

Rotherham Community Strategy 2012–2015



Section 1

Introduction

1. Introduction

This is Rotherham’s third Community Strategy. It sets out the Partnership’s new vision and priorities for the next three years. They are the result of consultation, research, analysis and debate among partners representing Rotherham’s voluntary and community, public and private sectors. Sitting alongside this is a strategic plan that sets out how we will begin to deliver the strategy.

The contents of the strategy do not represent everything that must be done over the next three years to take Rotherham forward and improve life for local people. The strategy is about where partners agree that the Rotherham Partnership can make the greatest difference by bringing its members together to tackle shared challenges. This document will set out broadly where the Rotherham Partnership will concentrate its efforts over the

next three years, why and what we hope to achieve by doing so, with a clear focus on the benefits for local people and communities and particularly those most in need.

The Community Strategy is an overarching document for the borough reflecting the shared interests, aspirations and priorities of partners. It is influenced by and should influence the strategic plans of the major local agencies working to improve Rotherham. This strategy sits alongside other high level partnership strategies including the Health and Well Being Strategy, Early Help Strategy and the the Local Plan. It is important that we recognise that all these documents are working together to address the issues and challenges we face in Rotherham.

At the core of this Strategy are three partnership priorities for the period 2012-15. These are summarised below and will be outlined in more detail later in the document.

- 1) Help local people and businesses benefit from a growing economy
- 2) Ensure the best start in life for children and families

- 3) Support those that are vulnerable within our communities

Before looking more closely at the partnerships priorities, this first section of the document will provide context around Rotherham, the Rotherham Partnership and Community Strategy.

a. The Rotherham Partnership

Rotherham Partnership is Rotherham’s Local Strategic Partnership (LSP) a body which exists in most towns and cities across the country. Since its formation in 2001 it has brought together representatives of local public bodies (such as the police, health service, local colleges and the council) with representatives of voluntary organisations and the business community to agree shared priorities for Rotherham and to work together to ensure progress is made against them. It is led by the Rotherham Partnership Governance Board which consists of representatives of the bodies and sectors named above, alongside local Councillors.

During the last ten years the Rotherham Partnership has gained a strong reputation both within and outside Rotherham as an



effective, mature and robust partnership. During the period 2008-2011 Rotherham was one of the most successful LSPs in the country in terms of the proportion of its government targets which it met. In order to maintain this record we embarked on a major review of our priorities and practices beginning in 2010. The result has been a leaner structure and more action orientated way of working , a new vision and a focused set of priorities.

The Rotherham Partnership Governance Board will oversee the delivery of the Community Strategy, making sure that it is implemented effectively and all partners play their part. They will do this by monitoring implementation, ensuring organisations contribute to delivery and holding each other to account for progress and performance. The Board has recently been renamed the Rotherham Partnership Governance Board and a new Board membership has been agreed ahead of the launch of the strategy.

Further details on delivery arrangements are contained in section three of the document. The delivery plan will be periodically reviewed throughout the life of the Community Strategy to ensure it remains fresh, relevant

and responsive to the evolving environment in which it is being implemented. Leadership, passion and cooperation from a wide array of local individuals, organisations and businesses will be essential to achieve the progress we aspire to deliver against our ambitious shared priorities.

The Rotherham Partnership has strong links to other important local strategic bodies, such as the Safer Rotherham Partnership, the Strategic Housing Partnership, the Think Family Steering Group, the new Economy Board and Health and Wellbeing Board. These bodies are all represented on the Rotherham Partnership Governance Board to maintain connectivity and commitment across a wide span of issues.

The Economy Board will play a key role, leading on one of the high level community strategy priorities and feeding into the new Sheffield City Region Local Enterprise Partnership. The Health and Wellbeing Board is another important new body; a statutory committee (with a broad partnership based membership) tasked with securing better health and wellbeing outcomes for local people through the implementation of a Health and Wellbeing Strategy. This Board

also has the responsibility of producing the Joint Strategic Needs Assessment (JSNA) which is an important document that captures intelligence regarding the health needs of people in Rotherham.

The Health and Well Being Strategy is being launched at the same time as this Community Strategy and covers the same lifespan.

b. **Rotherham at a glance**

The way in which Rotherham has changed since the previous Community Strategy was refreshed in 2008 has influenced the contents of this new strategy, and our collective understanding of Rotherham’s current and future challenges inform the new priorities.

A brief overview of some of the latest information we have about the borough is presented below and helps to provide some context for the chosen priorities.

- Rotherham has 56,000 children aged 0-17 (over 22 % of the population) and 29,000 aged 16-24 (over 11 % of the population).

- The number of people over 60 now exceeds the number of children, at almost 60,000 and 23 % of the population.
- According to the national Indices of Multiple Deprivation (IMD) Rotherham is ranked 53rd most deprived out of 326 districts in England. This places Rotherham within the 20 % most deprived places in the country and our relative position has declined over the last three years after a significant increase over previous years.
- Among the most challenging forms of deprivation are ill health, worklessness, low educational levels and a lack of qualifications. Whilst Rotherham’s level of deprivation according to the IMD has declined overall it is particularly concentrated in a few neighbourhoods, some of which rank among the most deprived in the country. The gap between these and Rotherham’s more prosperous communities has grown over recent years.
- Educational attainment and qualification levels in Rotherham are below the national average, although they have improved greatly in recent years. Between

2007 and 2010 the number of students gaining 5 or more GCSE’s at A*- C (including English and Maths) rose from just under 40 % to over 50 %, narrowing the gap with the national average from 7.8 % to 2.7 %.

- Rotherham has a legacy of poor health reflected in average life expectancy figures of 77 for men and 81 for women, although life expectancy for both men and women has increased over the last ten years. Life expectancy is 10 years less for men in the most deprived areas than in the least deprived areas. Health has been a major driver of Rotherham’s increasing deprivation over recent years.
- Most types of crime have come down during the last five years. Crime rates in the town centre are considerably higher than other parts of the borough, although they are not particularly high when compared to other town and city centres.
- Latest figures tell us that the proportion of Rotherham’s working age population claiming out of work benefits is 5 % . As is the case across the country as a whole, youth unemployment is high with 12.7 %

of 16-24 year olds claiming out of work benefits. This represents well over twice the rate for the working age population as a whole and almost 35 % of all claimants in Rotherham.

New data and intelligence will become available during the life of the strategy and we will endeavour to take account of this and adjust our plans accordingly. A new Partnership Steering Group has been formed to support the Partnership and ensure this is the case.

c. **Community Strategy**

Earlier this year the Rotherham Partnership Board agreed a vision and three priorities for the period 2012-15. The Board has been clear that in order to make progress they believe the Partnership needs to focus on a small number of key priorities. These are shared by partners and require collaboration across organisations and sectors to address. Partners have agreed that the Partnership will only act where it can clearly demonstrate its added value in order to maximise its impact.

d. **Vision and priorities**

In 2011 the Rotherham Partnership Board agreed a new partnership vision for Rotherham, it is that:

‘Everyone in Rotherham will be have the opportunity to fulfil their potential’

This overarching vision will be underpinned by three high level priorities, which have been agreed by the Partnership Board:

- 1) Help local people and businesses benefit from a growing economy
- 2) Ensure the best start in life for children and families
- 3) Support those that are vulnerable within our communities

These priorities aim to address some of the most important, pressing and long-term challenges facing our borough.

e. **Geographical targeting**

In addition to the three priorities the Partnership Board has also agreed to target some of Rotherham’s most challenged neighbourhoods, prompted by our declining

position on the national Index of Multiple Deprivation. Partners have committed to working together in a coordinated way to improve life in parts of the borough that suffer most from high levels of deprivation in both the short and long-term.

This work will be led by the Chief Executive Officers Group of the Partnership alongside senior colleagues in the council and will complement work on the three priorities.

f. **Principles**

The Rotherham Partnership has also committed to a number of principles that will characterise the way we work together over the next three years in delivering the strategy.

We will:

- Deploy our resources where they are most needed to help reduce inequalities
- Work collaboratively and through consensus to address our agreed priorities
- Only focus on areas where we can make a difference to local people

- Focus on prevention and early intervention
- Agree common information and data sharing arrangements
- Make sure we work with communities to seek solutions
- Raise local peoples expectations and aspirations
- Celebrate and recognise people who make an outstanding contribution
- Help people to help themselves

The next section of the report provides a brief overview of each of the three priorities, focusing on:

- How do things look now?
- Where do we want to be?
- Why is it important that we focus on this priority?

Section 2
Priorities

Priority 1 Help local people and businesses benefit from a growing economy

a. **How do things look now?**

Rotherham has gone through a major transition in recent years to recover from the massive job losses in the traditional coal and steel industries suffered during the 1980s. The borough has progressed on many economic and social measures since then, often far faster than nationally or regionally, including levels of job creation and inward investment.

Much of this improvement has been a result of high levels of UK and European public sector funding, which in turn attracted new private investments; and through this large areas of the borough have been transformed with new business parks on former industrial

or colliery sites, i.e. Manvers in the Dearne Valley and Dinnington.

However, fundamental weaknesses remain within the local economy. Despite the improvements we still suffer from having relatively few businesses, high rates of worklessness and poor skill levels. The deep recession from which the UK economy is struggling to recover has impacted on Rotherham and exacerbated these underlying problems, particularly on young people.

Given the current public expenditure projections we are unlikely to benefit from large scale public sector funding for the foreseeable future. In this context, effective partnership working - in particular leadership and investment from the private sector, will become increasingly important.

b. **Where do we want to be?**

By the end of the three year Community Strategy, we are expecting to have made significant progress in helping local people benefit from Rotherham’s economic growth. In particular, we will help to:

- Ensure local people and particularly our young people have the skills needed to access jobs and meet the needs of employers
- Cement Rotherham’s reputation as an enterprising town – we were named “the most enterprising place in Britain” in 2010 - by further developing enterprise skills and entrepreneurial talent, particularly in our most disadvantaged communities
- Maximise the amount local people and organisations spend in the local economy
- Ensure local people have support available to start up and grow businesses
- Create an improved town centre environment with a diverse retail offer and complementary attractions

c. **Why is it important that we focus on this priority?**

The focus is to ensure that the benefits of economic growth, driven by the local Economy Board are felt by communities and businesses across the borough.

Creating jobs and getting more people into sustainable employment can have a positive impact far beyond the immediate direct benefit of increasing income and reducing benefit dependency. Having a job can increase people’s self esteem, confidence and improve their overall health and happiness. These wide-ranging benefits are why the Rotherham Partnership has focused its first ever annual summit on ‘work’.

Reducing the number of people not in work will have knock on benefits for other important partnership priorities and social issues. For instance by alleviating child poverty, reducing crime and anti-social behaviour and helping people to cope with changes to the welfare and benefits system.

The new Rotherham Economy Board will bring business representatives together with the council and other partners to provide strategic direction to local economic development activity and deliver strong, sustainable economic growth.This reflects the approach at sub-regional level (i.e. Sheffield “City Region”) where local enterprise partnerships are providing a vehicle for business leaders and other key partners to drive economic growth. An example in our region is the emerging

enterprise zone, which aims to boost the manufacturing and technology sectors by providing incentives for investment at key sites, including the Advanced Manufacturing Park in Rotherham. Complementing the Economy Board, the wider Partnership is well placed to concentrate on local skills and enterprise initiatives.

Local partners have already worked together successfully on initiatives such as the Rotherham Enterprising Neighbourhoods (REN) project, harnessing their respective strengths (e.g. Rotherham Chamber working with small businesses, Voluntary Action Rotherham supporting and promoting social enterprise) to provide a more comprehensive service. The REN project focused on giving people the knowledge, skills and confidence needed to start their own business or grow an existing one. This approach of ‘helping people to help themselves’ is at the heart of the partnership’s efforts.

Regarding skills, the aim will be to build on the Work and Skills Board’s efforts by bringing together training providers and employers, therefore helping to ensure that employability and skills programmes are driven by business needs.

Priority 2 Ensuring the best start in life for children and families

a. How do things look now?

In 2008, it was estimated that there were 12,745 children living in poverty (22 %). In some of Rotherham’s most deprived neighbourhoods the percentage was as high as 60 % . Because the birth rate is higher for families living on low incomes, children under the age of four are most likely to be experiencing poverty. More often than not these are the same children at risk of having poor health, being exposed to crime and failing to reach their full potential. We have used our data to demonstrate the variation in outcomes for babies born in Rotherham’s most deprived and least deprived neighbourhoods. If 500 babies are born and their circumstances remain the same during their childhood, then we might expect that:

183 will live in the least deprived areas, and	317 will live in the most deprived areas
10 (5 %) Will grow up in a workless or very low waged household	Compared to 178 (56 %)
113 (62 %) will gain at least 5 GCSEs A-C (including English and Maths)	Compared to 75 (24 %)
13 (7 %) will experience low birth weight or still birth	Compared to 33 (10 %), and
4 (2 %) will experience anti-social behaviour	Compared to 38 (12 %)

We also measure factors that are specific to giving babies a healthy start.Low birth weight is an important predictor of health, educational outcomes and adult life expectancy of children. Rotherham has a high rate of low birth weight compared to the national average. Nationally one third of births with low weight are associated with economic inequalities. This matches the picture in Rotherham where there are higher rates of low birth weight in the three most deprived wards.

b. Where do we want to be?

In Rotherham we continue to invest in delivering services to babies and children under three and their families, especially mothers. We are proud of our achievements - the number of mums who give their babies breast milk is increasing, the number of mums who continue smoking when they’re pregnant is decreasing. Rotherham’s community health services, GPs, children’s centres and the voluntary and community sector all deliver support to our most vulnerable 0-3 year olds.

However, there are still many families who do not access this support or engage

with relevant agencies to make positive changes. There is a sense of frustration from professionals that they are unable to evidence the impact of our collective efforts. We need more comprehensive information that we can use to make decisions and target services. We need to understand where we are working in partnership effectively and where we could do more to improve efficiency and reach the families who need our support most. Where partnership is working - we want to celebrate this and spread the good practice across the borough.

If our children have the skills they need to communicate, use language and become effective learners, they will have a strong foundation they can build upon for the rest of their lives. Successful learning and achievement have implications for future employment, income, living standards, behaviours, and mental and physical health and therefore communication, language and literacy will form part of our approach to supporting 0-3s and their families. It is an area in which we have seen steep improvement over recent years in Rotherham, which we want to sustain.

We must keep our existing momentum going and, at the same time, do more to understand it so that we can continue to improve what we deliver. If we get the support that we deliver to our most vulnerable 0-3 year olds right we believe this will unlock their potential to be successful in education and work and live healthy and happy lives.

c. Why is it important that we focus on this priority?

There is a strong body of evidence to show that the wellbeing of a child from the moment of conception until its third birthday has a significant impact on every aspect of his or her future life. Recent independent reviews on health inequalities, poverty life chances and early intervention have all reached the same conclusion. Professor Sir Michael Marmot, author of the Fair Society and Healthy Lives 2010 says:

‘The foundations for virtually every aspect of human development – physical, intellectual and emotional – are laid in early childhood. What happens during these early years (starting in the womb) has lifelong effects on

many aspects of health and well-being from obesity, heart disease and mental health, to educational achievement and economic status’.

The research tells us that:

- By the age of three, a baby’s brain is 80 % formed and his or her experiences before then shape the way the brain has grown and developed.
- The estimated prime window for emotional development is up to 18 months, by which time the foundation of this has been shaped by the way in which the prime carer interacts with the child.
- A child’s development score at just 22 months can serve as an accurate predictor of educational outcomes when they are 26.

Some of the things we know about Rotherham provide a stark reminder that we must focus on giving families the support they need to ensure that children in our borough get the best start in life.

Priority 3 Supporting those that are vulnerable in our communities

a. How do things look now?

Deprivation in Rotherham is higher than average and increasing. According to the Index of Multiple Deprivation (IMD) in 2007 Rotherham ranked 68th most deprived district in England, by 2010 we had moved to 53rd (with a lower ranking indicating higher deprivation). Rotherham remains within the 20 % most deprived districts nationally and several parts of the borough appear within the 10 % most deprived in the country. The key drivers for deprivation in Rotherham are:

- Education and skills
- Health and disability
- Employment

Health is a particularly strong determinant of deprivation in most of these areas, represented by a life expectancy gap between the least and most deprived parts of the borough of almost 10 years for men and 6 years for women.

Changes to the welfare benefit system are expected to have a significant impact on Rotherham residents and communities during the life of this document. The main financial impact will be on those that claim due to long term sickness and disability, The impact of housing and council tax benefit cuts will be more widespread, affecting low income households generally. Lone parents will also be affected and the overall benefit cap to be introduced from April 2013, will primarily hit families with three or more children. These changes will disproportionately affect the most vulnerable individuals in Rotherham and as such will have a significant bearing on this priority during the next three years. Its effect is likely to be compounded by price inflation and the pressure placed on public sector finances by the government austerity programme. It is estimated that the loss to Rotherham’s economy resulting from reduced benefit payments may be upwards of £28 million by March 2015. The impact will be felt most severely in our eleven most deprived neighbourhoods, which collectively contain almost 30 % of the boroughs benefit claimants.

Loneliness and isolation in old age has been identified by partners as an important issue to address under this priority. It is a growing problem nationally with around 10 % of people over 65 reporting feeling lonely all or most of the time. This equates to 4,000 older Rotherham residents feeling lonely every day. It is also estimated that nearly 17,000 older people in Rotherham suffer loneliness at some point in their lives. As our population gradually grows older so does the challenge of combating loneliness and isolation, which can exacerbate existing vulnerabilities. Combating it can help older people to live independent, fulfilling and healthy lives.

b. Where do we want to be?

This priority concentrates on both people and places; recognising that their interdependence means that we need to retain a dual focus on both. As noted earlier some of our most vulnerable neighbourhoods have suffered relative decline since the global recession in 2008 according to deprivation data. In response partners have committed to targeting and coordinating their resources (such as services, staff, budgets and buildings) on a

partnership basis to the most disadvantaged neighbourhoods. The aim is to slow down and ultimately prevent their decline by first stabilising and then supporting them to close the gap with the rest of the borough in terms of health, education, employment and a host of other measures that reflect the quality of life experienced in the neighbourhood.

In direct response to this aspiration, partners will prioritise these neighbourhoods where they can and work together at a strategic level and on the ground to maximise the impact of resources invested into the neighbourhoods. The approach will be tailored to the neighbourhoods needs and resources have been allocated to each area in the form of leadership and coordination to drive progress. There will also be a prominent role for elected councillors representing the communities. The overarching aims of this work are to change the character of the areas, improve the opportunities available to residents and raise the quality of life- thereby producing a living standard consistent with the rest of the borough.

As noted these areas are expected to be disproportionately hit by changes to the welfare benefits system and this will make

this ambition all the more challenging. The Partnership is currently working to better understand how these changes will impact on local people and particular communities. Informed by this intelligence we will aim to mitigate the negative impacts of changes by effectively targeting services, supporting residents to maximise benefit take up, ensure effective advice is provided, making sure money management support is in place and opportunities to access to work are promoted.

By paying attention to the issues of loneliness and isolation and raising awareness of them we hope to enable a greater number of older people to continue living happy, healthy and fulfilling lives in their own homes. Through the provision of low intensity early support we hope to prevent physical and mental health problems growing among older people, allowing them to cope in their own homes and live without the need for intensive and sometimes disruptive interventions.

c. **Why is it important that we focus on this priority?**

At a time when the economy has been in decline both nationally and locally, it is important that we pay particular attention to those that are most vulnerable in our society. We know that some local people and communities are struggling due to rising unemployment, underemployment, higher costs (such as food, fuel and utilities) and cuts to public sector services and national benefit payments. Although local agencies have prioritised protecting frontline services to the most vulnerable, we realise that it is a difficult time for many and vulnerabilities are inevitably heightened. The focus will be on our collective efforts to do the best we can for our most vulnerable neighbourhoods and citizens, through recognition that this is best achieved by working together.

Section 3: Delivery

a. **Strategic plan**

The strategic plan focuses partnership efforts around our three priorities. The plan provides a broad overview of what we want to achieve against the three priorities and what we plan to do to address them during the initial phase of implementation. As our collective understanding of the priorities deepens and we learn more about what needs to happen our focus will also evolve. As task and finish groups are commissioned by the Partnership to take forward specific pieces of work, they will also be expected to develop their own plans and these will provide a greater level of detail.

Since the completion of our partnership review, we have introduced a more streamlined structure comprising a smaller Partnership Governance Board and a number of time limited task and finish groups.

This model is designed to support a partnership that is more agile, responsive and able to take decisions more quickly. As noted earlier, by implementing learning from the past year, further adjustments to the Partnership’s governance and operating model are being implemented to coincide with the launch of this strategy and underpin its delivery.

This year the Partnership agreed to adopt a new strategic planning and delivery cycle which will begin in September 2012 and is designed to support the Community Strategy implementation. Each annual cycle will begin with a summit that brings Board members together with a broader set of stakeholders to reflect and consider emerging challenges and opportunities. This will influence the direction the Partnership takes in addressing its priorities over the following twelve months.

b. **Governance and progress monitoring**

PARTNERSHIP BOARD

Progress against the three Community Strategy priorities will be monitored by both the Partnership Board and Chief Executive Officers Group. The Board meet

less frequently and will provide high level oversight of progress, ensuring that partners are on track and commitment is maintained. They will also agree the aims of individual task and finish groups and hold them to account, where this responsibility is not formally discharged to the Chief Executive Officers Group. The Board will be supported in this role by the new planning and delivery cycle. This cycle begins with the previously mentioned annual summit, followed by three meetings during the course of the year to review and steer progress.

CHIEF EXECUTIVE OFFICERS GROUP

The Chief Executive Officers Group meets on a monthly basis and will take a more detailed look at progress, acting on behalf of the Board. In certain instances the Board may ask the Chief Executive Officers Group to focus their attention on a particular area and report back. This group will oversee the implementation of the cycle following the summit by commissioning task and finish groups; employing their collective knowledge, experience and expertise to guide and support them and reporting their progress to the Board. In specific cases they may also

be asked to act as ‘un-blockers’, dismantling barriers or identifying resources to facilitate progress. The group will also work on an ongoing basis to align their services, staff and other resources to support delivery of the priorities and remain alert to emerging challenges and opportunities that may influence the delivery of the strategy.

TASK AND FINISH GROUPS

Time limited task and finish groups supporting the priorities will be expected to determine their own measures of success negotiated and agreed with the Partnership. These will form the basis of progress reports delivered to the Chief Executive Officers Group and Board. Members of the Board or Chief Executive Officers Group will where possible, be identified as ‘sponsors’ or ‘champions’ to support task and finish groups.

c. Partnership Team

The Rotherham Partnership is supported by a Partnership Manager and small team. This team provides the secretariat function for the Board and Chief Executive Officers Group. Team members also:

- Lead and participate in a range of partnership based projects
- Facilitate task and finish activity
- Disseminate information across the Partnership
- Broker joint work between partners in support of the Community Strategy priorities.

A new ‘Partnership Steering Group’ consisting of representatives of partner agencies has also recently been established to support the team in fulfilling these roles.

d. Our partners

The following partnership bodies are represented on the Partnership Governance Board and the Chief Executive Officers Group. All partners have signed up to the three priorities which are at the heart of this document and have committed to work together to deliver the strategic plan featured on the following page.

- Rotherham Metropolitan Borough Council
- South Yorkshire Police

- South Yorkshire Fire and Rescue
- NHS Rotherham
- Rotherham Hospital Foundation Trust
- Rotherham, Doncaster and South Humber NHS Foundation Trust (RDASH)
- Voluntary Action Rotherham
- Rotherham Further Education colleges
- Rotherham and Barnsley Chamber of Commerce

The partnership team can be contacted on the following telephone number:

01709 822793

✉ Rotherham Partnership, Riverside House,
Main Street, Rotherham, S60 1AE

Further information about the Partnership, including a downloadable version of this Strategy can be found using:

www.rotherham.gov.uk
search **“Rotherham Partnership”**

Rotherham Partnership Delivery Plan

Supporting the Rotherham Community Strategy



Our vision is that: Everyone in Rotherham will have the opportunity to fulfil their potential			
	Help local people and businesses benefit from a growing economy	Ensure the best start in life for children and families	Support the most vulnerable in our community
What we want to achieve is	<ul style="list-style-type: none">Local people will be supported to start up a business and the right conditions will exist to enable these businesses to succeed and growRotherham’s young people are supported to find work by having the appropriate knowledge and skillsThose that are disengaged from the labour market are supported to improve their skills, aspirations and work readinessA continued, sustainable improvement in Rotherham’s town centre to generate opportunities for new and existing businesses and ensure the offer attracts further investment into the local economy.	<ul style="list-style-type: none">To address the needs of a child’s early years development, ensuring children are ready to realise their potential when they start school, with a focus on the critical pre-birth to 3 year old periodA comprehensive and flexible early help offer to support families who have emerging vulnerabilities and prevent their situation from deterioratingHolistic, locally based and family focused services that are tailored to individual community needs	<ul style="list-style-type: none">A sustainable partnership approach to tackling community challenges at a local level with a focus on our most deprived neighbourhoodsPartnership based engagement with communities that helps to build resilient communities that support a future less dependant upon public servicesA dispersed model of leadership that identifies, works with and supports community ‘champions and advocates’ to facilitate action and organise activitiesA collaborative effort that ensures those hit hardest by the recession and sustained economic downturn are informed and supported to deal with its impact and consequencesLess older people in Rotherham suffering from loneliness and isolation.

We will achieve this by	<ul style="list-style-type: none">Providing the right environment and opportunities to prepare young people for work by offering support and advice, apprenticeships, work experience and jobopportunitiesSupporting those that are seeking work to ensure they have the right attitude, communication skills and confidence to secure work and guide them into achieving the right skills and qualificationsBenefitting from the work that has begun on developing an “Apprenticeship Hub” for the city region, due to launch in 2013/14Improving the Rotherham offer for inward investment; developing strategies for the sustainable growth of various business sectors and setting up a website to provide support and advice to new and growing businessesContinuing to support improvement to our town centre.	<ul style="list-style-type: none">Implementing an Early and Foundation Years Development Demonstrator project (one of 8 nationally) to support the delivery of integrated early childhood services which improve outcomes for children & familiesSupporting the implementation of an Early Help Strategy which embeds a whole family approach across the partnership to supporting families at the earliest possible stageActively promoting literacy with a focus on the most disadvantaged families across the borough, through initiatives such as the Imagination LibraryTracking the progress of 100 families receiving universal support from partners and implement learning from their experiencesSupporting the Family Nurse Partnership initiative which works intensively with young first time mums under 20.	<ul style="list-style-type: none">Putting in place a targeted approach in eleven of our most disadvantaged neighbourhoods to support improvement.Preparing a partnership action plan to mitigate the impact that people will suffer due to the welfare benefit reform programmeEnsuring that local people and families are claiming all of the benefits they are entitled tooIdentifying families that are ‘high users’ of public services and implement a plan to engage them in a sustainable model of recoveryIdentifying families with acute needs and enter into a contract of holistic support to improve their lives and build a future less dependant on public servicesImplementing a three year Families for Change initiative to support over seven hundred familiesProducing a targeted campaign to address the issues of loneliness and isolation in our elderly community.
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Partnership Strategies & Plans	<ul style="list-style-type: none">• Rotherham Economic Plan	<ul style="list-style-type: none">• Early Help Strategy	<ul style="list-style-type: none">• Health & Wellbeing Strategy• Rotherham Volunteering Strategy• Family Recovery Plan• Families for Change Plan
Accountability and governance	<ul style="list-style-type: none">• Economy Board• Work and Skills Board• Town Centre Partnership Group and Rotherham Voice	<ul style="list-style-type: none">• Think Family Steering Group	<ul style="list-style-type: none">• Health and Well Being Board• Safer Rotherham Partnership• Strategic Housing Partnership
Partnership principles	<p>Through partnership working we will aim to:</p> <ul style="list-style-type: none">• Deploy our resources where they are most needed to help reduce inequalities• Work collaboratively and through consensus to address our agreed priorities• Focus on areas where we can make a difference to local people• Focus on prevention and early intervention• Agree common information and data sharing arrangements• Make sure we work with communities to seek solutions• Celebrate and recognise people who make an outstanding contribution• Raise local peoples expectations and aspirations• Help people to help themselves		
Cross cutting	<p>We will celebrate success and achievement through:</p> <ul style="list-style-type: none">• Rotherham Ambassador Programme• Community Achievement Awards• Athena Award <p>One Town One Community</p> <p>The three Community Strategy priorities will be underpinned by ‘One Town One Community’: a comprehensive and highly visible initiative, which aims to foster shared values and a shared sense of identity across Rotherham, bringing people together to build better lives for everyone and better communities where people get on well together.</p>		

