

Community Engagement Strategy

2010
ROTHERHAM LTD

TURNING HOUSES INTO HOMES



www.2010rotherham.org

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Foreword

We are pleased to introduce this Community Engagement Strategy for 2010 Rotherham Ltd.

It represents our corporate commitment to take a structured approach and place local people, our employees, our partners, and the community at large at the heart of all that we do.

Our strategies are evidence that we are serious about bringing positive change within the organisation, and proof that we know more needs to be done through actions listed in the Action Plans.

We know that to succeed we need to work with local people and with local organisations to demonstrate that we are working for our communities, and we look forward to working with customers in delivering the commitments made in this strategy.

Colin Earl
Interim Chief Executive

1.0 Why have a 2010 Community Engagement Strategy?

At 2010 Rotherham Ltd we recognise that people are entitled to 'have a say' in the services we provide. As a learning organisation serving over 20,000 customers with diverse needs, it is essential that we provide a wide range of opportunities for people - tenants, residents and leaseholders - to influence and improve what we do. We also recognise that there is a range of involvement for customers, with the sharing of information at one end, and effective participation and community empowerment at the other.

All of our customers need access to **information** about what we do and we must ensure that we communicate effectively and in a manner that encourages wider involvement.

There will be times when we need to consult with our customers on strategies and policies, and on day-to-day operational issues, to bring about improvements. **Consultation** needs to be a positive experience through which people can clearly see that things have changed as a result of their involvement.

Not everyone has the time or inclination to get involved, but sometimes this is because there are barriers to involvement. To promote **participation** we must remove the barriers, tackling issues such as travelling expenses, appropriate meeting times and venues, and make sure we provide a wide range of opportunities so people can participate as much or as little as they wish.

Some opportunities for involvement empower people to make decisions. Our Area Housing Panels and the tenant Directors on the 2010 Rotherham Ltd Board are examples of customers with decision-making powers. In the context of this strategy we need to consider whether there are other opportunities for **empowerment** that will lead to positive outcomes for our customers.

In view of the opportunities we provide, we need a **Community Engagement Strategy** to make sure 2010 Rotherham Ltd actively encourages

- The supply of good quality information to our customers - informing people what we do, and what we would like to do next, based on customer views.
- Effective consultation processes that result in positive changes for customers.
- A wide range of opportunities for involvement, supported by a clear commitment to remove any obstacles to involvement.
- The extension of empowerment to our customers, enabling them to participate in decisions affecting their lives.

2.0 Background to the Strategy

The National Policy Context

The national policy context of this strategy is that of 'Democratic Renewal', and the Government's drive to modernise local government and encourage greater community involvement in the decisions affecting people's lives.

Recently, for example there has been a Local Government White Paper, called 'Strong and Prosperous Communities', which offers a vision of revitalised local authorities, working with their partners to reshape public services around the citizens and communities that use them. The White Paper encourages Councils and partners to have a comprehensive community engagement strategy, which includes involvement in developing a local strategic vision.

The Government has also launched an 'An Action Plan for Empowering Communities: Building on Success'. This plan sets out how more people will be given more power over their communities in everything from tackling anti-social behavior, managing social housing, tackling litter and fly tipping and improving playgrounds and parks.

Numerous reports echo this renewed focus on community involvement. In responding to the Cave Report on Housing Regulation, for example, the Tenant Participation Advisory Service (TPAS) drew attention to the important link between resident involvement and service improvement, stating that, "Residents want to be involved and much of the apathy and cynicism exists due to residents not finding that link between their involvement and making a difference".

As this 2010 Rotherham Ltd Community Engagement Strategy was being written the Government Minister, Hazel Blears announced that an empowerment white paper would be brought forward in the summer of 2008. It is expected to be published in June, giving interested parties until mid April to respond. The white paper will centre on four themes:

- improving deprived areas through regeneration, work and enterprise;
- encouraging active citizenship and reviving local democracy;
- improving public services through more user involvement and greater local scrutiny;
- strengthening local accountability by making civic institutions more responsive and representative.

Ms Blears said;

“Change goes deeper and lasts longer when people can take control of it rather than having it imposed on them. There are few problems that British communities cannot solve for themselves – if only their talent and ingenuity can be unleashed.”

This sets the tone for the 2010 Rotherham Ltd Community Engagement Strategy.

The Local Policy Context

Locally too, the Rotherham Partnership has adopted a 'Consultation and Community Involvement Framework' which sets the partners' shared commitment to consultation and community involvement (CCI) at the heart of policy making and service delivery.

Within the recently revised Community Strategy (February 2008) the Rotherham Proud theme reaffirms that “Active Citizenship and democracy will under-pin how Rotherham works”... and “that there will be many opportunities for people to be involved in civic life and decision making”.

2010 Rotherham Ltd actively supports the Community Strategy and the CCI Framework and is represented as a partner on the Council's Corporate Consultation and Involvement Group. We have also participated in partner events to review the Community Development Strategy for Rotherham, which supports the partnership approach to community engagement.

Our Commitment to Community Engagement

At 2010 Rotherham Ltd our **core values** express our belief in:

- Respecting all our customers and their diverse needs
- Being open and honest
- Listening, learning and achieving
- Continuous improvement
- Working with partners and communities for a better future
- Value for money
- Being a good and caring employer
- Respecting the environment now and for future generations

These core values cannot be fulfilled without a strong commitment to community engagement - whether we are seeking to respect all our customers and their diverse needs, or to achieve continuous improvement and value for money.

Our 2010 Rotherham Ltd **Delivery Plan** also reflects our commitment to community engagement. In the section headed, “Our Customers” we state that;

“A massive programme of cultural change has placed customers at the centre of decision-making. New ways of working based on customer feedback have

been implemented whilst major reviews have been in progress to embed the new culture within the organisation and speed up the pace of change.

In recognition of the importance of customer involvement and the need to deliver customer focussed services, we have strengthened the role of the customer in both day to day and strategic decision making. 2010 Rotherham Ltd has a commitment to continuous improvement and the development of its operations through consultation with customers”.

In addition to the policies and strategies already mentioned, 2010 Rotherham Ltd played a key role in the preparation of a new Tenants’ **Compact** called ‘Here’s the Deal’.

This Compact document sets out how people can be involved in decisions affecting their homes and communities and what the partners – 2010 Rotherham Ltd, the Council and Rother Fed (the Federation of Tenants and Residents) - will achieve together.

The Compact states that;

“By getting involved, people can have a say in improving services and making sure the Council and 2010 Rotherham Ltd tackle the issues that are most important – that’s **the deal.**”

The shared vision for ‘Here’s the deal’ is;

“To create better homes, safe and proud neighbourhoods and communities, through excellent partnership working between tenants, residents, leaseholders, young people, officers, Board Members and Councillors”.

And the shared mission for ‘Here’s the deal’ is;

“To overcome the barriers to involvement and create opportunities so everyone who wants to participate in the continuous improvement of our neighbourhoods can do so in the ways they wish”.

In summary, therefore, there are clear commitments nationally, locally and within 2010 Rotherham Ltd to inform, consult, involve and empower our customers.

Who are Our Customers?

The following table sets out a profile of the population of the borough, and of our tenants and leaseholders gathered from our 'Checking our Records' survey.

Legislative Equalities Strand of Human Difference	Rotherham Borough	Our Tenants and Leaseholders (based on survey returns) - Potential Customers
Female % of	51.2%	59.8%
Male % of	48.8%	40.2%
Disability %	22.4% (2001 census)	49.92%
BME people % of	5.46% (ONS pop est 2004)	4.3%
Age 18 - 24% of	5.9% (ONS pop est 2006)	2.29%
Age 25-34%	11.6 % (ONS pop est 2006)	7.08%
Age 35 - 64% of	41.2 % (ONS pop est 2006)	40.36%
Age 65 +% of	16.1%	50%
Non heterosexual	7%	2.01% (% of those who filled in section of our survey)
Those of a Non Christian faith	10.46%	1.3% (% of those who filled in the section on our survey)

Note: ONS = Office for National Statistics

The 2010 Rotherham Ltd Board has already adopted a series of local performance indicators to measure the fairness of our services and how well we involve customers from diverse backgrounds. These local indicators are monitored by the Corporate Performance Monitoring group and the 2010 Rotherham Ltd Performance Committee which reports to the full Board.

3.0 The Framework for Community Engagement and the Conclusions of the Community Engagement Service Review

In 2007, a number of service reviews were conducted, involving customers in Service Improvement Groups to ensure that we are continuing to learn and improve our services through a dialogue with customers. One of the service reviews focussed on Community Engagement.

Separate reports have been published on the outcomes of the innovative and interactive events 2010 Rotherham Ltd held between July and September 2007 - the "Making 'Here's the Deal' the Real Deal" Conference event and the 'Moments of Truth' exercises - and a summary report drawing together the conclusions of our work with customers is also available.

The Community Engagement Service Review looked in detail at the following groups, and the opportunities for involvement they provide;

- Tenants new to involvement
- Key Players
- Focus Groups
- Learning from Customers Group
- TARAs (Tenants and Residents Associations)
- Area Housing Panels
- Rother Fed
- 2010 Rotherham Ltd Board

The Community Engagement Service Review produced 29 recommendations and an Action Plan. These recommendations are very relevant to this Community Engagement Strategy.

A 2010 Annual Community Engagement Report has also been produced to summarise how we have worked with our customers, with organised groups, and customers from different backgrounds.

Our commitment to community engagement includes working closely with our leaseholders. We ensure that leaseholders receive information about our services through a dedicated page in our 'Round Your Place' magazine and on our website, and we consult with leaseholders through the Leaseholder Forum. Leaseholders have also participated in events we have organised such as the Service Standard review in November 2007.

4.0 Extending Empowerment

The Community Engagement Service Reviews and our regular dialogue with Rother Fed need to explore ways in which customers and community groups can be empowered to take decisions. Clarifying the communication channels between 2010 Rotherham Ltd and Rother Fed, as recommended in the Community Engagement Service Review, will open up opportunities to consider new ideas.

As a company with many front-line staff working in communities we are well placed to link local groups into existing networks and support structures, particularly in the voluntary and community sector. We can help to publicise the local Community Empowerment Network, for example, and the range of support services provided by VAR, which contribute to good governance.

Clearly the Government's agenda is promoting greater community empowerment and encouraging community control, for example, of open spaces, community buildings and also tenant management of estates. 2010 Rotherham Ltd is aware of this important agenda and will work closely with Rother Fed and local groups to explore any options of interest to our communities.

The purchase of the 2010 Rotherham Ltd 'Round Your Place' consultation and display vehicle will open up opportunities for community engagement, enabling 2010 Rotherham Ltd to reach customers in their own neighbourhoods. Planning how to use this vehicle will include ensuring a 2010 Rotherham Ltd presence at community galas and fun days across the Borough, and driving into communities where we know there is an under-representation of community views. We are confident that this facility will increase our ability to reach under-represented communities and we aim to use the enhanced knowledge we acquire to tackle service improvement. We also intend to work closely with Rother Fed in order to increase involvement in and publicise the work of local Tenants and Residents Associations (TARAs) and Area Housing Panels (AHPs).

A further area we intend to explore is direct customer involvement in our recruitment processes as this can give community members an insight into good practices, the importance of equal opportunities, and enhance their confidence in our company.

5.0 Strategic Objectives

From the Community Engagement Service Review recommendations and our analysis of progress to date in the first 2010 Rotherham Ltd Annual Community Engagement Report, we have identified the following Strategic Objectives;

- To create a common approach and commitment to community engagement – a one-company approach for 2010 Rotherham Ltd that our customers will recognise and appreciate;
 - a) To promote the range of opportunities for customers to be involved a little or a lot.
 - b) To promote good practice and a sharing of expertise and knowledge of engagement techniques across all sections of the company.
 - c) To maximise opportunities for customers to influence the strategic objectives of 2010 Rotherham Ltd by developing and implementing an

Action Plan to ensure compliance with the LSP Compact with the Voluntary and Community Sector.

- To promote effective engagement with communities of interest to ensure 2010 Rotherham Ltd is able to identify and provide services adaptable to the needs of our diverse customers;
 - a) To develop links with voluntary and community sector networks and support agencies.
 - b) To identify, agree and deliver targets for the involvement of communities of interest.
 - c) To establish preferred communication channels and identify customer groupings using the 'Checking Our Records' survey.
 - d) To develop specific compacts for communities of interest using the 'Here's the Deal' branding.
 - e) To utilise the 2010 Rotherham Ltd 'Round Your Place' consultation and display vehicle to target under-represented groups, taking opportunities for involvement directly into the communities we know least about.
- To implement the Community Engagement Service Review recommendations;
 - a) To develop a consultation and engagement calendar to ensure that 2010 Rotherham Ltd is enabling customers to influence our strategic priorities in time to influence the budget setting process.
 - b) To review with customers the framework for community engagement on an annual basis and produce an Annual Community Engagement Report.

6.0 Action Plan to implement the 2010 Community Engagement Strategy 2008 – 2009

Strategic Objectives	Key Actions	How we are going to do it?	Who is going to do it?	By When?	Implementation Status	What difference will it make?
<ul style="list-style-type: none"> To create a common approach and commitment to community engagement – a one-company approach for 2010 Rotherham Ltd that our customers will recognise and appreciate. 	To promote the range of opportunities for customers to be involved a little or a lot	Improve our marketing of opportunities for involvement – via Round Your Place', the 2010 website, Key Player newsletter etc. Implement recommendations re. communications in the Community Engagement Service Review	Communications Team	Ongoing		Customers will be made more aware of how they can get involved
	To maximise opportunities for customers to influence the strategic objectives of 2010 Rotherham Ltd by developing and implementing an Action Plan to ensure compliance with the LSP Compact with the Voluntary and Community Sector.	Develop an Action Plan via SMT and the Sustainable Communities Committee Use 'Team Talk' to share the implications of the Action Plan Publicise via 'Round Your Place' all new practices	Phil Rees Communications Team	July 2008 August 2008 September 2008		It will increase opportunities for customers to influence the strategic direction of 2010.

Strategic Objectives	Key Actions	How we are going to do it?	Who is going to do it?	By When?	Implementation Status	What difference will it make?
	To develop links with voluntary and community sector networks and support agencies	<p>Obtain information from VAR and the Supporting People Project re. Voluntary Sector agencies supporting vulnerable customers</p> <p>Share this information with front-line staff</p> <p>Include in community engagement elements of induction and training</p> <p>Negotiate the sharing of information with existing voluntary sector networks</p> <p>Act on specific learning points to improve services for communities of interest</p>	<p>Phil Rees</p> <p>Communications Team</p> <p>Learning and Development Manager / ANIMs Phil Rees</p> <p>All 2010 Managers</p>	<p>March / April 2008</p> <p>May 2008</p> <p>May 2008</p> <p>May 2008</p>		Improved services for communities of interest with specific needs.
	To identify, agree and deliver targets for the involvement of communities of interest	<p>Review current levels of involvement and points of contact</p> <p>Prepare report with recommendations to the Sustainable Communities Committee</p>	Kate Plant / SMT	<p>May 2008</p> <p>June 2008</p>		More effective involvement of under-represented communities
	To establish	Prepare guidance to	Kate Plant	July 2008		More effective

Strategic Objectives	Key Actions	How we are going to do it?	Who is going to do it?	By When?	Implementation Status	What difference will it make?
	preferred communication channels and identify customer groupings using the 'Checking Our Records' survey	ensure that we consistently act upon the information we hold, and target specific groups to identify customer service improvements.				communications, involvement and services for under-represented communities
	To develop specific compacts for communities of interest using the 'Here's the Deal' branding	Develop effective communication channels and identify key issues to facilitate closer working with communities of interest	Sneh Soni / ANIMs	August 2008		
	To utilise the 2010 Rotherham Ltd 'Round Your Place' consultation and display vehicle to target under-represented groups, taking opportunities for involvement directly into the communities we know least about.	Draw up a schedule of community events – galas, fun days etc. – and book sites for the 2010 'Round Your Place' consultation and display vehicle Consider which groups / communities are under-represented / least involved in developing our services and target them for consultation.	SMT / ANIMs Sneh Soni / Neighbourhood Managers / Kate Plant	April 2008 April 2008		More effective communications, involvement and services for under-represented communities
	To develop a consultation and engagement calendar to	Determine the key documents / issues to be the subject of consultation and	Phil Rees/ Karen Green / Debbie Brayshaw	March 2008 on (see CE Service		Improvements identified by customers will be implemented

Strategic Objectives	Key Actions	How we are going to do it?	Who is going to do it?	By When?	Implementation Status	What difference will it make?
	ensure that 2010 Rotherham Ltd is enabling customers to influence our strategic priorities in time to influence the budget setting process	schedule the time frame for consultation in accordance with the Compact with the vol/com sector.		Review Action Plan)		to strengthen the framework for community involvement. Enhanced customer confidence in 2010 Rotherham Ltd
	To review with customers the framework for community engagement on an annual basis and produce an Annual Community Engagement Report	Repeat the 'Making 'Here's the Deal' the Real Deal' conference event. Capture all aspects of community engagement undertaken by 2010 Rotherham Ltd and produce a report with outcomes.	Phil Rees Sneh Soni	July 2008 April 2008		Further improvements making engagement easier and enhancing customer confidence in our determination to deliver change. Reference to outcomes will show that involvement is worthwhile.

7.0 Glossary

AHPs	Area Housing Panels
ANIMs	Assistant Neighbourhood and Involvement Manager
CCI	Consultation and Community Involvement
CE	Customer Engagement
Compact	An agreement between 2010 Rotherham, residents and Council
Key Player	Key Player Customer Database
LSP	Local Strategic Partnership
Round your Place	2010 Tenants and Residents Newsletter
SMT	Senior Management Team
TARAs	Tenants and Residents Group
TPAS	Tenant Participation and Advisory Service
VAR	Voluntary Action Rotherham

The Community Engagement strategy sets out how we will engage our customers in helping us develop our services. If you wish to speak to someone about this in another language please take it into your local housing office or ring Phil Rees on 01709 822267 and we will arrange an interpreter for you.

دی کمیونٹی انگیجمنٹ سٹریٹیجی - **The Community Engagement Strategy** میں بتایا گیا ہے کہ ہم اپنے گاہکوں/صارفین کو اپنی سروسوں کو فروغ دینے میں مدد دینے کے لئے کس طرح شامل کریں گے۔ اگر آپ اس کے متعلق کسی کے ساتھ کسی دوسری زبان میں بات کرنا چاہتے ہیں تو اس کو اپنے محکمہ مکانات کے دفتر (ہاؤسنگ آفس) میں لے جائیں یا فل ریس - Phil Rees کو 01709 822267 پر فون کریں اور ہم آپ کے لئے ایک ترجمان کا انتظام کر دیں گے۔

Stratégia zapojenia verejnosti poukazuje na to ako sa naši klienti môžu zúčastniť pri pomoci zdokonaľovania našich služieb. Ak by ste mali záujem sa o tom porozprávať s niekým v inom jazyku, prosím prineste to do Vášho miestneho domového úradu, alebo telefonicky kontaktujte Phil Rees na 01709822267 a my Vám zaobstaráme prekladateľa.

توضیح (استراتیجیة إشراك المجتمع المحلي) **The Community Engagement Strategy** کیف سٹریٹجی زباننا لمساعدتنا علی تطویر خدماتنا. إذا ترغب بالتحدث إلى شخص ما حول الاستراتيجية بلغة أخرى، فضلاً خذها إلى مكتب السكني المحلي أو اتصل هاتفياً بالسيّد/ فل ریس - Phil Rees علی 822267 01709 وسنرتب لك مترجم.

社區聯繫計劃公佈本公司將會怎樣致力促使住戶協助我們發展服務。凡有意採用其他語言方式查詢有關詳情者，請親臨當地的區域房屋服務辦事處或致電 01709 822267 跟Phil Rees 聯絡，我們將會安排傳譯員向你解釋。

استراتیژی شرکت اجتماعات - **The Community Engagement strategy** چگونگی ارتباط با مشتریان خود را بیان میکند تا در توسعه دادن سرویسهای خود بهره مناسب گرفته شود. اگر شما دوست دارید با شخصی در این زمینه به زبان مختلف دیگری صحبت کنید می توانید آن را به نزدیکترین اداره محلی هوزینگ ناحیه خود ارائه نماید یا با فل ریس - Phil Rees با شماره 01709 822267 تماس حاصل فرمایید تا ما بتوانیم برای شما یک مترجم فراهم کنیم.

La Stratégie d'Engagement de la Communauté expose les façons dont nous engagerons nos clients pour nous aider à développer nos services. Si vous désirez en parler à quelqu'un dans une autre langue veuillez l'apporter à votre bureau local de représentation de maison ou appeler Phil Rees au 01709 822267 et nous arrangerons pour vous un interprète.

If you would like to speak to someone about this document or receive it in large print or Braille please contact Phil Rees on 01709 822267