funded posts  
\*\* Posts funded through the operation of business centres at no cost to RMBC revenue budget.

**ROTHERHAM BOROUGH COUNCIL**

<b>1.</b>	<b>Meeting:</b>	<b>Regeneration and Asset Board</b>
<b>2.</b>	<b>Date:</b>	<b>15<sup>th</sup> November 2006</b>
<b>3.</b>	<b>Title:</b>	<b>Strong and Prosperous Communities The Local Government White Paper October 2006 All Wards</b>
<b>4.</b>	<b>Programme Area:</b>	<b>Economic and Development Services</b>

**5. Summary**

**This report provides a property briefing note for Regeneration and Asset Board Members on the Local Government White Paper October 2006**

**6. Recommendations**

**Members are requested to note the key issues as they relate to property.**

## **7. Proposals and Detail**

The long awaited Local Government White Paper was published on 26<sup>th</sup> October 2006. We were informed prior to publication that the paper would be somewhat of a continuation of an 'evolutionary' process, as opposed to a revolution for Local Authorities, however, I would suggest that a number of proposals contained therein may appear quite revolutionary from a property perspective.

The property briefing note, attached at Appendix 1 is not intended to be a comprehensive analysis of the whole of the document, rather a summary of some of the key issues as they relate to property. There are many areas that will become more developed in the coming months, and in a number of instances the impact will clearly be in the detail of what is to follow.

The Local government White Paper recognises that Rotherham, along with the other 4 beacon councils for Asset Management is an exemplar of good practice.

The proposals in the White Paper relating to property coincide with Rotherham's capital and asset management vision and strategies continuously developed since the original 'Single Pot' submissions in 2000.

To maintain our exemplar of good practice status and implement the proposals in the White Paper we need to continue to:-

- Develop, in consultation with Rotherham's communities, area asset management plans which support the approved community plans. These plans would include all Rotherham's assets not just Council assets.
- Develop and undertake, in consultation with Rotherham's communities, area based asset reviews to inform the area asset management plans.
- Develop and use our property performance data.

A programme for the development of area asset management plans, together with a proposed methodology, timescales and resources implications will be presented to a future meeting.

## **8. Finance**

The Local Government White Paper is likely to have major significant financial implications.

## **9. Risks and Uncertainties**

The briefing note attempts to identify the key risks and uncertainties generated for the Council by the Local Government White Paper but these will become clearer in the coming months

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

The Local Government White Paper will impact on all the Council's policies, strategies, priorities and inspections and the Council's total performance.



**11. Background Papers and Consultation**

The Local Government White Paper October 2006-11-03

**Contact Name** : *Arnold Murray, Asset Manager, Economic & Development Services. Ext. 2103*  
[arnold.murray@rotherham.gov.uk](mailto:arnold.murray@rotherham.gov.uk)

**A Property briefing Note on  
Strong and Prosperous Communities  
The Local Government White Paper October 2006**

**Introduction**

The long awaited Local Government White Paper was published on 26<sup>th</sup> October 2006. We were informed prior to publication that the paper would be somewhat of a continuation of an 'evolutionary' process, as opposed to a revolution for Local Authorities, however, I would suggest that a number of proposals contained therein may appear quite revolutionary from a property perspective.

This briefing note is not intended to be a comprehensive analysis of the whole of the document, rather a summary of some of the key issues as they relate to property. There are many areas that will become more developed in the coming months, and in a number of instances the devil will clearly be in the detail of what is to follow.

The full document is in two volumes

Volume 1 (171 pages) covers the main proposals and Volume 2 (59 pages) contains a number of annexes for specific service areas/themes. A summary document is also available.

Volume 1 forms the focus of this briefing and is separated into the following nine chapters:

- 1** Introduction: strong and prosperous communities
- 2** Responsive services and empowered communities
- 3** Effective, accountable and responsive local government
- 4** Strong cities, strategic regions
- 5** Local government as a strategic leader and place-shaper
- 6** A new performance framework
- 7** Efficiency – transforming local services
- 8** Community cohesion
- 9** Steps towards implementation

Of these, chapter 1 provides a general background and introduction, whilst chapters 3, 4, 5 and 8 are focused at a high level for the specific areas concerned. Although chapters 4, 5 and 8 will ultimately have implications for property dependent on how authorities approach them, this briefing note concentrates on the remaining chapters which are likely to have a more direct impact on property.

## **Chapter 2 – Responsive services and empowered communities**

This chapter contains a number of proposals that are worth taking note of. It starts by promoting greater choice in services by a variety of means. These include a suggestion for 'neighbourhood based participatory budgeting' which could have major implications for asset management within the Council, especially when linked to an area based property review. The section continues with a number of examples of 'good practice' where communities are involved in local service provision.

Whilst chapter 2 provides many suggestions for improvement in community participation, the government indicate that the proposals will provide lots of room for flexibility. They do however intend to amend the Duty of Best Value to reflect the need for community involvement and require authorities to 'take steps to ensure participation of local citizens in their activities.' The new duty will also include hard to reach groups, community groups and local businesses. Four possible approaches to such engagement are included as follows:

1. Informing citizens (through various media)
2. Consulting on shape of services (we will need to consider the implications of this when we carry out property suitability surveys in the future)
3. Involving people in the design or delivery of a service (an example is provided of co-opting young people to manage a youth centre)
4. Devolving responsibility for running a service (the example given this time is the community management and ownership of a community hall)

Clearly all of the above will increase the spotlight on operational assets, where they are situated, how they are run, and how they should be managed in the future. Performance reporting across the Council will also need to be improved with 'real time' management and more frequent publication of performance to the community. Again this raises questions for property. We may need to have systems and procedures in place that give real time information on how our portfolio is performing, not just in condition, but also in contribution to service delivery.

All the above clearly ties in with the Community Management and Ownership of Assets Review being led by Barry Quirke (Chief Executive of Lewisham) for the Secretary of State for Communities and Local Government. The letter sent to all Chief Executives by Barry Quirke on 19<sup>th</sup> October is attached at appendix 2. The terms of reference of the review are attached at appendix 3.

Chapter 2 contains a whole section on "Empowering local people to manage neighbourhoods and own community facilities" which adds a little more to the Government's thinking in this area. The 'Quirke' review is targeted for publication of an action plan in the Spring of 2007 with possible further guidance to follow. In the meantime the paper informs that a fund will be established to give local authorities capital support in refurbishing facilities that are going to be transferred to the community.

Communities who wish to take over management or ownership of a local asset will be able to use something called a 'Community Call for Action' (see below) to ensure that their local authority considers their request seriously.

A Community Call for Action (CCfA) is proposed within the White Paper as an extension to something that has been introduced for crime and disorder issues within the Police and Justice Bill. It is proposed that a CCfA would work as follows:

1. Councillors will know of key concerns within their areas and they may consider that specific issues in the wider community interest call for a CCfA
2. If the councillors cannot negotiate a successful conclusion on the matter, the government propose that they could deal with relatively straightforward matters themselves possibly through a small devolved budget.
3. If however the matter is of a more significant or strategic nature the issues will be referred to overview and scrutiny committees for broader consideration. Decisions, recommendations and responses from the committee will then be published.

Brief as they are, the asset transfer proposals raise a number of questions. The proposals will provide the opportunity to access additional funding to repair community assets, enabling us to prioritise over stretched maintenance budgets elsewhere. In addition the continuing revenue burden for an asset would most likely also be transferred.

However, a community group needs to be lined up to take the asset over. What if we can see the benefits for transferring an asset but there are no community groups interested? What if the proposals by community groups do not fit in with the community strategy and corporate plan? Will this put pressure on the Council to take the money, repair and transfer an asset even if it is not part of the agreed strategy and plan? What about shared service delivery with partners, will possible fragmentation of assets reduce the strategic options available?

There are clearly a number of opportunities, but also some serious issues raised. What is clear is that the Council will need more than ever before a robust asset management strategy and plans to ensure that any transfer can be considered against the agreed vision, strategy and plan. We are carrying out a programme of property reviews of council assets, but we are not carrying out reviews with partner organisations within specific geographic areas. I feel that it is this type of review in the future that will be most suited to developing community asset and service strategies. In turn this will enable councils to have more confidence in decisions resulting in asset transfer to community groups.

## **Chapter 6 – A new performance framework**

The new framework is intended to make the public's views on service quality the core test of local performance and will include some already familiar elements.

- An annual risk assessment identifying key risks to delivery of outcomes or delivery for key areas
- An annual use of resources assessment
- An annual direction of travel judgement
- Targeted inspection work based on the overall risk assessment (the audit commission are currently developing their approach to such targeted assessment of asset management)

National indicators which currently range between 600 – 1200 dependent on authority type will be reduced to approximately 200 outcome focused indicators for all. Authorities will also be expected to develop their own local priority targets, which will not be subject to upward monitoring.

## **Chapter 7 –Efficiency, Transforming local services**

This chapter commences by listing some of the developments of the last 10 years within Local Government including Best Value, initiatives in procurement and e-service delivery. The paper challenges us further, particularly on procurement and encourages Local Authorities to cross administrative boundaries to deliver service transformation. Sharing assets, systems, skills and data are highlighted as possibilities. Three 'critical' aspects of procurement are highlighted for more detailed consideration:

- E-procurement (including e-transactions and e-markets)
- Understanding spend (to develop procurement strategies)
- Aggregating procurement demand (to secure economies of scale)

Proposals for efficiency targets will clearly be challenging in the coming years, the paper suggests we will be required to achieve ambitious efficiency gains as part of the 2007 Comprehensive Spending Review (CSR07). It continues that this will necessitate "a more radical and ambitious value for money programme, with effective and direct challenge for poorly performing or coasting services". We have already been told that the Gershon 2 as it is becoming known is likely to do away with any element of non-cashable savings.

Possibly from a more comfortable viewpoint is the proposal for more extensive use of business improvement techniques to transform service delivery around a focus of needs and preference of users.

The paper highlights a number of instances where BPI has been used to deliver quite radical improvements in a range of services.

Asset Management is highlighted in a separate section of this chapter as being "vital to achieving cost savings for local authorities and helping them to deliver better outcomes for citizens". The Beacon councils for Asset Management are highlighted as exemplars of good practice and the paper states that there has been progress

within asset management within authorities. The paper states however that “there is still some way to go to realise the potential gains of raising performance to that of the best practitioners”, and indicates that asset management will be considered further as part of CSR07.

## **Chapter 9 – Steps toward implementation**

This chapter sets out the list of what needs to be put in place to deliver the proposals set out in the white paper. There is clearly a lot to do and will include:

- Legislation “at the earliest opportunity” which will include revisions to the duty of Best Value and enabling councillors to initiate a Community Call for Action.
- Reviews. Two specific reviews are mentioned. The transfer of assets to community groups as discussed previously in this briefing note and a review of incentives and barriers to serving on councils.
- Consultation and Guidance. The paper indicates that consultation will take place and ‘light-touch’ guidance introduced for a number of key areas including:
  - The revised duty of Best Value
  - Community Call for Action and governance reforms
  - Local Strategic Partnerships
  - City Development Companies
- Other publications, initiatives and developments. In addition to the above there are many other areas that need to be taken into account. These will include developing the new national priority outcomes, setting in place methodologies for inspection and support, skills and capacity building, sharing best practice and setting up funding/mechanisms to support community empowerment.

So what are the likely timescales for implementation? Some areas could be acted on immediately by Local Authorities without any need for legislation. Legislation will most likely be included within the November’s Queen’ Speech for enactment in the next parliamentary term and probable implementation in 2008. Indeed previous documentation from government indicates a new inspection regime from 1<sup>st</sup> April 2008. Some reviews and consultation have already commenced and other elements of the white paper will progress over the coming months.

## Conclusions

There is clearly a lot for Members and professionals involved with property to consider within the proposals and much work to be done. The way we manage our assets is getting more of a spotlight and a robust strategic approach is necessary to support the way ahead. It’s going to be an interesting time!

**Appendix 2**

Dear Chief Executive

Community Management and Ownership of Assets Review

The Department for Communities and Local Government's vision is of prosperous and cohesive communities, offering a safe, healthy and sustainable environment for all. Physical assets - particularly buildings and land - can play a very important role in helping to bring this vision to reality. It is therefore in the interests of public bodies, both local authorities and others, to make sure their assets are used in the most effective way. Across the country local authorities and other public bodies have begun to identify situations in which transferring the management or indeed ownership of assets to community organisations offers the optimum solution, as it engages the energies of citizens and communities and adds value to the services being provided.

It is for this reason that I am delighted to have been given the task by the Secretary of State for Communities and Local Government, Ruth Kelly, to lead a Review on Community Management and Ownership of Assets.

The Review will take as its starting point existing powers and policies which facilitate the transfer of the ownership or management of local public assets to community groups. It will consider how these powers can be better used, what unnecessary barriers remain, and where further powers and policy changes may be required to overcome them. Most importantly, the Review will produce an action plan setting out workable proposals for early implementation. The Terms of Reference are attached for information.

I am due to present our action plan to Ruth Kelly in Spring 2007.

I am very conscious that we are not starting from scratch, and can and must build on the excellent collaborative work that resulted in the ODPM/HO Work Group report Communities Taking Control, and also the research study by Stephen Thake Community Assets: the benefits and costs of community management and ownership. Our challenge is to turn this analysis and the resulting recommendations into a practical action plan.

In order to ensure maximum continuity, I have invited two people who were involved in the earlier work, Andrew Robinson, currently Head of Community Development Banking at Royal Bank of Scotland/NatWest Bank, and Stephen Thake, Reader at London Metropolitan University, to join me on the Review Team. In addition, we have identified a much wider group of stakeholders who we are very keen to involve in the work of the Review and whose advice we will be seeking as the work progresses.

Our guiding principles are:

- The solutions need to be simple.
- We need to be clear about what are true barriers and address these
- We need to provide strong messages - how to deliver on the ground
- A lot of work has been done - now we have to ensure things happen

- The outcome should be seen as WIN-WIN: both public bodies and community sector should be able to realise clear benefits from the approach.
- We propose that a spectrum of options need to be considered. We are not intending to provide a blue print - this is not a one size fits all approach.

At this stage, I have identified below what we feel are the key issues to be addressed, and would like to invite succinct comments on those issues (including pointing us to existing written sources that we can draw on):

- What ways have your authority found to inform the choice between disposing of assets on the open market and making them available at less than best consideration for community management or ownership?
- What additional guidance or tools would you find helpful to be able to make this choice more effectively and transparently as part of your asset management strategy?
- Can you identify priority capacity building needs within your local authority in this policy area, and given the powers that local authorities already have, are there any additional barriers that you think new legislation could overcome?
- What risks do you identify in transferring assets to community organisations and how can they be reduced or managed effectively?
- Do you have experience locally of ways in which organisational development support and technical advice can be provided effectively to community organisations?
- What other sources of funding to support community management and ownership have you identified apart from your own authority's budget?

It would also be helpful if we had short case studies - these can be good (ie models of best practice) and problematic (ie lessons learnt)

Please send any comments, by 10th November 2006 to Robin Lee (0207 944 6165) [robin.lee@communities.gsi.gov.uk](mailto:robin.lee@communities.gsi.gov.uk)

Barry Quirk  
Chair of the Review



**TERMS OF REFERENCE**  
**Community Ownership and Management Review**

Sometimes community groups, social enterprises or groups of local people think that they could make better use of a local asset – for example a run down building or underused piece of land. And the government recognises that there can be real benefits to these groups having a direct ownership stake in their local community. But at present too often such groups can be frustrated in their ambitions.

This review will take as its starting point existing powers, policies and barriers which allow the transfer of the ownership or management of local public assets to community groups. It will consider how these powers can be better used, where further powers and policy changes may be required and it will produce an action plan setting out how to take forward these proposals.

It will build on work we have already carried out in partnership with community based organisations, such as that by the working group on community ownership and management of assets. There are also many examples of good practice to draw on. But the need now is for work with community groups, social enterprises and local government to ensure that we have a framework that will result in tangible and workable proposals.

The review will cover land and buildings owned by local authorities and public land and buildings that are used by local people for community-based activities. Specific questions are:

- To assess the effectiveness of both existing powers and policies relevant to community management and ownership, (for examples see Annex A), and to identify ways they could be better promoted and used.
- What changes in policy could better support community management or ownership, without significantly impacting on the property market and Local Authorities' ability to take decisions in the interests of all communities in their area? Specific issues are:
  - Should the scope of the present powers whereby local authorities can lease premises to charitable organisations at less than market rent for any period be extended beyond the present definition of recreational activities?
  - What is the potential for Community Land Trusts to act as a vehicle to hold property designated for community use, and lease it on appropriate and variable terms to community organisations wishing to manage particular assets or asset-based services?
  - How can existing investment in community capacity building be better accessed to support community groups?

- Are there any additional powers or policies that could tackle unnecessary barriers to, or significantly increase support for, community management and ownership of assets?

Any recommendations should have particular regard both for the regulatory or economic burden they may impose, and for any safeguards that might be necessary to prevent the capture of local assets by unrepresentative special interest groups who may not act in the interests of local communities.

The review will be headed by Barry Quirk, Chief Executive of the London Borough of Lewisham and will engage with the LGA and key groups who have pioneered community ownership and management such as the Development Trust Association and Community Matters. The review will produce an action plan and will report to Ruth Kelly in Spring 2007 and will work closely with Ed Miliband as minister for the Third Sector.

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of the Local Government Act 1972.

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