

## ROTHERHAM BOROUGH COUNCIL – CABINET

<b>1.</b>	<b>Meeting:</b>	Cabinet
<b>2.</b>	<b>Date:</b>	21 <sup>st</sup> September 2011
<b>3.</b>	<b>Title:</b>	Rotherham Community Strategy (2011-2014)
<b>4.</b>	<b>Directorate:</b>	Chief Executives

### **5. Summary**

This report provides an overview of work undertaken by the Rotherham Partnership to prepare for Rotherham's third, three-year Community Strategy due for publication this year. The paper provides details of the process employed to develop the strategy and progress to date.

### **6. Recommendations**

That Cabinet:

- Endorse the three strategic priorities for the Community Strategy recommended by the Chief Executive Officers Group and agreed by the Rotherham Partnership Board
- Consider and comment on the contents of this paper and proposed next steps

## **7. Proposals and Details**

### **7.1 Background**

#### **a. The Partnership**

The Rotherham Partnership is Rotherham's accredited Local Strategic Partnership and was established in 2002. It consists of the Rotherham Partnership Board and a small executive group consisting of Chief Executives of local agencies (including the Council, Police, Fire & Rescue, NHS, Hospital, Chamber and VAR). The Board contains representatives of local public sector bodies, the voluntary and community sector, the local business community and elected members.

#### **b. Community Strategy**

The key document for the Partnership is the Community Strategy, a three year strategy which sets out partners shared vision, priorities and objectives for the life of the document. It sets the direction for the Partnership over the three year period and dictates what initiatives the Partnership engages in. The next Community Strategy is due to be published later this year following the expiration of the 2008-2011 strategy.

#### **c. Partnership review**

In preparation for the new strategy the Partnership undertook a comprehensive review of its working arrangements during the past year. The result of this was a much leaner structure consisting of a smaller Board of fifteen members and the deletion of the five theme boards, which were established in 2005. The new partnership structure was implemented in April 2011.

### **7.2 Development of the Community Strategy 2011-2014**

#### **a. Process and progress**

Early preparations for the new Community Strategy began in summer 2010. Presented below is an approximate timeline of the process to date:

- Focused *interviews with all Partnership Board members* conducted. One of the key findings was that Board members felt that the next Community Strategy should be more targeted and consist of fewer priorities (*August 2010*)
- *Chief Executive Officer Group structured session took place* and three new high level priorities for the Partnership proposed (*September 2010*)
- *The three new priorities (see below, page 3) agreed by the Partnership Board and three facilitated Board workshops* held, including Board members and representatives of the five theme boards (Alive, Achieving, Learning, Proud and Safe) and their sub-groups - over one hundred attendees (including several Elected Members). Workshops used to bring together broader expertise to identify objectives and actions that could be begin in the first year of the strategy and would deliver progress against the priorities (*October 2010-February 2011*).

- *Draft objectives and actions* for the first year of the Strategy (2011-2012) identified based on proposals from the workshops. Refinements made to these through:
    - Rotherham Partnership team and Chair working directly with colleagues in partner agencies
    - Proposals compared to what we know about local needs from research and consultation
    - Consideration of the proposals at meetings of the Chief Executive Officers Group and Rotherham Partnership Board
    - Support from a Regional Improvement and Efficiency Partnership funded 'Local Improvement Advisor'.
- (February-June 2011)

As a result of this work a small number of task and finish groups have already been established to take forward activity, while a number of other proposals are in development. A first draft of the strategy document is also currently being produced with assistance from RMBC's, 'Policy, Performance and Commissioning' team. This will elaborate on the rationale for the choice of the three priorities, provide context and further articulate what we aim to achieve. Discussions are also taking place with RMBC colleagues about how performance will be monitored and activity evaluated.

While partners remain committed to the three priorities Chief Executive Officers have recommended that the Partnership pause and reflect on the latest data recently released from the Indices of Multiple Deprivation (IMD), which identifies worrying trends from Rotherham in relation to deprivation and inequalities. The Chief Executive Officers Group have agreed to dedicate their meeting on the 22<sup>nd</sup> September to consider how the IMD findings should influence and how the Partnership should proceed with the Community Strategy. It is anticipated that the three priorities will remain, but the focus for activity will be targeted.

#### **b. Priorities and objectives**

Presented below are the three broad priorities and associated draft objectives which will form the core of the published strategy and plan.

#### **Priorities & objectives**

##### **Priority 1: Ensuring the best start in life for children and families**

Proposed objectives:

- Have a clear evidential base to demonstrate the impact of partnership programmes of support delivered to families with a child who is aged 0-3
- Understand the effectiveness of multi-agency delivery and implement improvements
- Contribute to Rotherham's commitment to reduce child poverty

##### **Priority 2: Providing additional support to vulnerable people in our communities**

Proposed objectives:

- Tackle rising inequalities
- Break the cycle of negative engagement with partnership services and overcome barriers to positive engagement for a cohort of Rotherham families
- Better information sharing and collaborative working (and first point of contact)
- Reduce harms caused by alcohol misuse in Rotherham

- Reduce loneliness and isolation in older people in Rotherham

### Priority 3: **Supporting the growth of a sustainable and competitive local economy** (led by the new Economy Board)

Proposed objectives:

- Focus on high-growth sectors (through business support, supply chains, apprenticeships, research and development. Potential sectors include advanced manufacturing and low carbon)
- Maximise local spend in the Rotherham economy
- Enterprise – business starts, higher skills, young people, growing existing business, promoting innovation

#### c. **Delivery**

The Rotherham Partnership's leaner and more flexible working arrangements, introduced in May 2011, are designed to deliver the new strategy. The intention is that small, focused and time limited **task and finish groups** will be formed with an identified leader and a remit to deliver a particular element of an annual plan owned by the Board. In implementing the new strategy there is a desire to work in a more cooperative and complementary fashion with Elected Members and scrutiny and with this in mind the Partnership would welcome the **involvement of Elected Members**. This is reflected by the proportionally higher representation of Elected Members on the new look Partnership Board.

The Health and Well Being Board has joined the partnership structure, this is a new statutory board that will have responsibility for leading on the joint strategic needs assessment. The Chair of the Health and Well Being Board will have a place on the Rotherham Partnership Board.

## **8. Finance**

No direct financial implications are currently identified, although some are likely to emerge as task and finish group's progress activities. These will be considered by the Partnership Board/Chief Executive Officers Group/relevant agencies as appropriate when they emerge. It is also possible that collaboration in some areas identified in the draft plan may lead to financial savings for partners, including RMBC.

However, it has been estimated that over 70% of the 'old' partnership infrastructure has been removed, mainly through the dissolution of the theme boards, which has resulted in cashable savings of over **£52,750 p.a. approx** and non cashable savings estimated at - **£42,715 p.a. approx**

## **9. Risks and Uncertainties**

There are risks associated with ensuring that the necessary understanding, buy in and commitment from partners exists, in order to ensure that the strategy and plan are successfully implemented. The transparent and consultative approach employed to produce the strategy aims to ensure a sense of shared ownership of the document and responsibility for leading and contributing to its delivery.

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

The strategy will have implications across a range of policy and performance areas, most notably those aligned to the three priorities highlighted above. There is also an intended strand associated with prevention and early intervention running across the priorities.

## **10. Background Papers and Consultation**

**Appendix 1:** The new Rotherham Partnership structure is contained in the appendix

## **12. Contact**

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