

# ROCHDALE METROPOLITAN BOROUGH COUNCIL

## SERVICE PLANNING 2010/11

### Service... Regeneration.....

#### SERVICE PLAN UPDATE

##### **Brief Description of the Service**

The Regeneration Service aims to improve the quality of life for people who live work and visit in Rochdale Borough. In particular the service seeks to create sustainable neighbourhoods and improve the life chances for people living in our more deprived areas. The Service undertakes a range of activities including coordinating and facilitating partnership working in the Borough including the Local Strategic Partnership, supporting the voluntary and community sector and supporting and developing the physical, social and economic regeneration of Rochdale Borough.

The aims of the service are to

- Play a lead role within the Council and assist the Council's partners to maximise opportunities for regeneration and partnership working in the context of local, regional and national policies
- Improve continuously and assist other Council services and our partners to do the same
- Co-ordinate and facilitate partnership working to improve the quality of life for people in Rochdale Borough, in particular, increasing jobs and prosperity; improving community safety and improving health and wellbeing.
- Support and deliver the physical, economic, cultural and social regeneration of Rochdale Borough
- Facilitate community engagement and disseminate best practice to partners at local, regional and national level
- Promote a sense of pride among local people about the area in which they live

The broad range of work is covered by the following teams:

Community Affairs (including Cohesion)

Regeneration and Renewal

Community Safety

Special Projects

Economic Affairs

Kirkholt Sustainable Community Team

Inner Rochdale/East Central Rochdale Sustainable Community Team

Langley Sustainable Community Team

In addition the service provides a client function for the Rochdale Development Agency and holds the budget for the GMPTE levy

##### **Broad Service Objectives**

The Regeneration Service aims to:

- Strengthen the local economy by supporting new and existing businesses and helping local people into jobs
- Improve the safety of our communities by reducing crime and people's fear of crime

- Develop sustainable communities, transforming the Borough's most deprived areas to make them places where people are happy and healthier
- Support a thriving community and voluntary sector
- Strengthen and improve the performance of the LSP and its priority partnerships
- Improve performance and value for money of the Regeneration Service
- Strengthen customer-focus within the Regeneration Service
- Strengthen the profile and reputation of the Regeneration Service
- Strengthen the capacity of the Service and the performance of its staff
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## **PART A Review of the Year**

### **Achievements and Headlines 2009/10 Community Affairs.**

The key activities for the last year to date have been:

<b>Achievement / Headline</b>	<b>Outcome</b>
Completion of Asset Transfer Procedure and Toolkit	Third sector organisations requesting a transfer of Council asset to the community have clear, open process to follow.
Completed draft of new Third Sector Funding Strategy	Third sector able to influence decisions over future funding strategy
Managed closure of Rochdale Centre for Diversity and RoFTRA	Both organisations closed with minimum disruption to communities, RoFTRA staff assisted to other work where required.
Assisted groups to achieve £312k of funding	Third sector groups able to deliver services to their communities.
Published new Community Engagement Strategy	Clear strategy for consultation adopted by LSP
Managed further development and transfer to new premises of Domestic Violence Forum	Welcoming and effective service to women suffering from domestic violence to deal with the trauma, care pathway and progress to a safe future.
In the short term Introduced services to compensate for the closure of RCD	Ensured continuity of services and minimum disruption to communities requiring services.
Secured longer term provision of advice and information services for; migrant workers, those with asylum / immigration issues, day to day community tension issues etc.	Service for vulnerable members of communities to ensuring they get the service they require.
Contract to provide infrastructure support to Third sector commenced.	Stronger leadership to third sector in the borough and range of support services.
Successfully supported 23 community centres	Community centres assisted to improve quality of life for their communities.
Formed working partnership with Patient Experience Team at the PCT	Closer partnership working leading to greater efficiencies for both teams.
Delivered 3 day consultation training to 25 people	25 people able to effectively plan and carry out community consultation
Held working together event to tackle the difficult financial climate	Third sector and Council discussed key issues and drafted action plan.
Managed the election of officers to BACP board	Efficient and fair elect at AGM, over 850 members of community voted in six hours.
Awarded a further £317,000 through the Migration Impacts Fund to alleviate pressures on services affected my migration	Provision of services to those affected by migration improved.
Continued to improve community cohesion as identified through NI 1 and other national indicators, and via the community cohesion advisory group	Better relations between different communities in the borough.
Recruited a faiths projects officer	Coordinated approach to ensuring people of all faiths have equitable access to services they need
Commissioned a range of community cohesion and preventing violent extremism projects via ABG	Better community cohesion and decrease in pressures leading to violent extremism.

Delivering the Channel project to prevent violent extremism and Connecting Communities programme to improve community cohesion	Better community cohesion and decrease in pressures leading to violent extremism
Built up regional and national networks in community cohesion and preventing violent extremism to enable the sharing of best practice	Ensuring best practice across the region is adopted by all.
Awarded a further £80,000 through the Challenge and Innovation Fund to help prevent violent extremism	Better community cohesion and decrease in pressures leading to violent extremism
Faith Organised Football tournament at Springhill Sports Centre, 40 young people took part from all over the borough.	Brought together young people from different religious backgrounds in sporting event
Organised presentation evening Deeplish Community Centre, 90 people attended to celebrate achievements including food & hygiene, Drug awareness, First aid and Football trophies. These projects funded by Community Cohesion & PVE	
Organised Food for Thought Project, 55 people came to a presentation focused on Ramadan, Fasting and Islam followed by a Visit to Local Mosque.	Sharing if information and understanding between different faith groups
Organised Deeplish residents Visit to St Thomas's Church Newhey, 13 residents from Deeplish area of Rochdale visited St Thomas's	Sharing if information and understanding between different communities
Organised Middleton Popstars visit to Neeli Mosque 10 young people from Middleton came to Neeli Mosque Rochdale,	Sharing if information and understanding between different communities
Organised Mosques to get volunteers and teachers CRB checks (40 CRB Completed so far)	Volunteers and teachers registered to be able to work with vulnerable individuals

### **Economic affairs.**

<b>Achievement / Headline</b>	<b>Outcome</b>
Delivered the borough Jobs & Skills Learning Fair	Enabled over 1,000 visitors to be more aware of job, skills and learning opportunities leading to better opportunities in the labour market.
Delivered successful Work Matters labour market information events	Enabled frontline workers from housing, children's services, supporting people and health services to be more aware of issues and opportunities in the labour market.
Continued recession business support workshops and delivered specialist retail support.	Businesses accessing support on issues identified by themselves.
Commissioned projects to support local enterprise (Enterprise Coaching and Intensive Business Start Up) and extend the Green Business Project, redefining it to support NI 186 (per capita reduction in CO2 emissions in the Local Auth. Area).	Enterprise is stimulated in deprived areas. Start-ups supported and larger businesses helped reduce costs through energy efficiency. BLNW promoted as main access point for business support. Business improve resource efficiency
Produced single redundancy support booklet incorporating local and national support. Continued redundancy partnership support (Boots, Hayden Young, William Lusty, RMBC)	More co-ordinated approach both for employer and employees.
Employment Link delivered the National careers Service via the 'Nextstep' contract.	To date have overachieved on original contract value.
Employment Links delivered the DWP contract to offer advice and support to newly redundant professionals	76 individuals received support up to January.
Ensured local people have found work as a result of support from Employment Links	333 local people entered the job market between April and January inclusive.
J21 services	Between April and January 157 local residents attended construction related training courses and 84 gained employment.
Led the RMBC element of Tesco LEP, offering	Long term unemployed provided with job opportunities

approximately 120 jobs to 6 month plus unemployed.	with accredited training.
Supported RDA and MIDAS in key investment enquiries	2 new international firms now located on Kingsway which in turn is generating employment opportunities and further interest/enquiries
Future Jobs Fund – Successful bid has resulted in 650 work placements for long term unemployed and young people.	Assisted individuals with employment and training opportunities within 6 month placements. First participant offered permanent job.
Adult Advancement Network (part of the national Adult Careers Service)	53 organisations have become Network members and 221 front line workers received training.
5 Debt Management Workshops	Front line workers from employment support, housing, community centres and supporting people providers trained to give financial advice to residents.
Rochdale Borough Marketing Strategy – appointment of 'Thinking Place' to raise the image, performance and profile of the borough	Consultations and branding proposals completed. Implementation plan of the new branding material to take place.
Literacy Champions Programme – Specific training of 'champions' to embed literacy into families.	Part of the continued commitment to improve the literacy and skills of residents. The champions provide literacy support in their daily front line roles.
Appointment of 40 Tourism Ambassadors	The appointment of tourism ambassadors for Rochdale and Middleton will help raise the borough profile.
Tourism – Successful high profile events including: two new blue plaques, BBC tree planting event and Feel Good festival	Raise profile of borough as a tourism destination, contributing to the steady rise in visitor numbers.
Recruitment of additional team members including Skills Development manger, Business Liaison Manager, Literacy Coordinator & Performance Officer for Economic Affairs.	Stronger team able to provide more effective, enhanced and outcome measured service.

## Special Projects

Achievement / Headline	Outcome
Feasibility works carried out for New Central Leisure.	Budget gap identified and Planning application submitted.
Final text agreed for refresh of Renaissance Masterplan.	Renaissance Masterplan document ready to be collated and published early 10/11.
Opening of Phoenix Centre Joint Service Centre.	New purpose built facilities, delivering Council and primary health services to the people of Heywood.
Phoenix Centre won LIFT Community Participation Award.	Raise profile of Phoenix Centre and recognise the quality of the partnership working involved.
Phoenix Centre highly commended in Community Partnership Awards Project Award and finalist in the Best Community Partnership Award.	Raise profile of Phoenix Centre and recognise the quality of the partnership working involved.
Heywood Sports, Leisure and Culture Village under construction.	Progress towards new Sport, Leisure and Culture provision in Heywood in 2010.
Appoint two additional Principal Project Managers on secondment / fixed term contracts.	Increase team capacity, particularly around the delivery of Link4Life capital programme.
Delivered Rochdale Canal Festival.	Profile of canal raised and a wide range of activities provided to local people.
Middleton Arena won North West Construction Awards Places for People Award	Raises the profile of the Arena and recognises the quality of the work carried out to deliver the building and associated objectives.
Middleton TESCO under construction.	Progress of long term agreement, delivering new jobs and investment in Middleton.

## Community Safety

Achievement / Headline	Outcome
<b>Alleygating;</b> Completed 64 schemes	providing 1244 properties with additional security

<b>Alleygating</b> ; 6 monthly questionnaire undertaken	93% feel safer - 98% not been burgled post gates 94% happy with the Alleygates - 94% satisfied with the Alleygating project as a whole
<b>Greater Manchester Fire &amp; Rescue Service (GMFRS)</b> ; Made excellent progress in reducing the number of accidental dwelling fires across the borough and we are on track to have reduced these by a third from last years figure.	Reduced numbers of accidental dwelling fires, raising awareness and increasing education.
<b>GMFRS</b> ; on track to achieve our target to reduce the number of deliberate fires.	Contributing to the partnerships reduction in anti social behaviour.
<b>Drug &amp; Alcohol Action Team (DAAT)</b> ; Rochdale is excelling in effective engagement achieving 93% (higher than National average of 85%).	High numbers of individuals in effective treatment.
<b>DAAT</b> ; Alcohol services continue to perform well. They exceeded the 2009/10 LAA Stretch target of 980 clients who have effectively engaged with Alcohol Treatment Services.	High numbers of individuals engaged with effective treatment.
<b>DAAT</b> ; The Integrated Drug Treatment System (IDTS) has been fully implemented at Buckley Hall Prison.	There are currently 33 prisoners on the treatment programme and work is underway to ensure seamless transitions into community treatment upon release.
<b>Greater Manchester Police (GMP)</b> ; Information Sharing Agreement developed for partners within Rochdale Safer Communities.	More effective partnership working resulting in improved performance.
<b>GMP</b> ; There has been an 11% decrease in all crime in the borough as a result of partnership working.	Increased safety and feeling of safety for residents and visitors to the borough.
<b>Domestic Violence (D.V)</b> ; Secured funding to appoint an Independent Domestic Violence Advocate (IDVA) to provide victims of DV with specialist support through the criminal justice system.	Increased number of individuals provided with specialised support throughout the whole court process.
<b>D.V</b> ; Successfully applied to the Ministry of Justice for approval to establish a Specialist Domestic Violence Court in the Borough.	Provide a specialised arena where staffs are fully trained to deal with such applications.
<b>D.V</b> ; Launched the 'Hands Off' publicity and awareness raising campaign across the Borough and a specific campaign targeted at Valentine's Day that has been adopted by GMP across the Force area.	Raise awareness of DV across the community and partnership agencies.
<b>Community Safety (C.S)</b> ; Regular multi agency Weeks of Action take place across the borough focusing on key priorities.	Residents are reassured that their concerns are being taken seriously and are being dealt with, visible activity in specific areas.
<b>C.S</b> ; Community Safety as the lead agency for the Multi Agency Race and Hate Forum represented the NW Region presenting examples of best practice.	Raises our profile at a national level, increase awareness of our success.
<b>C.S</b> ; These examples will be used to inform ACPO and CDRPs nationally on developing best practice.	Raises our profile at a national level, increase awareness of our success.
<b>C.S</b> ; Set up youth crime family intervention project to support the most hard young people at risk of offending.	Provide intensive support to between 6-8 families at anyone time, aiming to reduce crime and asb related behaviour.
<b>C.S</b> ; Set up Child Poverty family intervention project to support families with complex needs.	Provide sustained and intensive support for up to 30 families at anyone time, ultimate aim to bring the children in the Household out of poverty.
<b>C.S</b> ; Increased level of parenting provision to engage with these projects. This also includes enforcement tools.	Increase parental responsibility and reduce asb.
<b>C.S</b> ; Implemented new powers to tackle alcohol related crime and disorder.	Reduce level of alcohol related crime and disorder across the Borough.

## Regeneration and Renewal.

Achievement / Headline	Outcome
Completed the review of the LSP using a ground breaking Appreciative Inquiry Approach.	Over 250 people were involved in the review leading to new vision and structure for LSP
Established the Local public Service Board as an integral part of the Local Strategic Partnership.	Governance arrangements in place and produced a range of governance documents and approaches, will lead to more effective LSP
Streamlined thematic partnerships structures for 10 to 5 priority partnerships	Will lead to more effective LSP
Gained approval for the Performance Management framework for the whole partnership	More effective partnership and better success indicators
Produced the resource plan for the Local Strategic Partnership.	Better use of resources between partners leading to more effective LSP
Revised the boroughs Neighbourhood renewal approach to focus upon the 3% most deprived super-output areas (SOA's)	Leading to greater focus on linking areas of opportunity with areas of need
Established a successful Value for Money, in focus approach to creating sustainable communities in the borough based on Lower Falinge.	216 residents and 151 staff from 74 different organisations actively engaged at all levels, will deliver improved services and quality of life for residents of Lower Falinge
Implementation Funding	102 small scale projects delivering within the current 22 deprived neighbourhoods across the borough, enabling an immediate improvement in local environment
Capacity building support and training and advice delivered	9 new organisations this year in the most deprived areas through its ERDF funded activity. The project finished in December 08 having built capacity and support to 50 organisations in total.
Signed off the first Local area agreement and led the production of the second Local Area Agreement for the Borough.	Targets agreed and will act as measure of Council performance
Delivery plan in place to ensure the LAA is managed, monitored and makes a difference	Communities most in need will receive targeted services with measurable improvements
Led the process for the consideration and the use and allocation of £50,146m of ABG resources for 2009/10-10/11.	Council able to prioritise spend of ABG
SRB 5 successfully delivered last year of the programme and held end of programme event.	<p>Created 1194 jobs against a target of 806 – 148 % above target</p> <p>Helped 312 new business start ups against a target of 190 – 164% above target</p> <p>Provided 1453 new child – care/child minding places against a target of 345 – 421% above target</p> <p>Funded Unique Enterprise Centre Centre, Lock 50, Globe House and Partnership house to provide managed work spaces for new and existing businesses</p> <p>Helped refurbish or extend inner Rochdale Community Centres/facilities</p> <p>Laid foundation for other regeneration programmes/initiatives such as Town Centre development, Sustainable Communities, Metrolink, and Kingsway etc.</p> <p>Produced a SRB5 Succession strategy which has influenced the emerging new sustainable communities approach within the borough</p>
ERDF delivered 4 priority programmes.	Maximised spend to 97% of £17,755,826 which with match funding exceeds over £35m for the 2000-2008 period

HMR on track to achieve full programme spend (c£12m) in spite of the economic downturn.

Better and more sustainable housing developments for local residents

## **PART B Key Changes to Service Plan since April 2009**

### **Aiming High 2007 – 2010**

The service has and continues to contribute to the following priorities from Aiming High:

#### **Increasing jobs & prosperity –**

##### **Economic Affairs is responsible for delivery of the following Aiming High targets:**

- AH1.B Increase visitor numbers to the Borough from 7 million to 10 million.
- NI 153 (LAA) Working age people claiming out of work benefits in the worst performing areas.
- NI 163 (LAA) Proportion of people qualified to at least level 2 or higher.
- NI 164 (LAA) Proportion of people qualified to at least level 3 or higher.
- NI 171 (LAA) New business registration rate per BERR DSO per 10,000 population.
- SP1.D (POP)120 Borough residents to gain employment on Kingsway in addition to 12 construction jobs by March 2010.

#### **Making sure every child matters -**

- Support to Third sector groups who work directly with children, e.g. Radpac, arts groups, Middleton Popstars academy,
- Representation on Children's Trust, 14-19 Consortium and Achieving Economic Well Being groups.

#### **Creating a cleaner, greener environment –**

- Physical regeneration and focus on developing sustainable communities
- Worked with "friends groups" to attain green flag status for Memorial park memorial.
- Have funded Green Business project and have developed event to promote careers in green infrastructure and environmental technology.
- Economic Affairs contributes to the delivery of NI 186.– Funded Green Business project to encourage businesses to incorporate changes that result in improved energy efficiency, reduced costs and reduced emissions).

#### **Improving Community Safety -**

- Improving Community Safety and contributing to community cohesion, community safety is currently responsible for this strategic priority. A community cohesion threat assessment is currently being produced from within the service which will aim to provide a set of recommendations to direct future work and provide information to more fully understand cohesion problems within the Borough.
- The work of the Community Safety section supports a number of National Indicators which impact on the safety of our citizens (see below)

#### **Improving Health & Wellbeing –**

- Advice and support to community centres which have a direct influence on the health and wellbeing of local communities.
- Sit on Governance group of the Local involvement Network for Health and Social Care.
- Through the Women's Enterprise Initiative support women to be economically active which has a positive impact on health and wellbeing.
- A number employment and training projects in the Economic Partnership Programme contribute to health & well being, including In2Work. Employment status is the single biggest factor in a person's health.
- Secured additional external funding so that the two Healthy Living Initiatives can continue to develop healthy living services in the most disadvantaged communities for a further five years.
- Support to Domestic Violence forum helps those suffering abuse through a welcoming and effective service to deal with the trauma, care pathway and progress to a safe future.

### **Stepping Up**

#### **Maximising the potential of our people.**

The service contributes to this priority by ensuring staff have the opportunity to maximise their potential through personal and professional development. This is, and will continue to be achieved by:

- The continuation of Lunch and Learn Session – We do this every other month, the next sessions are – Business Support and Borough Branding.

- Enabling staff to attend Enterprising leadership courses, so far 10 staff have attended or are attending the programme. Further staff will attend in the next twelve months.
- In the last year staff have accessed the following training programmes – Management of Risk, Enterprising leadership, Business Contingency planning, Motivation, Delegation & Empowerment, The power of persuasion, Communicating with Confidence, Leadership skills, Facilitation skills, Presenting with confidence, Surveys, Consultation & Focus groups, Effective writing, Meeting skills, NVQ Level 3/4 Information, Advice and Guidance, Chartered Membership of the Chartered Management Institute.
- We identify training needs through monthly 1:1 staff support sessions and annual Employee Development interviews.
- Developed a new induction programme for the service
- Developing a service-wide training & development plan

#### Customer Focus

- The service has piloted a customer-friendly writing training course. This is a one-day introduction to writing, emailing and talking in easy-to-understand language.
- We are represented on Customer Focus Board for the community engagement strand.
- We provide assistance to help other services consult their customers and wider communities. This support is both advisory on best practice issues and practical in terms of assistance with data analysis.
- We are piloting a scheme to measure customer satisfaction with services and in the next twelve months will consult all customers, both internal and external
- The service is represented on the Voluntary Sector Partnership, Voluntary and community Sector Partnership, open Network forum, and the Community Base network, all of which provide valuable opportunities to engage with the third sector on variety of issues
- We have adapted our services to meet needs of our customers during the credit crunch and produced a programme of credit crunch business events from December 2008 to March 2009. Linked to this has been the development of joint redundancy response service with Job Centre Plus and local partners (Groundwork, At Work Recruitment and Employment Links Partnership).
- The Employment Links project was nominated for the RMBC Customer Service Awards.
- The Women's Enterprise project is guided by a voluntary steering group comprising service users who are representative of the profile of borough residents including ethnicity, disability, age, single parent, etc. This group can be contacted through our dedicated website and meets quarterly to reflect and make recommendations to the delivery team.
- We work with the Patient Experience team at HMR NHS to improve customer engagement

#### Value for Money

We strive to keep unit costs below average of similar services elsewhere, e.g. Employment Links unit cost is £1200 per job secured which compares favourably with other services that offer a less comprehensive service costing over £2000 per job secured.

Outside of the VFM scorecard the CSS leads on the partnerships commissioning arrangements for crime and disorder projects and drug and alcohol related services. This involves the setting and monitoring of robust service level agreements with service providers and those responsible for delivery.

A VFM exercise was commissioned on Rochdale Development Agency. The outcome of the exercise will feed through into the new Service Level Agreement for 2009 – 2012.

#### **Township Devolution**

- The Regeneration officers within the service have dedicated responsibilities to each township to enable them to gain a greater understanding of the needs of each township and deliver more customer and community relevant services.
- Community centre budgets are controlled within the service which carries out annual monitoring of the community centres. The monitoring is reported to Township committees with recommendations on funding and developments for the next twelve months. Township committees then decide how to allocate the funds to centres within their townships.
- The safer communities' partnership under the lead of community safety officers is further developing its effectiveness at township level by mirroring the borough-wide partnership business model at township level. This enables a timely and co-ordinated method of tackling current and predicted threats at a neighbourhood level. A wider group of partners and the community provide a quarterly Township Overview & Scrutiny function.

- We have supported the LPSB in its attempts to enable all priority partnership to formalise working arrangements with the townships and to report to the LPSB on their approach. This will strengthen the links and working relationships between the LSP and townships and will ensure macro and micro level activity is mutually supportive where appropriate.
- We are working with elected members and township officers in Middleton to reconstitute the area partnership and community forum.
- As part of LAA delivery planning indicators leads are asked to express the impact being made in performance at Township levels (where possible)

### **Tackling Deprivation**

The whole ethos of the Regeneration Service is based on tackling deprivation in the borough in all its forms and the work detailed above gives an indication about how this is done. We have a significant focus on tackling deprivation, driving up the quality and standards in our most deprived and disadvantaged neighbourhoods through the production and emphasis of our community strategy and the clear articulation of our borough wide objectives /outcomes

The points below highlight some the focus on deprivation:

The Community Safety Team has worked with Police and other partners to target service provision to our sustainable communities' areas and GMP priority neighbourhood areas, whilst also maintaining a focus on those other neighbourhoods across the borough which are identified as our most deprived.

The successful "In Focus" project on Lower Falinge has had a positive impact on the lives of local people, this is now being rolled out in Kirkholt.

The support we give to community centres and other Third sector groups enables them to directly influence and improve the lives of people in their local communities.

Employment and Enterprise coaching support specifically targets 3% most deprived areas.

We support and coordinate Pride Partnership, the local strategic partnership. The partnership's role is to improve the lives of residents and communities in the most deprived areas of the borough, enabling them to fully access services and closing the gap between the haves and have nots.

### **Collaborative Working**

Once more the ethos of the service is to work in collaboration with partners and communities to deliver an efficient, effective and economic service based on demonstrable need.

- The Service provides lead support to the Pride Partnership (the Boroughs LSP) and its associated business.
- The LAA has a duty to co-operate with and involve key partners. As such the Service is at the heart of partnership working through the LAA
- The Service, on behalf of the LSP, commissions ABG resources via the Economic, Health, Community Safety, Quality of Place and Every Child Matters partnerships.
- The service is represented on the Safer Communities, Community Cohesion, Economic Partnership, and Oldham and Rochdale Economic and Skills Alliance and has strong links with Oldham and Rochdale HMR pathfinder.
- The service has close links to the HMR NHS and has worked closely with them on many projects including, Joint Service Centres, Community Engagement, LINK, Healthy Living Initiative.
- We work closely with community centres in the borough both monitoring their progress and assisting with development.
- Many community groups work in partnership with the service to provide services to local communities, particularly in deprived areas, these include; Spiral Dance, Cartwheel Arts, M6 Theatre Company, Shopmobility, Peopleprint, Skylight Circus, Pride Media, Backdoor Music, Middleton Popstars Academy, Rochdale Connection Trust, Langley Theatre Workshop, Polish Advice Centre, friends of Alkington Woods, Friends of Memorial Park, etc.
- The service works closely with CVS to ensure efficient, and effective infrastructure support to the Third sector in the borough.
- We have strong links – Rochdale Development Agency, Government Office North West and GM sub region, particularly in economic terms and works with these agencies to improve the lives of those in deprived areas.

- The Economic Affairs Unit work collaboratively with a wide range of groups from:
  - Housing
  - Health
  - Skills
  - Employment
- We engage in the commissioning of a range of drug and alcohol treatment services from the health service and a range of other partners.
- The seven strategic priority groups linked to Community Safety engage a wide number of partners and services.
- The Drugs and Alcohol Team work very closely with all partners of the Health Partnership to agree our strategic direction, commission services and implement new services. These services will jointly deliver on health inequalities and safer communities targets.
- We work very closely with Supporting People to jointly commissioning services. The main projects are Alcohol Floating Support, Young People enhanced Foster Care, Drugs semi independent living accommodation and Resettlement project ( in part for ex offenders on release from prison), Family Intervention Project.
- Worked collaboratively across GM to develop Working Neighbourhood Teams – beginning with Sustainable Community Areas in 2010.

## Financial Planning and Budget Update

### REGENERATION

2009/10 REVISED ESTIMATE £' 000		2010/11 ORIGINAL ESTIMATE £' 000	2011/12 ORIGINAL ESTIMATE £' 000	2012/13 ORIGINAL ESTIMATE £' 000
	<b>Budget by Service Area</b>			
	<b>Management</b>			
350	<i>Expenditure</i>	172	438	446
0	<i>Income</i>	0	0	0
-24	<i>Net effect of Internal service recharges</i>	-23	-24	-26
326	<b>Total</b>	149	414	420
	<b>GMPTE Levy</b>			
13,252	<i>Expenditure</i>	14,312	15,457	16,694
0	<i>Income</i>	0	0	0
0	<i>Net effect of Internal service recharges</i>	0	0	0
13,252	<b>Total</b>	14,312	15,457	16,694
	<b>Economic Affairs</b>			
1,728	<i>Expenditure</i>	1,643	1,651	1,658
-446	<i>Income</i>	-451	-455	-460
223	<i>Net effect of Internal service recharges</i>	199	206	201
1,505	<b>Total</b>	1,391	1,402	1,399
	<b>Community Affairs</b>			
1,881	<i>Expenditure</i>	1,882	1,939	1,970
-26	<i>Income</i>	-27	-28	-29
-3	<i>Net effect of Internal service recharges</i>	-8	-6	-6
1,852	<b>Total</b>	1,847	1,905	1,935
	<b>Special Projects</b>			
1,916	<i>Expenditure</i>	1,877	1,903	1,930
-529	<i>Income</i>	-529	-529	-529
105	<i>Net effect of Internal service recharges</i>	97	101	100
1,492	<b>Total</b>	1,445	1,475	1,501
	<b>Community Safety</b>			
2,454	<i>Expenditure</i>	2,437	2,447	2,458
-1,284	<i>Income</i>	-1,293	-1,293	-1,293
366	<i>Net effect of Internal service recharges</i>	338	347	344
1,536	<b>Total</b>	1,482	1,501	1,509
	<b>Regeneration and Renewal Team</b>			
3,267	<i>Expenditure</i>	4,113	4,106	4,096
-150	<i>Income</i>	-150	-150	-150
114	<i>Net effect of Internal service recharges</i>	106	110	109
3,231	<b>Total</b>	4,069	4,066	4,055
23,194	<b>Net cost of providing services to the Public</b>	24,695	26,220	27,513

## REGENERATION

2009/10 REVISED ESTIMATE £' 000		2010/11 ORIGINAL ESTIMATE £' 000	2011/12 ORIGINAL ESTIMATE £' 000	2012/13 ORIGINAL ESTIMATE £' 000
	<b><u>Budget by Expenditure Type</u></b>			
2,015	Employees and related expenses	2,219	2,217	2,221
399	Premises related expenses	408	415	422
26	Transport related expenses	27	27	27
8,647	Supplies and services	8,977	9,322	9,377
13,498	Agency and contracted services	14,544	15,699	16,942
260	Depreciation	258	258	258
0	Management cost redistribution	0	0	0
24,845	Total Service Expenditure	26,433	27,938	29,247
1,015	Central departmental and support services	938	969	961
-234	Less internal service departmental recharges	-229	-235	-239
781	Net effect of internal service recharges	709	734	722
25,626	Total Service Expenditure net of Internal Service Recharges	27,142	28,672	29,969
	<b><u>Income</u></b>			
-140	Rents, Fees & Charges	-146	-151	-157
	<b><u>Grants</u></b>			
0	Dedicated Schools Grant	0	0	0
-2,295	Other Grants	-2,304	-2,304	-2,304
-2,435	Total Income	-2,450	-2,455	-2,461
3	Contribution to/-from a reserve	3	3	5
<b>23,194</b>	<b>Net cost of providing services to the Public</b>	<b>24,695</b>	<b>26,220</b>	<b>27,513</b>

### Tackling Health Inequalities

- The DAAT are responsible for the strategic direction and commissioning of all drug and alcohol services across the borough. Drug and alcohol users obviously have health inequalities. All services aim to work holistically with drug and alcohol clients overseeing improvements in all aspects of a client's life, including improving their health. Alcohol abuse is particularly linked to poor health inequalities and in particular low levels of life expectancy. The DAAT are working jointly with PCT to commission a full range of services for this client group, which will reduce their addiction and improve their life expectancy. Drug abuse is also linked to health inequalities and particular health issues, drug users are at great risk of blood borne viruses, again the DAAT and the PCT jointly commission services to deliver harm minimisation messages and services to drug users.
- The service will be participating in a Health & Wellbeing Peer review during 2010/11 and has identified a champion at SMT and service co-ordinator for this work.

### The Single Equality Bill

The service has Achieved level 4 of the standard and has participated in activities to contribute towards the achievement of the new level 3 (excellence) of the Equalities Framework for Local Government. The service has a framework of equalities impact assessments and action planning and is involved in the annual equalities cycle. In

addition to full participation in this process through, for example, the annual equalities listening event, the service promotes equalities and seeks engagement and contribution from local people into equalities processes through many of its functions.

We recognise that people who provide and use our services come from many diverse backgrounds, with different experiences and needs. Through the development, delivery and monitoring of services we aim to promote equalities and reduce the risk of inequalities. We aim to ensure that no-one receives less favourable treatment because of race, ethnic origin, nationality, religion, cultural background, sex, sexuality, disability, domestic circumstances, illness, age, employment status, membership of trade unions or political beliefs. We also acknowledge that some people experience more than one form of discrimination.

Our Equality and Diversity Action Plan, relating legislation and statutory guidance in equality issues, is used to monitor compliance with the Council's Equality and Diversity Policy and service delivery to all groups within the borough.

Our action plan covers:

- Personnel
- Training
- Enforcement
- Service user participation
- Communications
- Quality assurance
- Research

We will build on the work done so far on the LAA and previous regeneration programmes and embed Equality Impact assessments into our LAA refresh/delivery plans and ABG/HMR commissioned activity

### **Legislative Changes**

On 1<sup>st</sup> April 2009, the 'duty to involve' representatives of local persons in decision making and service provision came into effect. This means we will have to build on our work with customers to ensure we provide the service they require. We will also continue to engage residents and other stakeholders in the borough so that services we provide to communities make the real difference they expect.

In 2009, the CAA framework came into effect this builds upon the Local Government White Paper 'Strong and Prosperous Communities'.

Changes to IB and lone parent benefits in Oct 2008 did not impact adversely on activities or performance of the Economic Affairs Unit. In anticipation of there being additional lone parents seeking work from October 2008, we commissioned additional provision for this client group.

The 2007 Review of Sub-national Economic Development and Regeneration proposed that there would be a legal duty on each local authority to carry out an economic assessment of the borough. We are currently awaiting further details on the scale and scope required of such a review. However, it is likely to be a detailed analysis of the local economy, the workforce and our businesses. With a strong research & intelligence team in RMBC, we are likely to have much of this information already and the review will provide us the opportunity to focus on evidence. This should lead to improved interventions with the aim of delivering sustainable economic development.

The National Business Support Simplification Programme means that we ceased to provide in house business start up services from July 2009.

### **Key Improvement Activity 2010/11**

#### **Economic Affairs**

- Responding to CAA – review of activities and development of improvement plan
- Adult skills – responding strategically to changes brought about by the dissolution of the LSC.
- Review of Economic Partnership and implementation of recommended improvements.
- Improving publicity and promotional activity to highlight good work of the Economic Partnership, particularly work to highlight innovation and success.
- Economic projects are being reviewed to maximise value for money and efficiency.
- Co-commissioning of economic activity with partners (other Las, JCP, NWDA).

- Embedding improved performance management processes.
- Embedding a strategic focus within key roles of the team – encouraging a staff to develop a strategic view of local economic development and to develop sub regional relationships.

### **Community Affairs**

- A commissioning approach has been undertaken to provide infrastructure support to community and voluntary sector organisations. Future areas for commissioning development include developing thematic voluntary sector consortia e.g. children's services, community centres.
- The current funding strategy ends in March 2010. A new strategy has been completed in draft form for consultation with Third sector organisations and elected members. The new strategy should be published by November 2010.
- Two social centres in Jumbo and Boarshaw will be upgraded to community centres.
- Extension of the current informal partnership working with the Patient Experience team at Heywood, Middleton and Rochdale NHS.
- Expanding and improving community cohesion activities across the borough.
- Better measurement of the outcomes of assistance provided by the team to Third sector organisations in the borough.
- Expansion of the community asset transfer process where appropriate.
- Add to an emergency repairs budget for community buildings where possible

### **Special Projects**

Heywood Sports, Culture and Leisure Village due for completion September 2010 (support L4L in transition process)

- Appoint Contractor for New Central Leisure appointment, June 2010; start on site expected September 2010; (subject to planning & funding issues)
- Publish refreshed Renaissance Masterplan document, key projects identified in document implemented.
- Financial Close of Middleton and Littleborough Joint Service Centres, October 2010, start on site expected October 2010.

### **Community Safety**

#### **Short Term – 2010/2011**

##### **GMFRS;**

- reduce the number of accidental dwelling fires and related fatalities/Casualties.
- target high risk client groups, i.e. Drug & Alcohol, Mental Health etc, also to reduce the number of deliberate fires.

##### **GMP;**

- Focus partnership activity on reducing violent crime in the borough.
- Improve the image of the borough and increase people's feeling of safety.

##### **DAAT;**

- To increase the numbers of Problematic Drug Users in Effective Treatment
- To develop creative and innovative ways in which to attract the treatment naïve clients, into treatment
- Work with all treatment providers to increase the number of Planned Discharges for treatment.
- Work with the newly commissioned ACORN treatment and housing services to develop the Recovery Communities model
- Promote the Recovery Orientated Integrated Systems (ROIS) model within our treatment services

##### **DAAT;**

- Increase the number of young People receiving effective treatment interventions
- Ensure the continued delivery of training, aimed at frontline staff of services for vulnerable young people, to increase the number of appropriate referrals of substance misusing young people to specialist services.
- Work with treatment provider to increase the number of Planned Discharges and positive outcomes following treatment interventions.
- Work with the Brief Intervention A+E liaison worker at Rochdale Infirmary, to monitor the number of Young People attending A+E who are misusing substances and ensure the referrals are followed up and managed so as to reduce the frequency of attendance.
- Reduce Alcohol related re-offending.

- Slowing the growth of the number of Alcohol related Hospital admissions.
- Develop the Integrated Drug Treatment System at Buckley Hall.

**D.V;**

- Further development of integrated multi-agency service provision and risk assessment procedures, including linkage with the 'Spotlight' Integrated Offender Management programme
- Refresh and re-launch of the Boroughwide Domestic Violence Strategy Continued proactive joint enforcement and victim support operations in hot-spot locations and at key times of the year
- Further development of awareness-raising campaigns and educational / preventative programmes throughout the Borough

**Alleygating;**

- Reduce burglaries through implementation of Alleygating initiative
- Reduce burglaries through implementation of Home Security project
- Improve residents' perceptions of safety
- Reduce environmental issues through implementation of Alleygating initiative

**Community Safety;**

- To fully integrate the Service into the new Single Equalities Scheme based on what we have achieved through the Equality Impact Assessments
- To develop a training audit for input onto the TRENT system and ensure that all staff complete training as set out by the Head of Service and SMT
- Investigate funding opportunities to obtain £7k funding to deliver the U-Nite Youth Community Cohesion project to up to 200 young people. The main targets for this are:
  - Engaging 200 young people from the areas most affected by ASB to deliver messages about hate crime and community cohesion
  - Consulting with young people to provide feedback to strategic groups
- Work with other officers across the Regeneration Service to ensure that the Service is fully integrated into the Risk Management database
- To introduce set of minimum standards in relation to anti social behaviour across the borough.
- Introduce the post of anti social behaviour victims champion to the service to work effectively with victims of asb and develop effective protocols and procedures.

**Long Term – The Next Five Years**

- Lobby for an increase in mainstream funding to safeguard core services & functions & support other council services & partners to mainstream community safety activities
- Represent the RSCP in monitoring arrangements for the Local Area Agreement
- Raise the profile of the RSCP & its constituent partner agencies to improve access to services, and build and promote safer communities
- Implement the new 3 year rolling community safety plan and commission crime & disorder and drugs & alcohol services to ensure achievement of the specified key objectives and outcomes

**Regeneration & Renewal**

**Programme Team**

- Support commissioning of new ABG funded activity to meet the borough's key challenges – Jobs & Prosperity & Tackling Deprivation.
- Supporting ABG & HMR funded projects to address potential future funding scenarios and possible reductions in available funding.
- Support the roll out of the LSP Evaluation Framework
- Improve capacity of project managers to develop effective performance management arrangements particularly focussing on outcome based measures.
- Support the process of verifying achievement of stretch targets to maximise the reward money

**Regeneration & Renewal**

**(In Focus)**

- Embed as a key approach, In focus into the work of the wider emerging sustainable communities approach
- Carry out Participatory Budgeting in Lower Falinge
- Develop a neighbourhoods team model of working
- Greater participation of resident's interviews across other areas

**Local Strategic Partnership**

- To develop a new Sustainable Community Strategy for implementation in 2011/12

- To have in place a successful (SCS) delivery approach to ensure priorities and indicators are supported and achieved.
- To ensure that LSP/LPSB remains fit for purpose as a result of any political change nationally or in the borough.
- To develop outcome based accountability as one of the models which ensures delivery of our big ticket issues and press ahead with peer reviews of the LPSB
- To agree an approach to the delivery of a big ticket issue around “the family”
- To ensure successful delivery of the CAA Improvement Plan including a positive improvement in the key areas of employment and skills, cohesion etc
- To ensure all the partnership frameworks (including equalities) are in place and are embedded throughout partnership working.
- Ensure the new resources available to the partnership are maximised to improve performance overall.
- To agree an approach to the use and allocation of the LAA Stretch Reward Grant
- To review and refresh the boroughs LAA in line with government guidance

### Key Challenges to Delivery over the next twelve months.

Risk	Mitigation
Increase in unemployment amongst local people exacerbates the impact of recession on the borough.	Increase collaborative working with other services and agencies to support unemployed people
Increase in acquisitive crime. Adverse economic and reputational impact on the Borough. The Community Safety Service loses Government funding as crime reduction targets are not met.	<ul style="list-style-type: none"> <li>• Implementation of the anti-social behaviour database will enable better targeting of potential offenders.</li> <li>• Strategic Risk Assessment will enable better targeting of interventions.</li> <li>• Community Crime Fighters initiative put in place</li> <li>• Reassessment of risk and appropriate interventions determined at the Rochdale Safer Communities Partnership to deal with adverse changes</li> </ul>
Rise in fear of crime causes distress to borough residents and impacts negatively on the reputation of the borough and local agencies	<ul style="list-style-type: none"> <li>• Communication Plan established by the Rochdale Safer Communities Partnership and in place.</li> <li>• Community Crime Fighters initiative put in place</li> <li>• Reassessment of risk and appropriate interventions determined at the Rochdale Safer Communities Partnership to deal with adverse changes</li> </ul>
Increase in violent crime. The service loses Government funding as targets for crime reduction are not met.	<ul style="list-style-type: none"> <li>• Community Crime Fighters initiative put in place</li> <li>• Reassessment of risk and appropriate interventions determined at the Rochdale Safer Communities Partnership to deal with adverse changes</li> </ul>
Increase in use and dependency on substance misuse impacts negatively on the fear of crime, employability of some local people and the reputation of the borough	Reassessment of risk and appropriate interventions determined at the Rochdale Safer Communities Partnership to deal with adverse changes
Changes in policy require a timely and fundamental shift in Regeneration Service objectives	<ul style="list-style-type: none"> <li>• Research on emerging policy to determine the effect on objectives.</li> <li>• Take appropriate action to mitigate any negative effects</li> </ul>
Regional regeneration focus shifts to the south of the City-Region and the demand on our services increases at a time of reducing resources.	<ul style="list-style-type: none"> <li>• Lobby at regional level for recognition of high level of need in the Borough.</li> </ul>
Poor CAA outcome has a negative impact on the reputation of the Regeneration Service	Implement a communication plan showing how we intend to address the key issues raised by CAA and to highlight the areas of recognised good practice
Senior Management Review/efficiencies programme. Regeneration is given a low priority in the review, key staff are lost – move on to other areas, the Service is	Proactive engagement in the efficiencies programme.

fragmented	
Reduction in public expenditure and private sector investment in the borough and regeneration activity.	Ensure value for money in existing services and prioritisation of key regeneration activities.
The area loses public sector jobs causing a reduction in local spending power with a knock on effect in the supply chain causing further unemployment. The resultant increase in unemployment creates further pressure on the service.	Engage other public sector agencies to plan for reductions in staff and local expenditure with the aim of mitigating the impact.
Increased pressure on regeneration services as unemployment rises. Increases pressure on economic development services to deliver support beyond their capacity. Adverse impact on the local economy and the reputation of the Council and other agencies	<ul style="list-style-type: none"> <li>• Increase awareness of the pressure on services</li> <li>• Simplify and streamline the business support service</li> <li>• Develop a comprehensive business support package</li> </ul>
Pandemic Illness Significant numbers of staff are unable to come to work. Ability to deliver key services affected.	<ul style="list-style-type: none"> <li>• Business Continuity Plan (BCP) is in place with procedures to deal with reallocation of staff to ensure that key services continue to be delivered</li> <li>• BCP updated quarterly.</li> </ul>
Cut back in public expenditure Service objectives cannot be met as funding decreases.	<ul style="list-style-type: none"> <li>• More effective work with partners to reduce costs.</li> <li>• Plan to secure more efficient use of available resources by more effective cross service working.</li> </ul>
Key partners cut back expenditure and as a consequence key regeneration objectives are not achieved and partnership working suffers	<ul style="list-style-type: none"> <li>• More effective work with partners to reduce costs.</li> <li>• Review the business case for affected services</li> <li>• Plan to secure more efficient use of available resources including redeployment of resources</li> </ul>
Recruitment and retention of key staff and staff morale may be adversely affected by reduction in pay, terms and conditions for existing staff and recruitment made more difficult if remuneration packages are seen to be uncompetitive.	<ul style="list-style-type: none"> <li>• Use market factor supplements where remuneration packages are uncompetitive</li> <li>• Support employees through the EAR programme.</li> <li>• Service training &amp; development programme</li> </ul>

### Asset Management

The service operates from a number of sites currently and this is under review. The service is seeking to co-locate to a more appropriate location bringing all teams together. This is particularly important because some teams work in locations linked to external funding.

The Special Projects Team is leading on the development of new Joint Service Centres in Middleton and Littleborough, and Heywood Sports Village. Staff are working with Community Affairs on asset transfers, for example Norden Library and the library buildings in Middleton and Littleborough..

The Community Safety Service has different needs in regard to accommodation than many other teams within the Regeneration Service. Consideration needs to be given to carrying out a full audit of the team's needs. Examples include:

- Front line service to a range of clients with different needs i.e. victims, offenders clients with chaotic life styles due to substance/alcohol misuse
- Storage for a range of equipment promotional materials, publicity documents and confidential documents
- Seconded partners i.e. police require special permission and facilities to ensure security of IT Equipment and facilities, which are extremely expensive
- Economic Affairs Unit are responsible for two managed office schemes (Globe House and Lock 50)

### Sustainable Development

Living within environmental limits is one of the key drivers of sustainable development.

The UK sustainable development principles identify that respecting the limits of the planet's environment, resources and biodiversity are necessary to improve our environment and ensure that natural resources needed for life are unimpaired and remain so for future generations.

The Council is committed to the above principles and therefore all services will ensure that when making decisions about spending and service delivery, they consider the effects purchases and service delivery have on the environment and the depletion of natural resources. There is also an intention to reduce services' reliance on

carbon based products e.g. electricity, gas, fuel and oil and make progress in reducing the carbon footprint in line with the Carbon Reduction Commitment.

### **Any Other Comments**

The service contributes to the following National Performance Indicators.

- NI 1 - % of people who believe people from different backgrounds get on well together in their local area.
- NI 2 - % of people who feel that they belong to their neighbourhood
- NI 3 – civic participation in the local area
- NI 4 - % of people who feel they can influence decisions in their local area
- NI 6 – participation in regular volunteering
- NI 7 – environment for a thriving Third sector
- NI 15 – serious violent crime rate
- NI 16 - serious acquisitive crime rate
- NI 17 – perceptions of anti social behaviour
- NI 18 – adult re-offending rated for those under probation supervision
- NI 20 – assault with injury crime rate
- NI 21 – dealing with local concerns about anti social
- NI 23 – perceptions that people in the area treat one another with respect and consideration
- NI 24 – satisfaction with the way the police and local council dealt with anti social behaviour
- NI 25 – satisfaction of different groups with the way the police and local council dealt with anti social behaviour
- NI 26 – specialist support to victims of a serious sexual offence
- NI 27 – understanding of local concerns about anti social behaviour and crime by the council and police
- NI 28 – serious knife crime rate
- NI 29 – gun crime rate
- NI 30 – re-offending rate of prolific and priority offenders
- NI 31 – re – offending rate of registered sex offenders
- NI 32 – repeat incidents of domestic violence
- NI 33 – arson incidents
- NI 34 – domestic violence – murder
- NI 36 – protection against terrorist attack
- NI 38 – drug related (class A) offending rate
- NI 39 - alcohol related hospital admission rates
- NI 40 – drug users in effective treatment
- NI 41 – perceptions of drunk or rowdy behaviour as a problem
- NI 42- perception of drug use or dealing as a problem
- NI 49 – number of primary fires and related fatalities and non fatal casualties excluding precautionary checks
- NI 115 – substance misuse by young people
- NI 143 – offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence
- NI 144 – offenders under probation supervision in employment at the end of their license or order
- NI 151 – overall employment rate
- NI 152 – working age people on out of work benefit
- NI 153 – working age people claiming out of work benefits in the worst performing neighbourhoods
- NI 161 – learners achieving a level 1 qualification in literacy
- NI 162 – learners achieving an entry level 3 qualification in numeracy
- NI 163 – working age population qualified to at least level 2 or higher
- NI 164 - working age population qualified to at least level 3 or higher
- NI 165 - working age population qualified to at least level 4 or higher
- NI 166 – average earnings of employees in the area
- NI 171 – new business registration rate
- NI 172 - % of small businesses in area showing employment growth
- NI 173 – flows on to incapacity benefits from employment
- NI 174 - Skills gaps in current workforce reported by employers

Approved by Portfolio Holder  
Opposition Member

Cllr Sharif.....Opposition Member  
Cllr Linden..... Head of Service

Cllr Darnborough  
Penny Sharp .....