

Rotherham Metropolitan Borough Council

**OBJECTIVE ONE, PRIORITY 4B, MEASURE 23  
INTEGRATED DEVELOPMENT PLANS FOR  
TARGETED COAL & STEEL COMMUNITIES  
IN MALTBY/THURCROFT**

Integrated Development Plan

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## 1 INTRODUCTION

1.1 Due to the collapse of the Coal industry and the restructuring of the Steel industry in the area, South Yorkshire has been designated as an Objective 1 area for 2000-2006. The Objective 1 Single Programme Document and Programme Complement identifies priority areas and a broad range of actions through which it is hoped that South Yorkshire's economic fortunes can be lifted towards the European average. The six priorities are:

- Priority 1: Stimulating the emergence of new and high technology growth sectors;
- Priority 2: Modernising businesses through enhancing competitiveness and innovation;
- Priority 3: Building a world leading learning region which promotes equity, employment and social inclusion;
- Priority 4: Developing Economic Opportunities in Targeted Areas;
- Priority 5: Supporting business investment through strategic spatial development; and
- Priority 6: Providing the foundations for a successful programme.

1.2 This Integrated Development Plan has been prepared under Measure 23 of Priority 4B, and is aimed at communities which have either benefited from previous support or which already have some capacity to find economic solutions. Objective 1 expenditure through this measure totals £47 million. Some £19 million will come from the European Union, matched by funding for the remainder from the public and private sectors. Eight areas have been identified which will benefit from this funding, one of which is Maltby and Thurcroft.

### What is an Integrated Development Plan?

1.3 The aim of an Integrated Development Plan is to:

***"help coalfield and steel communities generate, and have access to, sustainable jobs and wealth through clusters of new economic activity."***

1.4 Integrated Development Plans will bring together economic and community initiatives behind this aim, and their implementation will be led by community partnerships. In broad terms, this will be achieved through generating new forms of economic activity, safeguarding existing jobs and creating new employment opportunities.

1.5 Actions which will be eligible for funding through the IDPs should contribute to the economic development of the local area, and include:

- Site Preparation;
- Provision of workspace;
- Environmental remediation and community based environmental improvements;
- Business start-up support;
- Development & staffing of management models; and
- Community technical aid.

1.6 The IDP must demonstrate:

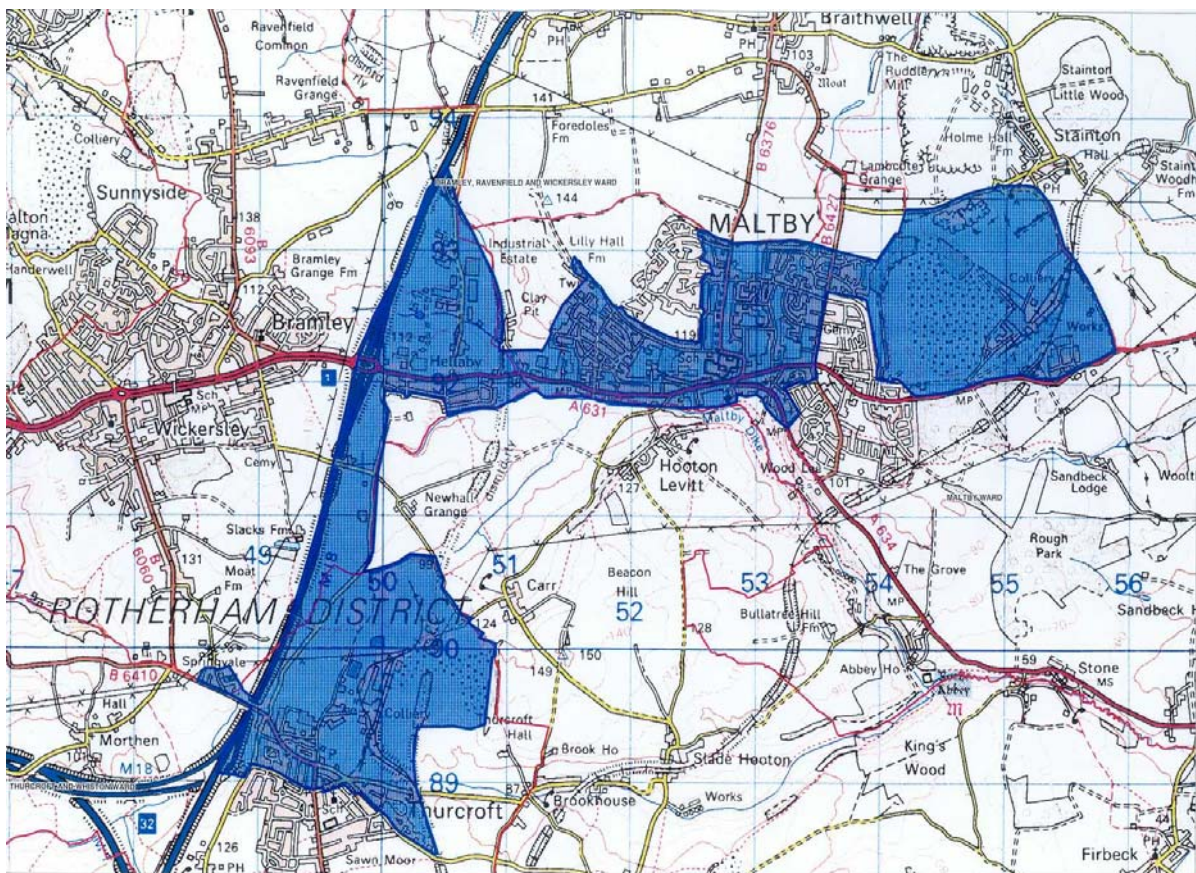
- broad community involvement and support;
- commitment to social inclusion and equal opportunities;
- linkages to other strategies;
- connections to mainstream economic activities;
- a clear and central role for community partnerships; and
- a framework for measuring progress.

- 1.7 The IDP provides the framework for action under the Objective 1 Programme in Maltby and Thurcroft over the period of the programme. It contains an agreed vision for the future of the area, identifies the main areas where improvement is required and puts forward a strategy for achieving the necessary improvements. This strategy includes project areas and the broad conditions projects must meet to qualify for funding through the IDP. It indicates what effect it is hoped the strategy and projects will have locally, and outlines the way forward for the community partnership. Relationships with other parts of the Objective 1 Programme, the Regional Economic Strategy and Council and other policies are clearly shown.

## 2 CONTEXT

- 2.1 The IDP for Maltby and Thurcroft covers the area shown in Figure 2-1. This relates to the main areas of deprivation and the key employment sites in the area. It is mainly contained within the wards of Maltby and that part of Thurcroft and Whiston ward east of the M18. In 1991, the population of the broad IDP area was an estimated 23,311 (17,111 in Maltby and c.6, 200 in Thurcroft – the latter being some 59% of the ward population). Estimates for 1998 suggest a slight increase of about 400 in Maltby and a marginal fall of some 200 in the Thurcroft & Whiston ward population<sup>1</sup>. While this is the main focus of the IDP, this area surrounds other disadvantaged areas, for example the Priority 4A areas in East Maltby and Thurcroft. Where generic strategies and programmes are included in the IDP they will extend to such areas. The IDP clearly indicates where proposals are likely to benefit or affect these areas.

Figure 2-1: Maltby & Thurcroft IDP area



- 2.2 The IDP area covers Maltby and Hellaby linking to Thurcroft, which is about two miles to the South-west. Maltby itself is a very large village built east-west along both sides of the A631. It is surrounded by open countryside to the north and south. To the west it is only divided from Hellaby, with its large industrial estate, by a clay pit and stream. To the east, north of the A631 it is bordered by Maltby Colliery with its extensive spoil heap. Maltby has a history extending to the Viking occupation of the area. While more recently, Hellaby has developed into a growth point for industrial and distribution activity, the Maltby pit has historically been a major local employer. The need for housing for miners spurred the construction of the Model Village during the First World War. Although the mine remains operational, local employees account for less than 10% of the current workforce of 550-600.

<sup>1</sup> ONS, mid 1998 estimates for Maltby and Thurcroft & Whiston.

- 2.3 By comparison, Thurcroft's history as an established settlement is much more recent. It was only after the sinking of the coal mine in 1909 that the village developed in its present form, having been mainly farmland before. In 1947, the mine employed over 2,000 men. It was closed in 1991 despite attempts by the local workforce to buy it out.
- 2.4 A problem in comparing the context of Maltby and Thurcroft has been that information below ward level has not been available. The information on Maltby Ward has therefore been a reasonably good 'fit' in relation to the settlement. In the case of Thurcroft socio-economic information has been that for Thurcroft and Whiston Ward. Whiston is a separate community, and on visual evidence alone, the average conditions shown by ward figures will be better than the figures for Thurcroft alone, were these available. Any favourable difference between Thurcroft and Maltby shown by the figures may well be more apparent than real.
- 2.5 The decline in local employment related to the coal industry hit local communities hard. The Indices of Deprivation 2000 shows the two local wards within the 15% most deprived in the country, (Maltby ranked 1,014 from 8,414 wards, Thurcroft & Whiston – 1,255). This is reflected in:
- Unemployment - In 1991, 12.7% of the Maltby workforce were unemployed, compared with 11.9% across Rotherham as a whole. The Thurcroft & Whiston figure was 10.38%. By January 2001, reflecting economic growth across the country, unemployment in Rotherham had fallen to 6.2% (compared with 3.7% across the United Kingdom)<sup>2</sup>. Comparable figures for Maltby and Thurcroft & Whiston were 6.6% and 4.3% respectively, representing improvements on the January 2000 figure of between 20% and 29%. Despite this improvement, long term unemployment accounts for between 10% and 18% of claimants, while youth unemployment accounted for over 32% in Maltby;
  - Levels of economic activity in the over 16 population – levels of economic activity Thurcroft & Whiston are marginally below the Rotherham average. In 1991, 59% of the Rotherham population were economically active compared with 58.6% in the ward. The comparable rate for Maltby was 60.2%;
  - In August 1998, 9% of the population over the age of 16 in Maltby were in receipt of Income Support. This is slightly lower than the Rotherham figure (10%) but higher than the national figure of 8%. In Thurcroft & Whiston the figure was 10%.
- 2.6 As at September 1998, there were 4,200 employee jobs in the IDP area (including Thurcroft & Whiston ward). In the interim, there have been a number of announcements of new investment and employment at Hellaby Industrial Estate with further investment planned by Active Business Services and Windowcare UK, so some localised improvements might be expected.
- 2.7 The 1998 population structure reflects the pattern of economic activity. In Maltby, residents over 60 years old accounted for 18%, compared with 23% in Thurcroft & Whiston and 20% across Rotherham. In Maltby, while the proportion of the population of working age (16-59) was much the same as Thurcroft & Whiston and Rotherham figures at 59%, the proportion of the population under 16 years old was noticeably higher – accounting for 23% of residents, compared with 19% in Thurcroft & Whiston, and 21% in Rotherham as a whole<sup>3</sup>.
- 2.8 The number of lone parent families in Maltby is relatively high, with the ward having the fifth highest incidence of any of the Rotherham wards in 1991 (4.5% of households). This compares with 2.8% in Thurcroft & Whiston and 3.7% in Rotherham generally.
- 2.9 Levels of educational attainment in both Maltby and Thurcroft are low relative to both Rotherham and national figures. For primary school pupils, the average Key Stage 2 (summer 1998) score was 3.66 in Maltby and 3.64 for Thurcroft & Whiston against a target of 4.0. Similarly, secondary school performance in Maltby consistently lags behind the rest of the borough and the country as the table

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<sup>2</sup> Labour Market Trends, National Statistics, March 2001

<sup>3</sup> ONS, mid 1998 estimates for Maltby, and Thurcroft & Whiston.

below shows. However, there has been a distinct reduction in the proportion achieving no passes at GCSE level, and in this respect Maltby has consistently performed above local and national averages. Thurcroft is in the catchment area for Wales Comprehensive School, whose GCSE results are up to the national average. However, Wales' catchment area is considerably larger than Thurcroft, so caution should be used in applying these results to Thurcroft pupils.

GCSE	5 or more grades A* - C				No passes			
	1997	1998	1999	2000	1997	1998	1999	2000
Maltby Comprehensive	34%	28%	36%	34%	5%	6%	2%	2%
Wales Comprehensive	35%	46%	47%	49%	5%	5%	5%	4%
Rotherham Average	37.4%	36.8%	40.4%	41.1%	9.6%	8.9%	6.4%	5.4%
England Average	45.1%	46.3%	47.9%	49.2%	7.7%	6.6%	6.0%	5.6%

- 2.10 In the process of reviewing existing information and policy, speaking with the local resident and business communities, and in discussions with officers from various departments of Rotherham MBC and other agencies, a general analysis of the issues facing communities and businesses in Maltby & Thurcroft was carried out. This is presented below in the form of an analysis of strengths, weaknesses, opportunities and threats (SWOT). This is attached at Appendix 1.
- 2.11 The general characteristics of Maltby and Thurcroft are different. Maltby has an extensive industrial base located on the Hellaby and Aven estates. Thurcroft on the other hand is mostly residential with a small number of commercial, retail and industrial uses.

### 3 COMMUNITY CONSULTATION PROCESS

#### Introduction

- 3.1 The general approach to community consultation in the IDP area has been to:
- recognise existing community initiatives and involvement processes and as far as possible to assist these and be assisted by them;
  - build on existing studies and proposals
  - provide the community itself with tools to assess its own issues and to suggest ways in which these might be addressed
  - assist where possible within the scope of the study in building the strength of community organisations through training and "shadowing"
- 3.2 By adopting this approach, the proposals have been shaped by real community issues and have gained commitment and support from local community groups. The main tools for consultation included:
- face to face interviews with community based groups;
  - workshops in which community members;
    - outlined local issues;
    - assessed the performance of their local environment, community and economy;
    - suggested ways of improving that performance;
    - indicated the priority and timescale of these suggestions; and
  - building on existing processes of consultation (often by a range of groups and partnership bodies).
- 3.3 Because of the physical separation of Maltby and Thurcroft, and the different organisations in the two settlements, separate community consultation programmes were run in each. The Rother Valley East Area Assembly is co-ordinating community planning across the whole area. In both Thurcroft and Maltby therefore, the IDP consultation has been based on the active community programme which is being used to generate the Community Plan for the area and has tried to share events, processes and results. Rotherham MBC has initiated a programme of Participatory Appraisal training for local people in both areas. Through liaison with the local community development workers questions related to the IDP have been placed within this programme.
- 3.4 Maltby parish Council, Maltby Amalgamated Community Associations, Maltby Health Forum, Maltby Environment Group and Maltby's Churches have endorsed the Maltby Community Plan. It also has the support of Rother Valley East Area Assembly. The plan is a major piece of work that will last from November 2000 to April 2002. It aims to enable a wide range of local people to work together to identify priorities and develop strategies for their implementation. The plan will be a written document and new organisations, including a partnership, will be designed to maintain community involvement, carry planning forward and deliver new strategies. The written plan will be cross-referenced with this Integrated Development Plan.
- 3.5 The plan has four phases. Between June and October 2001, the Maltby Community Plan Team (people who have taken the Participatory Appraisal training) have visited over 40 local groups as well as events and street work to ask them about their hopes and ideas for Maltby. These groups cover people of all ages, locations and include both residents and local workers. From October to February, several theme groups will address programmes of work in depth. They will have a budget and some at least will consider projects that are eligible for Objective 1 funding. In March, a verification conference will be an opportunity for Maltby people to agree the final contents of the plan. The Maltby Community Plan will be published in April and implemented around the same time. It makes sense for Maltby's point of view for the IDP management arrangements to be implemented at the same time.
- 3.6 A Village Appraisal is underway in Thurcroft on the initiative of the Community Forum and the Thurcroft Parish Council, assisted by SRB5 funding.

- 3.7 Neither Maltby nor Thurcroft has an established Partnership and the communities in both areas take the view that any such structures should grow out of the Community Planning programme. Although suggestions as to the form of the Partnership structures in Maltby / Thurcroft / Hellaby are made in the IDP, the precise form of these will therefore be derived from both the IDP process and the Community Planning/ Village Appraisal process

### **Maltby and Thurcroft Consultation Programmes**

- 3.8 In Maltby an initial programme of interviews with community groups was conducted working from a set of contacts given by the local Rotherham MBC community development worker, who played a valuable role, not only providing an extensive list of community contacts but in also explaining the IDP process to local people. Following a series of interviews, a programme of workshops with local groups was developed to establish the local community's perception of local issues and thoughts as to how they might be addressed. A schedule of contacts is attached at Appendix 2.
- 3.9 Working through MACA (Maltby Amalgamated Community Associations), and ensuring that this was seen as part of the continuing Community Planning process, a workshop was held attended by 24 representatives of groups in the town. This also included representatives from Hellaby. Having identified the good and bad things about Maltby, groups suggested projects and ranked these in terms of importance and timescale. A separate young people's workshop was arranged through the Children's Society.
- 3.10 An initial community workshop was held in Thurcroft, working with the area community development worker. This was advertised in the Thurcroft community newsheet, which is mailed to all households in the village. Twenty-five people representing local groups attended this workshop, which followed the same process described in Maltby. Meanwhile, the continuing programme of Participatory Appraisal associated with the Community Plan and the Village Appraisal helped provide information and ideas for the IDP programme. One of the consultancy team attended a day of the PA training.
- 3.11 A separate programme of business consultation has been pursued. This has been assisted considerably by Chris McCormack of Morthyng Ltd (and Vice Chair of Rotherham Chamber of Commerce) who has lent his name to the process and made his contact list and the list of businesses held by Rotherham Chamber of Commerce available. The organisation of the meeting was used as part of one of Morthyng's training programmes. Community development workers were also involved in this process. The meeting was held in the Hellaby Hall Hotel on 17 July for businesses in both Maltby and Thurcroft.
- 3.12 The consultation process was completed with a series of Planning Events for the general business community and for the communities in Maltby and Thurcroft. These were held to discuss the draft IDP and its direction and invited comment. The sessions consisted of a presentation followed by a workshop in groups. In Maltby the responses were general rather than specific to project ideas, and indicated general support for the IDP work. Discussion was about what sort of organisation might take the programme forward. This has been reflected in Section 5 following, in the paragraphs on development of a partnership structure.
- 3.13 In Thurcroft, the Planning Events was dominated by concerns that the IDP did not sufficiently reflect Thurcroft's priorities. These concerns have been reflected in the IDP.
- 3.14 Feedback newsletters from the workshop sessions were distributed to the local communities and are attached at Appendix 3. Many of the projects and proposals suggested fall outside the IDP measure criteria but have been passed to relevant departments and agencies for consideration. Others have been amended or amalgamated to bring them wholly or partly into line with the IDP criteria while others already fit the criteria with no amendment.

- 3.15 A number of ideas and project proposals emerged from the consultation process:
- While the need for a partnership body was generally accepted, there was some concern that a structure should not be imposed. Any partnership structure needs to be flexible and take account of the separate Community Planning programmes which are underway; and the history of community capacity building in both Maltby and Thurcroft;
  - There is a high level of concern over the lack of facilities and services for young people across the board. There is support for a community café facility for them in Maltby, and a project, which meets these needs, could be brought forward possibly with the assistance of the IDP.
  - In Thurcroft, there is a proposal to bring a number of existing activities under one roof as a family centre covering ages from under fives through to adult and providing crèche, childcare, literacy and ICT services.
  - In Maltby, environmental improvement was seen as an important area, particular around the High Street. It was generally thought that this area would benefit from a comprehensive scheme to improve the business environment. The Queens Hotel warranted specific mention;
  - Community based environmental improvements also emerged as a priority area in Thurcroft, with an emphasis on the involvement of local people in the clean-up, care and maintenance of their own areas where there is land available to do this.
- 3.16 Ideas for projects came forward in the various workshops held in Maltby, Thurcroft and among local businesses. These are listed in Attachment A and the strategy and project link shown. They are also shown in Section 7, The Delivery Plan, listed against the appropriate strategy and project to show the links between the ideas generated during the consultation process and the IDP.
- 3.17 The similarity between the ideas generated in Maltby and Thurcroft will be noted. These similarities will also be found with the ideas generated in Rawmarsh/Parkgate and Kilnhurst. There are two main reasons for this:
- The workshops were seeking ideas, which would be eligible for funding through the IDP.
  - There are similar concerns regarding provision for youth, for example, across communities in Rotherham.

## 4 MISSION STATEMENT & OBJECTIVES

### Introduction

4.1 In the consultations with the local resident and business community, two clear concerns were evident. The need to promote economic growth and stability in the areas combined with an appreciation of the potential that exists within the community and the need to harness it for the area's well-being.

4.2 The mission statement for the IDP area is therefore:

***“ To build a strong community base in an attractive environment to secure and support stable and sustainable economic growth in all parts of the area”***

4.3 A number of objectives have been developed to reach this goal:

- ***Establish a vibrant and sustainable partnership organisation, actively supported by residents of all ages, local business and key agencies, to take the lead in the planning and delivery of significant improvements to the living and working environment;***
- ***To ensure that a range of high quality community support services are available to encourage as many as possible to participate in the local economy;***
- ***To create social capital for the benefit of the local community, and in the process create employment and training opportunities for local people, improve local service delivery and keep local spending power in the community.***
- ***To increase the level of interest and stimulate more people from all walks of life (around 300 people during the programme period) to consider establishing their own business;***
- ***To support the formation, growth and survival of around 40 firms during the programme period and to provide an appropriate supply of accommodation, including managed workspace accommodation in the local area.***
- ***Improve the competitiveness of businesses in the IDP area and improve their links with the local community through the development of a business club, the provision of business support and training, new market opportunities through the supply chain, and the recruitment and retention of more people from the local community (120-180 businesses involved over the programme period)***
- ***To ensure a high quality range of business, community and retail services is provided for the local residential and working population. Such services should be sustainable and delivered in a high quality environment.***

## 5 STRATEGY

### Strategy Development

- 5.1 A number of strategy areas have been developed to achieve the IDP objectives. These concentrate on those areas most likely to see an improvement through implementing the IDP and in each case a number of strategies are put forward. The strategies are designed to achieve action in a number of areas, whether this be business support, training, environmental improvement or access. The matrix below broadly illustrates the approach.

<b>Target Areas</b>	<b>Community</b>	<b>Community Enterprises</b>	<b>Start Ups</b>	<b>Existing Businesses</b>	<b>High Street</b>
<b>▼ Action Areas</b>					
<b>Community</b>	✓	✓	✓	✓	✓
<b>Business Support</b>		✓	✓	✓	
<b>Training</b>	✓	✓	✓		
<b>Access</b>	✓				
<b>Facilities</b>	✓	✓	✓	✓	✓
<b>Environment</b>	✓	✓			✓

- 5.2 Strategies have been developed in support of the IDP objectives, matching the target areas. However, ensuring that there is appropriate organisational support for the IDP strategies is one of the keys to their successful implementation. The strategies are therefore described following a discussion of this key enabling action.

### Key Enabling Action: Building Partnership

- 5.3 Priority 4, Measure 23 requires that a community-led partnership group approves the Integrated Development Plan, and that this group co-ordinate its implementation. The community and business consultations showed a network of strong community-based organisations in the area, including the Parish Councils. Both communities have a strong sense of their own identity and a way of working in partnership is needed which reflects this, while acknowledging the ways in which the Council and other agencies are organised.
- 5.4 Both Maltby and Thurcroft have active community organisations, but neither has an overall local partnership as yet. A Community Planning process is being undertaken in Maltby. A village appraisal is being undertaken in Thurcroft. Because of the timing of these programmes they are playing a key role in drawing together the local partnerships, which will manage the overall regeneration programmes for both Maltby and Thurcroft, of which the IDP will be an important component. Community Planning is likely to generate further project ideas, which can be fed into the appropriate IDP strategies.
- 5.5 In Maltby, community organisations include a new Parish Council; Maltby Amalgamated Community Associations (MACA), which acts as an umbrella organisation for the eight community associations in the village; and other active specialist groups such as Maltby Environmental Group and Maltby Health Forum.
- 5.6 In Thurcroft, the Parish Council is well established. There is a Community Forum in Thurcroft, but this is not yet well developed, so opportunities to develop a joint approach in Thurcroft have been limited.
- 5.7 The consultants facilitating community consultation are taking the IDP process forward with Business Planning workshops and newsletters in Rawmarsh/Parkgate and Kilnhurst, and are available to do so for both Maltby and Thurcroft.

- 5.8 Any partnership structures should aim to be sustainable beyond the life of the Objective 1 Programme. To do this they will need to be broadly inclusive, representing different parts of the local community, local businesses and main employers and the Council and other organisations. In some areas, efforts will be required to further build community capacity to allow meaningful community involvement in the partnership working.

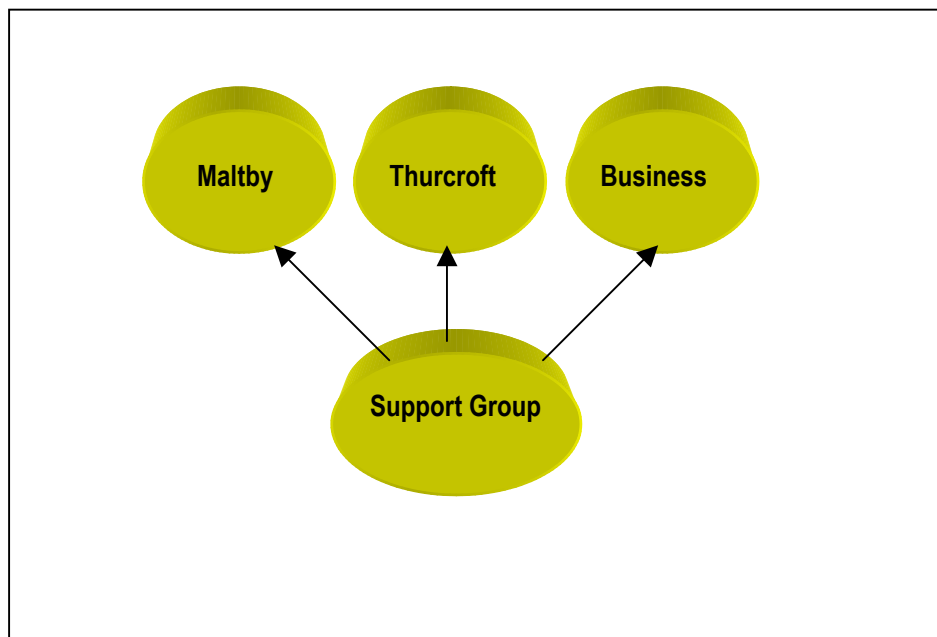
Figure 5.1 - Partnership Options

	Agency Run	Community at Arms Length	Community Involved	Consortium of Existing Groups	Community Run
<b>Start Up</b>	Agencies decide structure Needs lead Agency	Agencies decide structure / consult with the community. Needs lead Agency	Joint Start up Group Needs lead Agency	Community plans and sounds out network of groups and Agencies. Needs lead community grouping.	Community designs and consults with Agencies. Needs lead community grouping (partnership, action group, etc)
<b>Organisational Structure</b>	Agencies set programme / control operation and funds	Formal reporting and comment by community	Community representation on Partnership Board & and involvement through workshops etc.	"Partnership" is informal with lead organisations for projects. Community takes lead in promotion and local support for particular projects	Community is the Partnership Board with representation by Agencies
<b>Controlled By:</b>	Agency agreements	Agreement to consult	Incorporation or IPS rules	Partnership Agreements	Incorporation or IPS rules
<b>Employment</b>	Agency preferences / secondment – report to RMBC	Informed & asked to comment – report to RMBC	Community part of selection panel – report to Board	Agencies employ Coordinator + good communications.	Community selects and employs
<b>Planning &amp; Programme</b>	Agency convenience & integration with present programmes	Formal Community input	Community takes part in planning and setting programmes	Community plans, programmes & lobbies for agency actions	Community plans, sets programmes and instructs implementation
<b>Day-to-day Work</b>	Autonomous	Autonomous with community contact	Style and procedures set by Board	Implementation by organisation appropriate to individual projects	Style and procedures set by Board
<b>Monitoring</b>	According to agency set criteria	Community lobbies and comments on performance	Active assessments and recommendations by community	Community lobbies and comments on performance	Active assessments and responses by the community
<b>Assets</b>	Agency owns	Agency owns	Community uses	Community may own and/or use individual assets	Community owns
<b>Issues</b>	Easy to fit into current plans but may not meet partnership requirements of funders. Unlikely to gain much community commitment.	May not meet community needs. Unlikely to gain much community commitment	Potentially attractive but requires careful design to: ensure roles and responsibilities are clear; build the management team; and gain widespread community understanding & support  Has to be custom built, not off-the-shelf	Commits community to individual interest group projects. Organisational structures are light.  May be danger of fragmentation and loss of the big picture.	Places very substantial responsibilities on community reps. This must be explained and, if they proceed, training and support provided.

## Establishing a Partnership Structure

- 5.9 While recognising that any form of partnership structure should reflect the Community Planning process now under way, we have put forward some ideas on partnership development that reflect the needs of the IDP. Figure 5.1 shows a spread of options available to a community in putting together the appropriate structure.
- 5.10 A possible partnership structure is shown in Figure 5.2. This model is not intended to be prescriptive. It is a starting point for the discussions that will have to take place between local groups and agencies in building the appropriate partnership structure for the area. In this model, individual working groups (or mini-partnerships) in Maltby and Thurcroft together with a business group for the whole IDP area would include representatives from: Community groups; the Council, local business organisations and other agencies such as Yorkshire Forward and Business Link South Yorkshire. These groups would provide the community and business direction for the IDP. While the groups would act to ensure that the different interests of Maltby and Thurcroft were properly represented, they would also have an important function in making sure that progress is made in implementing projects on the ground. These groups might be established by building on existing bodies or by establishing new structures.
- 5.11 Groups would need to liaise to provide a strategic overview of progress in implementing the Integrated Development Plan and ensuring a balance of priorities, projects and actions between Maltby and Thurcroft and also ensure that actions were co-ordinated between those organisations responsible for putting the plan into practice.
- 5.12 It is also suggested that a Partnership Support Group would provide professional assistance to the work in both settlements and handling the mainly technical aspects of the IDP.
- 5.13 A broad structure is suggested in Figure 5.2. It must be emphasised that this will have to be developed in detail by local communities and business as the IDP, Village Appraisal and Community Plan progresses.

**Figure 5.2 Possible Partnership Structure**



## Preparatory Work

- 5.14 Under Priority 4, Measure 23, each IDP area has been allocated a share of the overall resources available to the measure as described in the South Yorkshire Objective 1 Programme Complement. It is important that programme resources under this measure are distributed equitably and fairly between, and within, the 8 IDP areas. Preparatory work is therefore required until a partnership structure is formed to make sure that key priorities are funded and that projects are co-ordinated satisfactorily.
- 5.15 A range of agencies and community representatives will be involved in this work. This should include:
- Community Representatives;
  - Rotherham Metropolitan Borough Council representatives (various departments);
  - Representatives from the local business community; and
  - Input from other agencies such as Yorkshire Forward, Business Link South Yorkshire and the Groundwork Trust.
- 5.16 In the interim, a position should be established with responsibility to oversee the development and formation of the area partnership structure. This position would also be responsible for coordination of projects and ensuring the information requirements of the Driver Partnership are met in the short term. The overriding requirement in this post is for an individual with experience in the establishment of partnership/accredited organisations. Given the short-term nature of the position, it is probable that a secondment from one of the prospective partner or other agencies may be the most practical way to ensure it is properly filled. The overriding goal will be to make the need for this position redundant in the shortest practical time.
- 5.17 Once formed, the chosen partnership structure will be responsible for the co-ordination of IDP projects. This will require the establishment of an IDP officer position in the Partnership Support Group, whose responsibilities would include:
- Effective liaison with the Priority 4 Driver Partnership, the agencies represented on the Maltby/Thurcroft Partnership and other bodies;
  - Overseeing the development of projects which contribute to IDP objectives;
  - Ensuring the continuing progress of the IDP;
  - Making sure that information would be available to establish progress in implementing projects; and
  - Regular review of the IDP.

## Building Organisational Capacity

- 5.18 An important part of the early stages of establishing partnership working will be the development of the capacity to plan ahead and to implement the various IDP proposals. The building of organisational capacity should not be confused with the development of the capacity of individuals. Any structure will have to develop:
- A conscious move from being a diverse set of community or business “lobbying” groups to a structure which can take on the responsibility of managing, implementing, overseeing and running projects.
  - Ways of resolving and incorporating different interests
  - Ways of retaining and strengthening support among the area’s communities and businesses. This should not just seek to ensure proper representation but should seek to build active, across the board support for the IDP aims and programmes.
- 5.19 This organisational strength and cohesiveness will have to be built through:
- Group planning and policy sessions that develop the Business Plan while providing training in working together. This process should provide the picture of what the organisation wants to do – a prerequisite to deciding its organisational form, legal structure and representation. It will be

important at this stage that those involved visit other successful partnership organisations to see what can be done and to broaden perceptions of the kind of organisation that could be put in place.

- The possible adoption of a corporate structure which allows proper legal protection for members while ensuring community and business participation (possibly a company limited by guarantee with broad local membership but with a small Board to take decisive action – the Industrial and Provident Society model should also be examined)

5.20 A decision will also have to be made on the membership. Any partnership structure will have to reflect the needs and aspirations of local residents and businesses if it is to retain local legitimacy. It will also need to retain a “cutting edge” if it is to quickly establish the outlined projects and programmes. Based on experience elsewhere, we would suggest a broad and open membership in each community with a small and active Board. Broad strategy can be approved by the membership while day-to-day actions can be taken forward by the Partnership Support staff in regular touch with the Board. This resolves the need to show broad community support (if for no other reason this may require to be demonstrated to some potential funders) with the need to take decisive action on the ground. The style of the organisation should be responsive to the resident and business communities rather than representational.

5.21 In addition, the Partnership Support Group will need to employ various staff and provide accommodation for the various positions outlined in the IDP strategies i.e. the IDP co-ordinator, community enterprise development worker, centre manager (both shared with Rawmarsh, Parkgate and Kilnhurst IDP), and the business advisor positions. This will have implications for the legal structure adopted.

5.22 The adopted structure, once developed, should aim to have accredited status. Accounting and audit procedures will have to be adopted and understood by any Partnership Board. These functions would be sub-contracted to Rotherham MBC.

### **Awareness Campaign**

5.23 The resident and business communities need to be made aware of the role of the Partnership and how it can assist in implementing, promoting and managing local projects. One way of doing this will be to mount a vigorous membership drive for the emerging partnership, encouraging local businesses and residents to become part of it. This might be implemented through:

- An information campaign in which the aims and programme of the partnership structure are presented to local people and businesses; and
- Events, which allow local people and businesses to contribute to the thinking of the emerging partnership structure.

### **Early Wins**

5.24 The Partnership profile will be raised immeasurably among local people and businesses by the early implementation of some projects. Budgetary and organisational structures must take account of this.

### **Strategy 1 – Community Support**

5.25 In order to ensure that there is full and continuing support for the work of the IDP, a number of proposals seek to ease the participation of the community and to ensure that the benefits of the programme are retained locally and sustained in the long term. These projects will be supported and in some cases facilitated by the partnership but will be executed by the appropriate interest group

### **Strategy 1a: Training, Guidance and Information**

- 5.26 There is a general need for life-skills training, guidance and relevant information on job opportunities in the area. This is particularly so for young people. Programmes should be explored with local groups in conjunction with the setting up of the appropriate facilities. . At the moment, a number of organisations deliver some of these services locally, but have problems with staffing, funding and accommodation.

### **Strategy 1b: Facilities**

- 5.27 In line with the determination of the communities to upgrade facilities and to build on their existing resources, plans will be needed for the use of existing community facilities in the area and the requirements for new. Buildings Audits that will examine the use, management and condition of community buildings throughout the area should precede this. The eventual uses to be considered for networks of new and existing buildings will span both community and business support uses.
- 5.28 Such networks in both Maltby and Thurcroft, should attempt to rationalise the activities and accommodation of the broad spectrum of groups already operating in the area. Community consultation has identified activities which might be supported by new or improved facilities including:
- Training and Drop in
  - ICT facilities
  - Childcare
  - Young people's initiatives
  - Advice
- 5.29 In Thurcroft, an SRB funded buildings audit has already been secured. There is a need to assess the potential of a number of community buildings, such as the Miners' Welfare and Gordon Bennett Memorial Halls, to house improved services and facilities and this will emerge from the audit. Proposals for integrated pre-school childcare and a family centre could be linked to other proposals for healthy living/leisure provision, although the latter could not be funded through the IDP.
- 5.30 In Maltby the community has suggested the establishment of a new multipurpose facility. The Parish Council have suggested a site adjacent to the Edward Dunn Memorial Hall as a possible location. Feasibility for this project will need to be established.

### **Strategy 1c: Environment**

- 5.31 A number of the IDP strategies will involve environmental improvements. These should be used to enhance the effects of the broader proposals. There may be interest in the community in carrying out some of the improvements themselves and this should be investigated further as a possible source of Community business. Where community-based areas are identified in need of environmental improvement, the scope of improvement needs to be identified and a programme of works prepared. In all cases, opportunities to dovetail this activity with training and educational opportunities should be pursued. Initial discussions are underway involving the Parish Council and other community groups and the Groundwork Trust with a view to developing a long-term programme in Maltby. The Groundwork Trust has experience in developing and implementing projects in a number of the strategy areas promoted through the IDP. With the close involvement and participation of local community groups and residents, the Trust could be a welcome partner in achieving IDP objectives.
- 5.32 Local Transport Plan (LTP) funding is available for traffic management schemes in Maltby. It may be possible to link this work with environmental improvements in the High Street.
- 5.33 In Thurcroft, a number of the community proposals, especially those involving projects outside the village - such as the proposed fishing ponds - will have environmental implications and opportunities.

### **Strategy 1d: Young People's Facilities and Activities**

- 5.34 The work with the community has revealed a general concern that young people are not well catered for and a determination by many young people in the area to take the initiative in designing and possibly constructing their own facilities.
- 5.35 In Maltby, a Community Committee may pursue the idea of a community café type facility for young people in the village. Some form of this project could be included as part of the IDP programme.
- 5.36 In Thurcroft, local workers are promoting a project to establish a family centre catering for under-fives to adult, providing crèche, childcare, literacy and ICT services.
- 5.37 There is therefore, an opportunity, in both settlements, to support the sort of facilities and activities that will:
- Help bring marginalised young people into the mainstream
  - Provide advice and support for young people and families
  - Provide a “bridge” between adolescence and adulthood in “non-institutional” environment
  - Assist in the formation of life skills
- 5.38 The value of this strategy lies less in its direct benefit and more in the dis-benefits that it may help to prevent. Any partnership structure should take the lead in involving young people in expanding this strategy and giving them a continuing role in its development and implementation. The development of activities is at present being inhibited by the lack of appropriate facilities.

### **Strategy 1e: Media and ICT projects**

- 5.39 This category covers projects intended to support the community and local business in promoting the area and the services that it offers. A strong media and information project will be crucial in supporting local campaigns (shop local, inter-trading, etc.) and will also assist in giving local people the presentational skills that may help in securing employment or funding for an initiative. Maltby already has an electronic newsletter (run from the office of the community development worker) and is exploring other media channels which will also apply to the wider area.
- 5.40 Thurcroft has a successful community newsletter and the Junior School is putting together a project under the Rotherham “Space for Sports and Arts” programme which will concentrate on the innovative use of ICT.

### **Strategy 1f: Community Transport Review**

- 5.41 Both Maltby and Thurcroft communities indicated that access to some areas within and outside the IDP area could be difficult. An experimental scheme in Maltby will involve local business, the community and service providers in testing a community service. The proximity of Thurcroft to Dinnington, one of the sites earmarked in the M1 Corridor Integrated Development Plan as a significant development opportunity, could give rise to significant employment opportunities for residents of the village, providing accessibility constraints can be overcome. There is a general need in both settlements to look at the needs of local groups in this respect. This could be the subject of a review carried out or commissioned by the Partnership.

### **Strategy 1g: Childcare**

- 5.42 Childcare and other child related issues have figured in the community workshop discussions. A number of previous consultations in both Maltby and Thurcroft have covered this subject, either specifically or as part of a broader project. The issues around childcare continue to develop as economic and other factors drive parents into the workplace. As the Government pours funding into the

setting up of additional childcare places, the ability of communities to maximise the potential of this resource is restricted to locally available resources including the skill base of those available to staff the childcare service. Most parents would hope for a number of qualities when choosing a nursery or after school club for their children; a safe environment with stimulating play opportunities, trained and experienced staff, opportunities for indoor and outdoor play, flexibility over the number of sessions which can be taken in any week, reasonable fees with the possibility of financial help. Most parents, however, who have to, or who choose to return to work have limited choice over the quality of the provision on offer.

- 5.43 Well run childcare provision which values and supports its staff and ensures they participate in ongoing training opportunities will be rewarded with many benefits, not least, happy and stimulated children. Parents will flock to a provision of this type and will remain loyal customers when siblings come along. Parents can go to work or college with peace of mind and not spend their time worrying about their children.
- 5.44 There is no doubt that a well-resourced community is one which offers good quality childcare – both in terms of employment for local people and as a service for those who require childcare. With the decreasing number of parents who have extended families to call on, the availability of a high quality and affordable childcare facility can be the difference to accessing training, going back to work or remaining on benefit.

### **Strategy 2 Promoting Community Enterprise Development**

- 5.45 Apart from the direct benefits in terms of job creation, community enterprises can provide a local environment in which residents can gain experience, skills and confidence, which helps improve their employability in the wider economy. Community enterprise can benefit all the residents of an area through the provision of local services under local management. Possibilities raised for the IDP area include childcare, premises and grounds maintenance, environmental improvements, community transport, development of a market and facilities such as a fishery.
- 5.46 Initiatives such as Credit Unions and LETS both provide financial services in areas where conventional banks are poorly represented, and ensure that local savings are recycled within the area instead of being deployed elsewhere, which is usually the case with national financial institutions. There are opportunities for strengthening the role of credit unions in the IDP area.
- 5.47 Several organisations are seeking premises in the IDP area as a base for their services. A community buildings audit is proceeding in Thurcroft and the need for one in Maltby has been identified in the previous strategy. Provision of premises with an income earning potential managed by a community development trust is a common way of ensuring the sustainability of regeneration efforts.
- 5.48 Since May 2000, Rotherham MBC has employed 2 community enterprise development workers, one focussing on opportunities in Central Rotherham (seconded to Voluntary Action Rotherham), the other piloting community enterprise in four coalfield areas. In general, the social economy in Rotherham is acquiring further impetus, with a specific measure of the Objective 1 Programme (Measure 18) dedicated to its development. A Rotherham Community Enterprise Strategy Group has also been formed to further growth in this sector, including Rotherham MBC, Voluntary Action Rotherham, Phoenix Enterprises and others. With Barnsley and Doncaster Districts, Rotherham is establishing a South Yorkshire Coalfield Social Economy Consortium (SYCSEC) to support community enterprise locally. A SRB6 bid is being developed to match Objective 1 Priority 3B funds.
- 5.49 Community development in both Maltby and Thurcroft has advanced to the stage where desired improvements to services and facilities are being identified, some of which can be met through community enterprise. There is as yet limited little experience in the area of how to do this, although the Thurcroft newsletter and craft group are pointers.

**Strategy 2a: Support Service**

- 5.50 Thurcroft currently has the services of a community economic development worker on a part-time basis. There is no provision in Maltby at present. This strategy seeks to build on the existing infrastructure through the recruitment of a Community Economic Development Officer (CEDO) with specific responsibility for facilitating the growth of community enterprise in the IDP areas by implementing the programme set out in the sub-strategies below. This resource will be shared between Maltby & Thurcroft and Rawmarsh, Parkgate and Kilnhurst IDP areas.

**Strategy 2b: Awareness Raising and Idea Generation**

- 5.51 The communities in the IDP area have well-developed community organisations, following several years of community development work. In the course of consultations numerous ideas for improving local services and facilities have been put forward. More will emerge from the community planning processes in Maltby and Thurcroft. Realisation of some of these ideas through community enterprise development is a means of harnessing Objective 1 funding for community development. The key initial role of the CEDO is to improve awareness of community enterprise opportunities among organisations and potential social entrepreneurs through events and one-to-one work which will introduce them to examples of good practice (including mentors), organisational models and funding sources. In parallel with this the CEDO will help organisations generate practical ideas for community enterprises to meet identified needs and opportunities.

**Strategy 2c: Start-up Support**

- 5.52 Organisations or individuals starting community enterprises have more complex aims than conventional entrepreneurs and need a high level of support with the preparation of business plans, setting up legal structures, grant and loan applications; as well as training in basic business techniques. As appropriate, organisations and social entrepreneurs will also be directed towards the help available under Strategies 2d and 3d.
- 5.53 In order to achieve some 'quick wins' this strategy includes support for ILMs, as the infrastructure for setting up and running them, in the form of training organisations, exists in the IDP area. ILMs have the potential to produce early results in terms of employment and training opportunities for local residents and improvements to local conditions. Where possible, ILMs will be encouraged to develop into community enterprises.

**Strategy 2d: Reducing Financial Exclusion**

- 5.54 Credit unions do not play a significant role in providing financial services in the IDP area at present, despite a lack of banks being identified as a problem in Thurcroft. Thurcroft is currently covered by Ryton Credit Union, but this does not have a strong presence, probably because of limited opening hours and low-key premises. In Maltby, the St Mary's Church credit union is operating at a very low level of activity, awaiting a possible take-over by Ryton, which has a strong presence in Dinnington. Rotherham Credit Union Development Agency already provides specialist support to both credit unions and could be involved. Through the IDP, support will be encouraged to enable broad access to credit union and banking facilities. Improved premises and opening hours will raise the profile, and increase the accessibility, of credit union facilities.
- 5.55 The CEDO will also respond to any interest which may be identified in setting up a local exchange and trading scheme (LETS) to expand spending power in the area.

### **Strategy 2e: Creation of Community Assets**

- 5.56 The community buildings audits across the IDP area will identify premises which can provide, or be adapted to provide, sustainable bases for the provision of community-based services. Refurbishment and maintenance will provide opportunities: initially for an ILM construction training project, which may eventually become a community enterprise.

### **Strategy 2f: Access to on-going support for business growth and development**

- 5.57 Community enterprises will access the support for established businesses set out in Strategy 5. In addition, the CEDO will provide support on issues such as access to sources of finance specific to the social economy sector, and the adoption of legal structures appropriate to community-owned enterprises.

### **Strategy 3 Start ups: increase the formation, growth and survival of start ups**

- 5.58 An important source of wealth creation and jobs arises from increasing the number of new businesses formed by people in the community. Whilst there is a wide range of support services available across South Yorkshire, the uptake by specific communities depends on awareness, the identification of marketable products and services and the confidence to take the steps necessary to start a business for real. Through the Objective 1 Programme, scope exists to raise awareness and increase the number of people in the community taking advantage of these services and increase the number and quality of business start-ups. In the IDP area, efforts are also required to ensure that existing support programmes can respond intensively.

### **Strategy 3a: Design of an integrated programme, linking into existing support networks**

- 5.59 Across South Yorkshire, it has been estimated that some 13,000 additional businesses would be needed to bring the area up to the rate of business creation seen in the country as a whole. In Rotherham in general, and particularly in Maltby and Thurcroft, business formation rates lag behind the South Yorkshire figures due to a traditional reliance on employment by large, single industry employers, in this case coal mining. The challenge is two-fold:

- To increase the numbers of local businesses in the mainstream economy.
- To develop new forms of businesses in the social economy.

- 5.60 Both routes will help to increase local economic activity and retain resources i.e. people and their incomes and expenditure in the local area. If more people are to become involved in running their own businesses, assistance in terms of funding, advice and provision of services will be required. Its purpose would be to encourage an entrepreneurial attitude, to develop this into businesses, and to support new start-up businesses to become established. Business Support measures are discussed in Strategy 4.

- 5.61 A South Yorkshire Business Start Up Strategy guides assistance to potential and fledgling businesses. Business Link South Yorkshire tries to broker rather than directly deliver services. This is offered on a number of different levels:

- In-depth assistance to support high growth (mainly Priority One) sectors;
- Intermediate support to mainstream sectors; and
- Lower levels of support to micro businesses (e.g. in lifestyle and other sectors).

- 5.62 The last of these areas is likely to be of most relevance to the IDP areas. However, little funding is available from existing programmes, with support limited to mentoring, training and support in general administration and business principles. The aim of this approach would be to develop independence and a 'business readiness' among start-ups.

- 5.63 The first step is to draw up a community based start up programme designed to increase the level of activity amongst the community, take fuller advantage of the services already available, and where there are gaps in provision, draw up projects to address them.
- 5.64 A key step will be the appointment of an Incubation Manager to act as the project manager for Strategy 3, and take the lead in designing and implementing the specific projects suggested below drawing on external assistance as appropriate.

**Strategy 3b: Awareness raising in secondary schools**

- 5.65 Scope exists to promote entrepreneurial thinking and entrepreneurship in the secondary schools, probably as an extra-curricula activity. This could be achieved, for example, by working with a group of pupils and encouraging them to form teams to set up and run a limited number of school enterprise projects through the provision of mentoring support. Young Enterprise already operates programmes across Rotherham and this strategy would seek to develop this work further in the IDP area rather than duplicating it.
- 5.66 Though this will not lead directly to the formation of more start up businesses by the community, it will have a long term impact on helping the pupils to become more entrepreneurial and commercially oriented, which will help enhance their understanding, interest and confidence about the world of work in the short term. The project will also introduce pupils to the opportunities of starting their own business, which may lead to few businesses being formed in the longer term. In some cases, information about the project will flow back to parents and friends who may be stimulated to consider the implications of starting a business themselves.

**Strategy 3c: Prestart promotion, idea generation and support**

- 5.67 To date, a reactive approach has been adopted where start up businesses are concerned. New businesses generally require support in their initial stages. In Maltby and Thurcroft, where there is a relatively low level of business creation, there is also likely to be an issue of confidence. While this can be addressed to some extent by services provided by Rotherham Enterprise Agency and Business Link South Yorkshire for example, local businesses could also be involved in encouraging the creation of other businesses in the area. In addition to supply chain initiatives, they have a potentially useful role in providing advice from their own experience. Other support could be provided to ease businesses through the initial stages of their development.
- 5.68 The processes leading up to the decision to start a new business is both critical and time consuming. Whilst for some, the decision to commit can be very short, for others it is necessary to introduce them to the idea of going into business in the first place and then it may take many months and sometimes years to formulate a business idea and develop the confidence and commitment to start. This can be accelerated by promotion, the running of awareness and ideas generation sessions, and by providing access to mentors. This has to be undertaken informally at a local level as people frequently lack the experience or confidence to seek help from one of the established agencies. Special provision needs to be given to encourage and help women and young people, many of whom may face additional problems, to consider going into business. Support needs to be realistic, recognising and communicating the element of risk in starting a business, including the possibility that it may not succeed. The emphasis therefore will be on generating good business ideas rather than concentrating on the absolute number of business ideas.

**Strategy 3d: Access to mentoring and common services**

- 5.69 People starting businesses need access to training and mentoring support to help them to draw up their initial business plans, raise the necessary finance and improve their chances survival and growth. Whilst provision is available in Rotherham through REAL and in South Yorkshire by Business Link and

its network of providers, only a limited number of start-ups take advantage of these services. Scope exists to establish a proactive mentoring and signposting service covering the local area designed to support, encourage and monitor the progress of people in the community during the start up phase.

- 5.70 This work should be based around the managed workspace facilities, where there may be scope for the provision of common services to reduce the costs of starting up by enabling businesses to share certain essential services.
- 5.71 Business mentors group – the experience of successful local business people in establishing their firm can usefully be shared among those new to running a business. This could help to identify critical areas to pay attention to from the outset. This could range from general advice, for example on business structuring, to particular advice regarding where to obtain supplies, how best to market products and services, general approaches to obtaining business, developing and maintaining customer relations and even more detailed areas such as where to obtain particular supplies. Initially, the identification of a group of appropriate business mentors would be the responsibility of the Incubation Manager.
- 5.72 *Provision of professional support* – assistance in preparing accounts, preparing building plans etc can be particularly useful in the early days of a business. While some of these skills may be provided through the Business Advisor and Business Link South Yorkshire, a fund should be established to enable start up business to procure the services of professional specialists when required.

### **Strategy 3e: access to premises including managed workspace**

- 5.73 Small workshops and workspaces are provided at Lincoln Street in Maltby. Rotherham Enterprise Agency Ltd (REAL) has 32 units between 200 sq.ft and 500 sq.ft. Discussions indicate a high level of demand for these units, although floorspace vacancy has been monitored at 15%-20% over the last three years. At Aven Industrial Estate (owned by Ashtenne), small to medium-sized units (from 500 sq.ft upwards) are provided at rentals of between £2-£3 per sq.ft, again with flexible lease arrangements. The quality of workspace varies at Aven, the owners gradually implementing a programme of improvement, converting spaces formerly used for munitions production. Accordingly, over the last three years vacancy rates have varied from 10% - 27%.<sup>4</sup>
- 5.74 While the REAL units are also provided on a flexible lease arrangement, and at attractive rent, no additional services are provided (although SRB 6 funding is being sought to reintroduce such services). In other workspace developments managed by Rotherham MBC outside the IDP area, units are managed, with additional services to businesses, in business and accounts training, marketing facilities etc provided. In this context it is worth noting that Rotherham MBC is currently involved in the development of 2 workspace developments, one in Rotherham town centre (to provide opportunities for e-commerce businesses) and one in the Templeborough area. These will be brought forward through other parts of the Objective 1 Programme and would be designed to meet a general requirement for start up space across the borough as opposed to stimulating activity in particular areas. There is however, the possibility of development of managed workspace development at Dinnington as part of the Objective 1 Programme, Priority 5.
- 5.75 Workspaces are also needed for grow on space. Businesses presently have limited options. Discussions indicate that companies seeking expansion space have to relocate, usually outside the IDP area, or through occupation of neighbouring small units. In both cases, opportunities are lost to the local area – either due to a business moving elsewhere (and taking any additional job opportunities with it) or through occupation of space that might be more appropriately used by another small local business or a start up.
- 5.76 Premises will be required for the Incubation Management roles (particularly mentoring and group awareness and training events) and for people engaged in planning their businesses at the pre-start

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<sup>4</sup> ROTHERHAM MBC Regeneration Service

stage. There will also be a continuing requirement for a range of managed workspace facilities (office and workshop premises) to cater for start-ups during their launch and early development. Some premises already exist which are not fully utilised. During the period of the programme additional premises may be required in the local area. But this will depend on the priorities for managed workspace across Rotherham, and the needs of businesses that need to be based in the local area.

- 5.77 An assessment of the future premises requirements will need to be made, taking into consideration Borough wide considerations as well as the need to establish a critical mass of managed workspace facilities to support the provision of common services and fully utilise a full time Incubation Manager. Consultations with managers of workspace/workshop development in Maltby suggest that there is a solid base of local demand, enough to support further provision. There would also appear to be a need for affordable office accommodation for start up and small businesses in the area.
- 5.78 With prevailing low rentals for workshop space in the IDP area (and in Rotherham and South Yorkshire generally), the prospect of private sector investment in new development is limited. In the public sector, funding opportunities are limited to Rotherham MBC and REAL. In both cases, resources are not available for capital funding to construct new units. Any attendant recurrent costs – property management and maintenance, the costs of the on-site staff required to provide support services etc – must be covered from rental income. Against this background, there is an understandable reluctance to commit resources to additional workspace development. In the short to medium term therefore support will be required for:
- Public sector – capital and revenue costs until revenue streams are established; and
  - Private sector – gap funding to encourage development.
- 5.79 Various supporting actions will also require to be supported through the IDP. These include:
- Establishing the level of demand for ‘grow-on’ and ‘start-up’ accommodation from within the IDP area. The potential contribution of businesses in the social economy and any associated requirements should not be overlooked;
  - Establish the level of private sector interest in development and the conditions and levels of support required to bring it about;
  - Identify potential locations for development of workspace unit/ small office suites. Sites such as the existing Rotherham MBC depot may be suitable subject to availability. This location, directly opposite the Lincoln Street workshops, is already established as a local business centre. Opportunities for converting disused or under-used buildings should be part of the search and in this respect, the findings of the Thurcroft Buildings Audit may reveal further opportunities. A similar exercise should be carried out in Maltby as part of the community planning process.

#### **Strategy 4: Servicing the needs of established businesses and linking them to the local area**

- 5.80 Some 600 VAT registered firms of all sizes are located in the IDP area, covering a range of manufacturing, service and distribution activities. In addition to the workspace developments at Lincoln Street, these businesses are mainly concentrated at Hellaby Industrial Estate, near the M18 Junction 1, Maltby Industrial Area just to the east and Aven Industrial Estate on the eastern edge of Maltby. Thurcroft businesses tend to be located on the Thurcroft and Nine Trees Industrial Estates. Significant employers in the area include UK Coal, Wincanton Distribution, Black & Decker and Shedlands. While UK Coal continues to operate in Maltby, the local economy is of necessity less dependent on the coal industry than has historically been the case. This said, the local economy remains vulnerable. The available information suggests that rates of new business formation and survival are low and that linkages between local businesses need to be better developed. Support to existing businesses in Maltby and Thurcroft is therefore an essential element of the IDP.

- 5.81 Local area regeneration critically depends on the active involvement of businesses in the area. However their level of commitment depends on benefits flowing to them as a result of their participation. Their dependency on, needs of, and contribution to the local community will vary. Their involvement will depend on identifying these dependencies and then addressing needs by providing services of relevance. Understanding their needs and offering services of relevance will require a local business adviser to proactively provide an interface between the businesses, providers of business support services, and the local community in a range of areas summarised below.
- 5.82 Discretionary funding could be built in to develop new ideas with businesses in the community e.g. through the identification of clusters and linking with supply chain opportunities via Priorities 1 & 2. Priority actions in the short term include:
- Appointment of Business Advisor.
  - Development of agreed baselines for assistance.
  - Developing comprehensive and current information about local companies (through a business survey) to:
    - Identify survival issues/growth opportunities in the local business base;
    - Identify those businesses where assistance could act to safeguard or expand the number of local jobs;
    - obtain information on employment, travel to work and supply patterns: and
    - premises related issues including access, parking and security.

#### **Strategy 4a: Establishment of business club/forum**

- 5.83 There is a need to develop an effective local business club/forum to ensure that links between local businesses and employers and the local community are developed to everyone's benefit. Its primary role should be to map the business agenda within the local area, help to draw up an effective programme, and monitor the implementation of particular business-related projects being pursued by the Partnership. The level of involvement of businesses in the Partnership will take time to build up, and will be dependent on the relevance of the business support programmes to their circumstances.
- 5.84 The Rotherham South branch of the Rotherham Chamber of Commerce does provide a broad forum including other areas and what joint consideration there is takes place through this mechanism. However, consultations with some of the major businesses in the area have indicated that there is some interest in developing a local business club/association to discuss issues and possible responses at a more localised level. The experience of Morthyng Ltd in developing ILMs and in managing workshops in the area could also be valuable in trying to involve smaller businesses in any association. As in other areas, community businesses would be encouraged to become involved in this forum.
- 5.85 While it would certainly try to represent the concerns of the local business community regarding issues such as waste collection and security, the forum would also be concerned with improving local business conditions in the long term. It would also provide a channel for local businesses to be kept informed of developments through the Objective 1 Programme, including ways in which they might benefit from local initiatives. In the short to medium term, administrative assistance will be required to support the establishment of the Business Club. Liaison and linkage with other aspects of the Integrated Development Plan and the Objective 1 programme would be one of the functions of the proposed Maltby and Thurcroft Business Advisor. The Business Club itself could be part of any Partnership Steering Group or similar body. Priority Actions in the short term will be:
- Establish the level of interest and lead players in creating a local business club covering Maltby, Hellaby and Thurcroft
  - Establish Business Club
  - Identify short term concerns and long term issues in the context of Business Improvement Plans for Maltby and Thurcroft

- 5.86 If a local business adviser is engaged to implement this strategy as is suggested in this plan, the business club should take an active part in the drawing up of the terms and reference, selection and monitoring of the performance of the local business adviser (as well as the work of the Incubation Manager under Strategy 3 above).

#### **Strategy 4b: Access to information on business support and training**

- 5.87 In Maltby and Thurcroft, the main provider of Business Support Services is Business Link South Yorkshire. Assistance in recent years has concentrated on businesses employing more than 10 people with growth potential. Businesses have been assisted on a discretionary basis depending on:

- The aspiration, vision and ambition of the management;
- The products and services concerned, whether in expanding/contracting markets, and, if required, the businesses' willingness to diversify; and more recently
- Whether the business assisted and its projected activity is likely to produce a significant increase in GDP (objectives associated with Priorities 1 & 2 of the Objective 1 Programme).

- 5.88 The future provision of value added services would depend on the ability of the Local Business Adviser to develop rapport and an understanding of the needs of individual firms in the area, and to be recognised as a useful intermediary with information and contacts able to help businesses to solve problems. This will include signposting and business advice, accessing finance (including grants), links to supply chain opportunities, staff recruitment, training and development, provision of local transport for employees, sites and premise, environmental and security issues etc.

- 5.89 The Business Adviser will need a thorough understanding of what REAL, the Chamber of Commerce as a whole, Business Link South Yorkshire and its providers can offer, business improvement programmes being promoted by Government Office, Yorkshire Forward and the Objective 1 Programme, and how to access specialist professional business and technical advisers best able to help firms with particular problems or help them to realise new business opportunities.

- 5.90 In general, assistance/ support will include business training and development; support for research and development activity; improvements to financial and administrative management, development/redesign of marketing strategies, ICT development strategies.

- 5.91 With a limited amount of funding available via Business Link, applications for assistance need to be accompanied by detailed business plans. These are then subject to financial appraisal. An assistance scheme has been developed for companies in the engineering, metal and manufacturing (EMM), food and tourism sectors, and further schemes for other priority sectors are being developed. Assistance can be directed towards all sectors with the exception of retail. Given the local business structure, support levels in the IDP area have not been high.<sup>5</sup>

- 5.92 In order to improve business survival rates and to encourage the development of a more competitive local business sector, more localised business support services will be provided in the Maltby and Thurcroft area for the length of the Objective 1 Programme. This will take the form of:

- Funding of additional advisors in IDP area; and
- Lower baselines for advice/assistance to local companies.

#### **Strategy 4c: Links to supply chain**

- 5.93 Supply chain initiatives aim to broaden the local benefits of the supply purchasing patterns of local companies, and of companies investing elsewhere in South Yorkshire, particularly in those Strategic

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<sup>5</sup> The SY Business Link Client Management System has merged the databases of the four local Business Links. Some data cleansing is required. Postcode listing of types and frequency of business assistance should be available shortly.

Economic Zone sites nearest to Thurcroft. The aim of this initiative would therefore be to increase sales of companies in the IDP area, leading to increased employment opportunities and strengthening the local roots of investing companies. It is expected that this will lead to increased economic activity, particularly where supplies have been formerly sourced outside the Objective 1 area. This initiative requires:

- Identification of potential supply needs of companies in Maltby and Thurcroft and those on the SEZ sites which can be met locally. In part this will be one of the functions of the business survey. This will be implemented as part of the Priority 5 measures and will be co-ordinated across South Yorkshire. Information on the capacity of local businesses is already maintained by Rotherham MBC. This needs to be supplemented by information on supply needs that might be met locally as soon as practical to ensure that business in Maltby and Thurcroft can obtain the highest possible benefit.
- Identification of areas where supply needs cannot be met locally;
- Identification of opportunities where community businesses/ILMs might be created to meet supply needs locally.
- Investigation into ICT adaptation and uptake

5.94 Rotherham MBC is developing the 'Meet the Buyer' programme in Rotherham. Any initiative should therefore seek to further develop such programmes in Maltby and Thurcroft.

#### **Strategy 4d: Staff recruitment and development**

5.95 Local businesses can play a key role in encouraging and helping local people back to work, particularly those most disadvantaged (eg long term unemployed, women returners, and people with disabilities). Through their contact with their local Business Adviser (and the Incubation Manager), information on future job opportunities can be relayed to those seeking employment via community based training and development programmes, designed to help the unemployed acquire new skills and find a suitable job.

#### **Strategy 4e: Sites and premises development**

5.96 A key priority for the area is to retain and enhance the growth of businesses already based in the area. Key influences on this include improving the availability of suitable premises, through for example the redevelopment of redundant premises, the need for better security arrangements to address growing concerns about increased levels of petty crime and burglary, the need for improved traffic management to remove serious bottlenecks and improved parking arrangements in some areas.

5.97 In a number of key sites scope exists for environmental improvements to enhance working conditions and the overall image of the site, to the benefit of local businesses, their employees and the community as a whole. The IDP provides scope for supporting individual schemes on a selective basis.

5.98 There is limited employment land available in Maltby and Thurcroft and apart from a 6-acre site in the middle of the Hellaby Industrial Estate, there is little in the way of undeveloped land. Upon closure of the Thurcroft Colliery, the site (including both colliery and waste heap) were designated as in the green belt. Similarly, the operational Maltby Colliery and adjacent Aven Industrial Estate both lie in the Green Belt. However, there are some opportunities for re-use/redevelopment including the former Henleys premises at Kingsforth Road in Thurcroft.

5.99 In preparing the UDP, the IDP areas did not benefit from any further allocations of employment land. Dinnington is viewed as the main provider of investment and employment opportunities for the south of the Borough despite the difficulties in accessing the area. Rotherham MBCs regeneration strategy does however favour the retention of sites allocated for business and employment uses, where they provide job opportunities close to people's homes.

- 5.100 A range of development/redevelopment opportunities may arise over the period of the Objective One programme. As opportunities are identified, the IDP will support an integrated approach in bringing them to fruition and unlocking their potential. This should include:
- Achieving a close relationship between the development/redevelopment and neighbouring employment and residential areas;
  - Demonstrating a close fit between the objectives of the project and the broad objectives of the IDP and the Objective One programme generally; and
  - Ensuring public transport accessibility;
  - Assessment of environmental impact; and
  - Environmental sustainability assessment
- 5.101 A number of potential opportunities have been identified in preparing the IDP. These include:
- *Hamilton Road* - Rotherham MBC have a depot adjacent to Lantern Engineering. It is understood that this is used by the Building Works Department and is under-utilised at present. There may be opportunities to combine with Lantern to provide a consolidated site. Notwithstanding this, the site is opposite the Lincoln Street workshops and were managed workspace units to be brought forward on the site, efficiencies may emerge in terms of the services provided to both developments;
  - *Morrell Street* - larger properties may afford redevelopment/refurbishment opportunities;
  - *Maltby Craggs* – Maltby Craggs is being replaced under a PFI scheme. Co-location with another school may free up the site. This said any employment/residential development would have to ensure provision of open space elsewhere in the local area to compensate for the loss of the area developed;
  - *Thurcroft Colliery* - promotion of environmental improvements linked to development as a recreational resource following completion of waste recycling activity.
- 5.102 The main physical opportunities in the area are expected to arise through reusing community buildings, whether this is through capacity identified in community buildings or through the Colliery Institute Social & Welfare Organisation (CISWO). With the latter, however, there are institutional issues that have to be overcome; and in general it will be necessary to obtain community support to the transfer of buildings away from community use.

### **Strategy 5 The Township and Village Centres : creating the basis for a sustainable future**

- 5.103 In Maltby and Thurcroft, services whether they are business, community or retail are of varying quality and are spread throughout the area. While some are close to the point of service delivery or the customer base, there may be potential for others to be relocated to generate higher levels and a more sustainable basis of activity in key areas. While there is some physical improvement activity taking place in the centre of Thurcroft, this momentum needs to be developed into other areas of business operation. Economic, social and environmental sustainability are the main considerations in developing strategies and projects.
- 5.104 The economic sustainability of prominent business and community areas such as the traditional commercial and retail parts of the IDP area has an environmental and social impact. If businesses cannot operate economically, the range of goods and services offered to local population suffers and the extent to which the physical business environment can be maintained is affected. These areas are critical to external perceptions of the IDP area. Strategies have therefore been developed which:
- encourage a partnership approach to addressing issues and implementing solutions, with the aim of involving those groups most likely to benefit or be affected;

- encourage the development of business, community and retail areas which can be supported in the long term; and
- promote improvements to the environment in support.

### **Strategy 5a: A comprehensive appraisal of the business environment in Maltby**

- 5.105 Maltby High Street is still seen as an important meeting point for the local community. In Maltby, despite the opening of Morrison's at Bramley, a reasonable range of local independent retail facilities are maintained, helping to retain expenditure in the local economy. The range of goods and services has narrowed however and the high street environment is not well maintained. With the exception of the modern Co-op store on the High Street, few of the shop fronts show signs of recent maintenance or improvement. In addition, there are a few prominent buildings in a state of disrepair – notably the Queens Head. The road network also contributes to the problems of the High Street, the centre being affected by high volumes of through traffic to Goole. Moreover, local access to the centre is restricted in certain areas e.g. Addison Road. In the absence of a co-ordinated approach to the improvement of the centre, further decline is probable. Perceptions of an area are greatly influenced by its physical appearance and, where this is poor it can affect investment decisions.
- 5.106 The High Street is the village's 'shop-front' and in this sense it is a reflection of the confidence of the local and business communities. Its improvement was seen as one of the environmental and service priorities in consultations with local businesses people and community groups. It is acknowledged that many of the problems affecting the area are deep-rooted, and there is some concern over the future sustainability of the High Street should a 'business-as-usual' view be taken.
- 5.107 The area as a whole needs to be examined in an integrated way to clearly establish where investment in business, retail, community and training facilities should be encouraged. In the absence of a co-ordinated approach further decline is probable. This examination has the aim of establishing an improved range and quality of services and facilities for the local community which can be sustained and maintained in the long term. The need to develop and bring forward proposals which can generate a significant improvement to the High Street environment is equally important. This assessment should therefore involve:
- Those with an interest or potential interest in the area i.e. land and property owners, local community, local businesses and Rotherham MBC;
  - A thorough assessment of the economic and social performance of the area, including issues affecting local businesses such as security;
  - An appraisal of the physical condition of the High Street area and the buildings in it;
  - Market research amongst local businesses and residents to identify their needs and buying behaviour for retail and other services purchased locally, and from other parts of Rotherham and further afield;
  - A realistic view of potential future uses, including any niche business and retail markets that may present themselves;
  - Identifying the future role of the High Street in providing an improved range of local business, community, retail and leisure services.
  - A willingness to consider radical options to improve the long-term sustainability of the area. This may involve rezoning of some areas to residential use, while concentrating community, business and retail uses in others; and

- A complimentary programme of improvements to public spaces and the general environment. This may provide opportunities for Intermediate Labour Market initiatives or indeed for emerging community enterprises.

**Strategy 5b: Centre Management & the development of a High Street/Village Centre Business Community.**

- 5.108 To date the High Street/Village Centre businesses, both in Maltby and in Thurcroft have not come together to seek a common approach to joint problems (although an occasional traders group meets in Maltby). While there is certainly an element of competition between 'High Street' retailers (and also between High Street retailers and out of town and stand alone centres), there are many issues which can be tackled together. These include:
- Marketing of Maltby and Thurcroft as centres for their respective communities and catchment areas;
  - Promotion of events, such as farmers' markets and festivals to raise the profile of the areas and attract visitors (the IDP may be able to link into the RMBC Cultural Strategy);
  - Liaison with local communities; and
  - To perform traditional centre management functions in pursuing service delivery issues etc
- 5.109 A Town Centre Management approach to the two centres is therefore promoted. Local 'High Street' businesses need to be involved for this to be successful, alongside the Council and other agencies. Priorities to be addressed include:
- Opportunities to build up the business communities in the two centres and to create opportunities for joint action by retailers/others. This could involve a co-ordinated approach to addressing some of the problems facing them, including business security and opportunities for joint marketing.
  - In Maltby, areas which would benefit from landscaping and streetscaping works, and security improvements need to be identified as part of an approach which involves the improvement of the High Street as a whole. Improvements may be an area where an ILM initiative can be developed, generating further benefit locally. There have been initial discussions between the Parish Council and Rotherham MBC officers. Over the next 12 to 18 months, improvements will take place from Hellaby through to Maltby as part of the implementation of the Quality Bus Corridor. Opportunities to undertake short term projects in tandem with the QBC work should be identified as part of an overall approach to the improvement of the High Street (see above).
  - In Thurcroft, a comprehensive programme of environmental improvement (including forecourt improvements) is being implemented. However, several additional issues were raised during community consultation, including: shop refurbishment, cleansing, dealing with vandalism and petty crime and parking.
- 5.110 The first step in this approach is to bring businesses with an interest in the future welfare of their centres together. It is recognised that there may be some reticence among local businesses, although there would appear to be some positive signs from the business consultation process in Maltby and Thurcroft. In the latter, the current programme of environmental improvements will aid the process. In encouraging the development and maintenance of the centres as focal points, both business and residential communities are the most important stakeholders and therefore need to be involved in developing proposals. Once regular business forums are established, their members need to establish their priorities and scope for action, identifying those areas where the assistance of other agencies may be sought. In the short to medium term, this process of building the business community's capacity to act collectively will be supported by the IDP. This will assist in bringing local businesses together and in expressing their priorities in the shape of Business Action Plans. In the long term the organisations should aim to be self-sustaining either in their own right or as part of the broader area partnership.
- 5.111 A clear and shared vision for the High Street needs to combine with a willingness to act together if the aims of this element of the strategy are to be achieved, and it is stressed that sustained effort and

participation will be required to implement this approach. Actions pursued under this strategy will contribute to a co-ordinated approach to town centre management and planning throughout the borough. While it is accepted that the promotion, protection and regeneration of the Urban Centre in Rotherham has high priority (as reflected in the UDP, other parts of the Objective 1 Programme and the Councils corporate approach), centres such as Maltby and Thurcroft have a complementary role and, more importantly, play a key part in defining the character of the settlements themselves.

## 6 KEY ACTIONS UNDER THE IDP STRATEGY

### Introduction

- 6.1 Previous chapters outline the IDP objectives and the strategies by which it is hoped they will be achieved. This section focuses on the actions that will be required if the strategy is to have an effect on the ground.
- 6.2 The IDP area has been the subject of European funding programmes in the past (with Thurcroft qualifying for funding through RECHAR) to provide additional community development services and increase community capacity. Indeed, this was one of the factors in its identification as a 'community in transition', Priority 4B area in the South Yorkshire Objective 1 Programme. However, while community capacity has benefited from several years of development, community organisations are not yet sufficiently established to oversee the IDP programme. In addition, the area has not been viewed as a strategic priority by the main public sector agencies.
- 6.3 This combination of low levels of community capacity and organisation with low priority means that little has been done to prepare projects for implementation. Relative to other IDP areas, therefore, this IDP has to have the flexibility to allow projects to be developed over the period of the programme. Most of the actions are therefore concerned with the short to medium term

### Key Enabling Action - Building the Partnership

#### Actions and priorities

- 6.4 The future development of the area will depend crucially on the willingness of its residential and business communities to support, initiate and co-ordinate the proposals. There is at present a healthy structure of community action with a wide spectrum of interest groups. There are also area wide groups which have brought these interest groups together to start to co-ordinate their thinking and actions. The establishment of a Partnership which brings together the communities, special interest groups, businesses and agencies will be a major step forward in co-ordinating thinking action and resources. Any such body needs:
- A Business Plan that sets out its vision for the future of the area and the practical steps which it will take to reach that vision. It sets out what the organisation will do.
  - A legal structure which protects the members from liability while giving them the confidence to act
  - A structure of representation that gives local groups and businesses the confidence that the partnership will reflect their views and act in the interests of the area.

Projects / Actions	Key Features	Rationale and Benefits
Establishing a Partnership body	Formation of a Partnership that incorporates community, business and agency representatives to implement the proposals. Needs to reflect the Community Planning process. Will depend on developing real working relationships between these groups and creating a DOING organisation.	Ensuring that the plan and its implementation meets a broad range of objectives supported and articulated by the people of the area within a realistic framework of agency resources.
Interim arrangements	Putting in place the capacity to implement the early stages of the programme while the Partnership organisation develops its own delivery strengths.	Avoiding “throwing the Partnership in at the deep end” by giving it proper support in the early stages.
Building organisational capacity	Creating the awareness of what can be done through partnership working and building the confidence and skills of the partnership team	Ensuring that the body which will implement the proposals is robust and sustainable
Awareness campaign	Creating awareness of the potential of the partnership body in the resident and business community that it serves.	To establish trust and confidence in the new body so that local residents and businesses see it as the vehicle to achieve effective local regeneration.
Early wins	Implementing small to medium sized visible projects in the area very early in the programme.	To raise the profile of the organisation and the confidence of residents and businesses in its abilities to do things.

## Strategy 1 – Community benefit

### Actions and priorities

- 6.5 A number of the proposals suggested are directed at creating community benefit that will indirectly assist the business or social economies. These are generally supporting services or facilities that will facilitate the development of some other activity.
- 6.6 The network of community bodies in the area is well developed and can assist the IDP programme in a number of ways.

Projects / Actions	Key Features	Rationale and Benefits
1a: Training, guidance and information	Providing local people and businesses with key information.	Provides basis for making informed decisions about employment and other initiatives
1b: Facilities	Establishing a network of accommodation for community, ILM and possibly small business use.	Maximises the use of existing facilities while improving the existing building stock
1c: Environment	Creating the environmental framework for projects	Provides the setting for economic and community activities and generally improves local 'morale'
1d: Young people's facilities and activities	Harnessing the energy and creativity of young people.	Helps to include young people in the life of the community and increases the value the community gives to young people's ideas.
1e: Media projects	Using media skills and resources to support other strategies.	Promotes the area and its services while assisting local campaigns and providing marketable skills.
1f: Community transport review	Establishing need and operational requirements.	Ensuring that all groups in the area have access to appropriate transport. Gives better access to jobs by presently "transport inhibited" groups.

## Strategy 2– Community Enterprise Development

### Actions and Priorities

6.7 Starting social enterprises places a heavy load on social entrepreneurs, and a dedicated support service is therefore required. The strategy also supports projects which facilitate the creation of community assets and promote financial inclusion. In order to take the development of the social economy forward, a number of actions are promoted through the IDP to encourage the development of economy businesses:

- Examine the scale of social enterprise activity in the IDP area;
- Identify areas of opportunity to develop social economy businesses. This should include traditional areas of business activity but also local delivery of services (while taking care to generate additional employment opportunities and taking account of the potential impacts on levels of agency employment);

- Identify local community groups/organisations who may have the capacity to develop social economy businesses; and
- Develop a supporting framework for the initiation and growth of social economy businesses in the IDP area. This framework will provide support across Rotherham, and it will be for the local community partnership to ensure that it is tailored/relevant to Maltby and Thurcroft. This framework should include business support and accommodation services. The Community Buildings Audits in Thurcroft will be a valuable resource in this respect.

Projects/actions	Key features <i>Critical constraints</i>	Rationale and benefits
2a: Setting up a support service	<p>Recruitment of a Community Enterprise Development Officer (CEDO) to facilitate implementation of the sub-strategies set out below. The CEDO will operate within the support framework provided by Rotherham MBC and SYCSEC.</p> <p><i>Availability of a person with the right combination of skills.</i></p>	<p>The level of awareness or the opportunities for community enterprise development is such that dedicated support is required realise its potential in the IDP areas.</p> <p>This will increase local community capacity, at the same time creating local businesses and employment.</p>
2b: Scoping, awareness raising and idea generation	<p>Assessment of the opportunities developing community enterprise in the IDP area, and the potential and needs of the organisations in the area that wish to pursue it.</p> <p>This will be followed by a programme of events and one-to-one work with organisations and individual social entrepreneurs in the IDP areas to raise awareness of the opportunities for CED; with work on the generation of practical ideas running in parallel.</p>	<p>The communities in the IDP areas need practical guidance on which of their aspirations for can be met through CED and how this can be achieved.</p> <p>Generation of sustainable, fundable, proposals.</p> <p>Capacity building through generation and working up ideas.</p>
2c: Start up support	<p>Hands-on help with the preparation of business plans, grant and loan applications, and creation of companies or other organisations. Training in business techniques such as financial management.</p> <p><i>Growth in the capacity of local organisations and social entrepreneurs.</i></p>	<p>Social entrepreneurs generally require a high level of support as they often have limited business experience and more complex motives than conventional entrepreneurs.</p> <p>Better prepared start-ups, with high survival rates.</p>
2d: Reducing financial exclusion	<p>Credit unions in the IDP area are not yet making a significant impact on financial exclusion locally. Help with marketing, premises and opening hours to improve access and appearance will help them grow.</p> <p><i>Readiness of Ryton Credit Union to cover Maltby.</i></p>	<p>Small-scale community credit unions find it difficult to grow to a size at which they can make a significant impact.</p> <p>This will improve local access to financial services, and recycle savings within the community.</p>

Projects/actions	Key features <i>Critical constraints</i>	Rationale and benefits
2e: Creation of community assets	Identification of buildings with potential as sustainable bases for community-based facilities and service delivery; setting up management structures such as trusts; and carrying out refurbishment and maintenance through ILMs and/or community businesses. <i>Shortage of buildings and sites, relative to demand.</i>	Creation of income-earning community assets plays an important role in sustaining regeneration.  Facilities for community development and enterprise with income-earning elements or endowments to underpin regeneration of the IDP area beyond the period of Objective 1 funding.
2f: Access to on-going support	Community enterprises will access the support for established businesses set out in Strategy 5. In addition, the CEDO will provide specialist support on issues such as access to sources of finance specific to the social economy sector, and the adoption of legal structures appropriate to community-owned enterprises.	Community enterprise development requires specialist support, in addition to generic business support, to help realise community development aims.  Improved growth and survival rates for community enterprises giving rise to more benefits to the community in terms of employment, services and capacity building.

### Strategy 3 – Start ups: increase the formation, growth and survival of start ups

#### Actions and priorities

- 6.8 The development of the area’s indigenous business base will be critical in creating and keeping wealth in the area, and in developing new employment opportunities for local people. Whilst limited start up facilities exist, scope exists to utilise the facilities more effectively through the provision of an improved range and support services as part of an integrated incubation programme. The programme, targeted at the local area would be designed to raise awareness, provide a range of pre-start services to encourage more people in the local community to consider starting their own business, offer mentoring and support to help them develop their business plans, help start ups to raise money and provide on-going support to secure their survival and growth.
- 6.9 The key step will be the appointment of an entrepreneurial business adviser as the incubation manager to draw up and implement a practical programme relevant to the local community. The programme will include awareness raising and projects in schools, promotion work to encourage more in the community to consider starting their own business, networking to ensure that they take fullest advantage of start up programmes in the wider area, provision of on-going business advice and information to help these businesses during their start up phase. The person will act as a ‘gatekeeper’ to the range of services and facilities in the area, including the Rotherham Enterprise Agency, specialists from Business Link and their contracted providers, as well as providing access to professional services (such as accountants and solicitors) and sources of funding including the banks and other sources of finance available to start ups.
- 6.10 A key constraint facing many start-ups is to identify market opportunities. The Incubator Manager will link up with the cluster development and supply chain programmes and those providing services to inward investment companies locating in the SEZs and Urban Centres.

- 6.11 Success will depend on raising awareness through effective promotion across the community, including the schools, and by ensuring that local entrepreneurs tap into and fully utilise the wide range of existing resources targeted at SMEs in Rotherham and South Yorkshire.

<b>Projects/actions</b>	<b>Key features <i>Critical constraints</i></b>	<b>Rationale and benefits</b>
3a: Design of an integrated programme, linking into existing support networks	Recruitment of an Incubation Manager to drive the initiative and prepare a business plan for the enhancement of incubation services, including staff resources and funding required and links with existing bodies such as the Council, REAL and Business Link	Without a detailed assessment of current facilities and the preparation of a focused action plan, resources will not be available to support priority actions
3b: Awareness raising in secondary schools	It would provide secondary schools with external capacity and the opportunity to set up a range of Enterprise Club projects as an extra-curricular activity	The development of more entrepreneurially minded young people, a few of whom may be stimulated to start a business at some point in the future
3c: Prestart promotion, idea generation and support	Targeting of business start-up services at people in the community so that they can access services provided by REAL and Business Link <i>Capacity to promote these services</i>	Enhanced uptake leading to an increase in the number of start-ups in the local area
3d: Access to mentoring and common services	Provision of dedicated mentoring and networking services to start-ups in the local area <i>Success will depend on the number and response of start-ups in the local area</i>	Enhance survival and growth of firms in the local area and ensure that they take fullest advantage of the range of business support services in South Yorkshire
3e: Access to premises including managed workspace	Provision of additional managed workspace linked to mentoring and common services (see 2c and 2d above) <i>Current availability and demand Rotherham wide priorities Availability of suitable sites</i>	Further facilities in the area for local start-ups including community economic development projects

#### **Strategy 4: Servicing the needs of established businesses and linking them to the local area**

##### **Actions and priorities**

- 6.12 Local area regeneration critically depends on the active involvement of businesses in the area. A key step will be the appointment of a dedicated business adviser to the local area, to work with individual businesses to help them to access the wide range of support services available through, for example, the Objective Programme, the recruitment and training of locally based staff, take advantage of supply chain advantages, and address premises-related issues.
- 6.13 This will be an essential step in the process of engaging business commitment and participation in the wider regeneration of the local area through a business forum/club as a key component of the community partnership.

Projects/actions	Key features <i>Critical constraints</i>	Rationale and benefits
4a Establishment of business club/forum	<p>The establishment of a business club/forum as a key component of any Partnership arrangements to secure ownership and commitment towards the development of local services to help local businesses to take advantage of the Objective 1 programmes and ensure that as they prosper, it impacts on the local communities where they are based.</p> <p><i>A critical mass of interested businesses is required. Businesses involvement will depend on the relevance of the services being promoted via the Business Club</i></p>	<p>Uptake of business support services and its impact on the local community depends on the individual and collective involvement of local businesses to specify and monitor provision and work with the local community.</p>
4b Access to business support and training	<p>To secure the active involvement of businesses in the business club and the local regeneration programme, a local business adviser will work proactively with businesses in the area to understand and help them to build on their strengths, by accessing the wide range of business services available.</p>	<p>Without proactive steps being taken through the work of a locally based business adviser, many businesses do not take advantage of the wider range of business support initiatives available to them.</p>
4c Links to supply chain	<p>New supply chain opportunities will arise through the attraction of new investments to South Yorkshire. An information system will need to be developed which insures that firms in the local area become aware of these supply chain opportunities, and that new firms locating in South Yorkshire become aware of the supply capacity of these firms.</p>	<p>Two way flow of information about new supply chain opportunities to leading to local firms securing new markets for their products and services to strengthen their trading position, creating new jobs and safeguarding employment</p>
4d Staff recruitment and development	<p>By developing a close interface with firms in the local area, the Local Business Adviser will become aware of new job opportunities which will need to be communicated within the local community, particularly with unemployed people and women returners, engaged in training programmes to help them secure permanent employment</p>	<p>Whilst local firms will seek applications from across the sub region, there are benefits both to the firm and the local community of selecting local people</p>
4e Sites and premises development and improvements	<p>During the period of the Objective 1 Programme there are a few sites which may have the potential of being serviced and developed to provide grow on space to cater for the growth needs of local firms. There may also be premises, which would warrant refurbishment to provide accommodation for SMEs or community projects. There are also a number of sites, which might benefit from environmental and site improvements.</p>	<p>The suitability of premises is often a limiting factor constraining businesses from developing further in a local area.</p>

- 6.14 Business Link South Yorkshire is one of the key agencies in Strategies 3 and 4 (and to a lesser extent 2). It is acting as lead partner for all start up provision in South Yorkshire. However, the level of assistance and match funding that BLSY will be able to offer in the IDP areas will be dependent on:
- The level of resources obtained through SRB 5 and SRB 6; and
  - The balance of activity in Priority 4B areas and other parts of the Objective 1 Programme i.e. other IDP areas, including the Urban Centres, pilot areas, Strategic Economic Zones, in addition to work with target sector companies across South Yorkshire.

## **Strategy 5 The Township and Village Centres : creating the basis for a sustainable future**

### **Actions and priorities**

- 6.15 All aspects of the setting and operation of Maltby High Street need to be examined in an integrated way in mapping out the type of centre the area needs in the future. This process has to involve all of the potential players including land and property owners, Rotherham MBC, and the business and local communities if it is to have a decent prospect of being implemented.
- 6.16 The key step will therefore be the preparation of a comprehensive brief and the commissioning of the development of a comprehensive framework for the High Street business area. This will establish the role of the centre, while also bringing forward recommendations on the balance of uses, the extent of any potential development/redevelopment, and environmental improvements to the area. The framework will identify a range of actions, some of which may be pursued through the Objective 1 Programme, while others will require support from other sources including the private sector. In preparing the framework, further research is required into the use of the main business, service and retail areas by local people. This should focus on the pattern of use of community and other facilities, and residents shopping patterns. The potential to attract other functions such as training, and premises for start-up businesses should be considered. The range of actions considered should not be restricted and, where appropriate, should include the potential use of Compulsory Purchase Orders (CPOs).
- 6.17 In Maltby, the establishment of a High Street Business Community would clearly help to co-ordinate business views in preparing the comprehensive framework. However, this would not be its main function. Local businesses potentially have an important role to play in the improvement and ongoing maintenance of their centres. This said, businesses (and particularly small businesses) do not naturally come together. An initial IDP task will therefore be to encourage the development of a business grouping (possibly through the Business Club proposed for the general IDP area). This would be a specific function of the IDP officer and support.
- 6.18 The IDP officer would be tasked with setting up a business grouping based on Thurcroft village centre to build on the current environmental improvements and take forward the issues raised in consultation.
- 6.19 While a town centre management approach is supported, in principle, by Rotherham MBC, this has only been extended to the town centre. Moreover, this position is not presently occupied and it is understood that the potential to extend the concept to district centres may be considered. The extent of the Town centre management approach to be adopted in Maltby and Thurcroft may therefore be a product of these discussions (which activities can be supported, where, and by how much?) and the views of the local business community.
- 6.20 A range of environmental improvements will be required in Maltby High Street to support any change in use or emphasis of activity and to build confidence generally. Similarly, further work may be required in Thurcroft to reinforce and build upon the recent programme of improvements. A High Street Environmental Fund will be established to reserve resources for this activity.

Projects/actions	Key features <i>Critical constraints</i>	Rationale and benefits
5a: A comprehensive appraisal of Maltby High Street	<p>An integrated approach to the future development/redevelopment and improvement of the High Street business area. Involvement of <b>all</b> key players is essential. Radical solutions must be considered.</p> <p><i>View of key land/property owners could be problematic.</i></p>	<p>A comprehensive view of the area and its potential is required if services and facilities are to be sustainable in the long term.</p> <p>Increased footfall and business activity, supporting a broader and better range of facilities for the local community. Improved High Street environment.</p>
5b: Centre Management & the development of a High Street Business Community in both Maltby and Thurcroft	<p>Establishment of a local business grouping to support improvements to services delivered to High Street businesses and in general. Once the process of improvement has started, this body would be the main focus of joint marketing activity to increase local use of the centre and attract new businesses to it.</p> <p><i>Effort required in engaging local businesses should not be underestimated.</i></p>	<p>Businesses are one of the main stakeholders in the High Street. Co-ordination of efforts in certain areas may lead to improvements across the centres.</p> <p>Higher levels of investment in maintenance. Broadening of centre activities. Better promotion and marketing.</p>

## 7 DELIVERY PLAN

### Introduction

7.1 In outlining IDP projects, this section:

- identifies the lead agency responsible for their development and implementation;
- provides an estimate of the funding implications in terms of level and potential source of funding;
- indicates when the project will be delivered and what its intended outputs are; and
- lists project ideas from community consultation against the appropriate Project/Action

7.2 Most of the projects cover the short to medium term, reflecting the relative lack of community capacity and previous project development activity in the area. The IDP should therefore be seen as a flexible document allowing projects consistent with its strategies and objectives to be developed and funded over the course of the programme period.

Key Enabling Action : Building Partnership								
Project / Action	Lead body + delivery Arrangements	Project cost Revenue Capital	Obj 1 funds: Priority/ Measure	Matched funds/activity: potential source	Delivery timeframe	Outputs by 2008	Risk level and critical issues	Potential projects from consultations
<b>Establishing a Partnership structure</b>								
Determine type of partnership structure relative to Community Plan, Village Appraisal and IDP	Local communities, business & agencies			Rotherham MBC, SRB6 CRT	Completed by end April 2002	Partnership rooted in local needs and community support		Build on existing mechanisms.
Developing the Business Plan	Rotherham MBC	£10,000	Priority 4 Measure 23	SRB6, CRT, Countryside Agency	Completed by end April 2002	Active Partnership		
Setting up legal structures		£4,000	Priority 4 Measure 23	SRB6	Completed by end April 2002	Incorporated body	Getting the right professional help	
Providing start up and core funding		Start up: £33,000 Revenue: £50,000 per year = £300,000	Priority 4 Measure 23	SRB6	In place by end April 2002	Sustainable body		
Membership Drive	Partnership	£5,000	Priority 4 Measure 23	SRB6	Completed by mid 2002 – continuing programme	Continuing community & business support & participation	Apathy in the resident and business communities	Build links with secondary schools. Explore possible links with Rotherham Chamber.
Accommodation for Support Group	Partnership, Agencies	Revenue: 20,000 per year for 6 years=£120,000	Priority 4 Measure 23	SRB6 CRT	Completed by end April 2002			

Interim Arrangements									
	Appoint/ second project initiator	Community/Agencies	Revenue: £40,000 per year for 1 year = £40,000	Priority 4 Measure 23	SRB6	Complete by mid 2002		Getting the right "style" of worker	
	Liase with Community Planning process	Partnership	-	Priority 4 Measure 23	SRB6, Rotherham MBC				Improve communication between local people and authorities.
	Select Board	Community / Business groups		Priority 4 Measure 23	SRB 6	Complete by end April 2002		Conflicting interests	
	Build project plans	Board, initiator, agencies			SRB 6	Complete by mid 2002	Creating project jobs	Over-optimistic plans	Action group to take projects forward.
Building Organisational Capacity									
	Move from lobbying to managerial role	Training assistance & professional advice from RMBC	Revenue £5,000 for 1 year = £5,000	Priority 4 Measure 23	SRB 6 Rotherham MBC CRT Community Empowerment Fund	By mid 2002	Body which takes responsibility for projects and initiates new programme	Culture change	
	Joint planning		Revenue £5,000 for 1 year = £5,000	Priority 4 Measure 233		By end April 2002	Body capable of planning its own future		
	Continuing support		Revenue £5,000 per year for 5 years- £25,000	Priority 4 Measure 23		End 2006	Robust local Partnership		Provide admin support to Thurcroft community groups
	Visits		£10,000	Priority 4 Measure 23			Group confidence & experience		

Awareness Campaign									
	Information campaign	Partnership, initiator	Revenue: £7,000 for 2 years=£14,000	Priority 4 Measure 23	SRB 6	By mid 2002	Body trusted by resident and business communities		
	Events			Priority 4 Measure 23	SRB 6				
	Early successes	Partnership	Revenue: £20,000 per year for 2 years= £40,000	Priority 4 Measure 23	SRB 6	By end 2002			

Strategy 1: Community Support									
No	Project / Action	Lead body + delivery Arrangements	Project cost Revenue Capital	Obj 1 funds: Priority/ Measure	Matched funds/activity: potential source	Delivery timeframe	Outputs by 2008	Risk level and critical issues	Potential projects from consultations
<b>1a</b>									
<b>Training, Guidance and Information</b>									
1a1	Establish local needs	Partnership & Agencies	Study: £5,000	Priority 4 Measure 20,23	SRB6	Completed by end 2001	Sustainable programme		
1a2	Establish local resources and accommodation requirements		Study: £5,000	Priority 4 Measure 20,23		Completed by end 2001			
1a3	Set up project (perhaps in conjunction with Community Committee in Maltby and Family centre in Thurcroft)	Agencies & local groups	See 1d5	Priority 3 Measure 17	Rotherham MBC	In place by end 2001			

1b Facilities									
1b1	Buildings Audit	Community Forum	Studies in Maltby: £10,000	Priority 4 Measure 23	Already funded in Thurcroft / SRB	End 2001	Efficient network of community facilities in both settlements	Building interest groups	
1b2	Group needs review	SIU		Priority 4 Measure 23	Rotherham MBC	Mid 2002			Co-ordinate existing community facilities.  Financially support Thurcroft Parish Council to sustain local environment.
1b3	Facilities Plan	Partnership, local groups		Priority 4 Measure 23	Rotherham MBC	Mid 2002			Maltby: multi-purpose community facilities with car parking  Thurcroft: improve and renovate community buildings;  adult literacy, numeracy and IT for all

1c	Environment								
1c1	Develop contribution to other projects	Partnership	Contribution to Projects: £50,000 per year for 5 years= £250,000	Priority 4 Measure 23	SRB 6 CRT	As required	Improved supporting environment for other projects	Unpredictable requirements for funding	Maltby: more recycling; improve parks and play areas; develop the 'Muddies' as a nature reserve. Thurcroft: improve the village's image; support the Parish Council to sustain the local environment.
1c2	Implement as required	Agencies		Priority 4 Measure 23	SRB 6 CRT				
1c3	Facilitate community contribution	Partnership		Priority 4 Measure 23	SRB 6 CRT				

1d Young People's facilities and activities									
1d1	Develop general facility for young people in Maltby.	Partnership	Study: £5,000	Priority 4 Measure 23	SRB 6 Rotherham MBC	By end 2001	Better integration of young people into the mainstream, young people contributing to community debate and carrying out their own projects. Better links with agencies and business.	Local confidence	Maltby: youth facilities project.  Businesses: increase the proportion of young people applying for jobs in the area.
1d2	Help establish form of Family Centre in Thurcroft		Study: £5,000	Priority 4 Measure 23		By end 2001			Integrate pre-school childcare and the proposed Family Centre.
1d3	Determine Hellaby Youth project		Study: £5,000			By end 2001			Hellaby youth centre
1d4	Help secure funding support		5,000	Priority 4 Measure 23		By mid 2002		Agency confidence	
1d5	Facilitate project development and implementation		200,000(C) 70,000 pa for 5 years: £350,000	Priority 3 Measure 17	Rotherham MBC CRT YF NOF	As per project plan			Improve general youth facilities in Maltby; Improve the Linx. Thurcroft: play facilities for young people; create youth centre activities on modern lines. Businesses: focus on education.

<b>1e</b>	<b>Media and ICT projects</b>								
1e1	Assist develop programme and business plans	Partnership with existing groups (Hub / Thurcroft Junior School etc)	Studies: £8,000	Priority 4 Measure 21	SRB 6	By mid 2002	Better promotion of the area and dissemination of community information on initiatives	Determining the balance between community and business stance	Businesses: use this to improve the image of the area.  Promotional video for Maltby/ Hellaby.
1e2	Assist in funding support		£20,000	Priority 4 Measure 21	SRB 6				
<b>1f</b>	<b>Community Transport Review</b>								
1f1	Carry out assessment of needs and provision	Partnership, SYPTE	Study: £7,000	Priority 4 Measure 19, 23	LTP	By mid 2002	Better access to employment by local people		Smaller buses in Maltby to where people want to go.  Improve availability and routing of buses in Thurcroft.  Businesses: better public transport to workplaces (specific mention of the Aven Estate, Maltby).
1f2	Implement results	Partnership, SYPTE	Allow £10,000 p.a. =£60,000			As per results of Review			
<b>1g</b>	<b>Childcare</b>								
1g1	Establishment of present need (both Maltby and Thurcroft)	Local groups and agencies	Studies: £7,000	Priority 3 Measure 17	CRT SRB 6	End 2001	Greater freedom of choice for parents on work opportunities	Depends on integration with other projects for accommodation	
1g2	Assess accommodation (Maltby)	Partnership / buildings audit	Included in Key enabling action		CRT SRB 6	Mid 2002			
1g3	Prepare childcare plan taking account of related projects (both Maltby and Thurcroft)	Local groups with partnership assistance	Study: £8,000		CRT SRB 6	End 2002			
1g4	Implement plan		Dependent on study - allow £100,000 per annum (£600,000)		SRB3	As per plan			

<b>Strategy 2: Promoting Community Enterprise Development</b>									
<b>No</b>	<b>Project/action</b>	<b>Lead body + delivery Arrangements</b>	<b>Project cost Revenue (C) Capital (R)</b>	<b>Obj 1 funds: Priority/ Measure</b>	<b>Matched funds/activity: potential source</b>	<b>Delivery timeframe</b>	<b>Outputs by 2008</b>	<b>Risk level and critical issues</b>	<b>Potential projects from consultations</b>
<b>2a Recruitment of a Community Economic Development Officer</b>									
2a1	Appointment of a CEDO to act as the focal point for the delivery of Strategy 2 to cover both IDP areas.	Partnership	Revenue: £30,000 per year = £180,000	Priority 3 Measure 18	SRB 6, CRT	By early 2002	Key role in implementation of strategies and projects below.	Appointment of an effective development worker. Access to back-up resources (Rotherham MBC /SYCSEC.)	
<b>2b Scoping, awareness raising and idea generation</b>									
2b1	Scoping study and project design	Partnership via CEDO	Included in 2a1	Priority 3 Measure 18	Included in 2a1	Completion by June 2002	Identification of: - potential for CED - organisations with potential to develop community enterprises. Development of a supporting framework for start up and on-going support for CE.	Involvement of partners.	More recycling in Maltby.  Thurcroft: improve maintenance of rented property; refurbish shops; development of fishing ponds as a visitor attraction; community enterprise to support the environment.
2b2	Awareness-raising events and work with individual groups.	Partnership via CEDO	Revenue: £1,000 per year for 3 years = £3,000 Work with groups included in 2a1	Priority 3 Measure 18	SRB 6,CRT	Introduced from September 2002	3 events, each with an average of 15 participants = 45.	Access to external mentors to demonstrate good practice.	Businesses: Ensure community enterprises don't just follow previous patterns.
<b>2c Start-up support</b>									
2c1	Support for ILMs	Partnership via CEDO and training organisations	Revenue: £24,000 per year = £144,000	Priority 3 Measure 18	LSC CRT Private	Programme launched in 2002	2 ILMs developing into community businesses.	Combines improvements to local services with training local people. Opportunity for a 'quick win'.	
2c2	Advice and training for start-up community enterprises.	Partnership via CEDO and incubator manager	Included in 2a1	Priority 4 Measure 23	Included in 2a1, plus Business Link.	Introduced from September 2002	Support to 1 start-up per year = 6	Support from Strategy 4c2.	

<b>2d Reducing financial exclusion</b>									
2d1	Support for Credit Unions: premises and marketing.	Partnership via CEDW and credit union associations.	£2,500 per year = £15,000	Priority 3 Measure 18	SRB6	Introduced from September 2002	Better marketing of, and access to credit union facilities in the IDP area.	Expansion of Ryton CU into IDP area.	Credit union services in Maltby
<b>2e Creation of community assets</b>									
2e1	Help with setting up management organisations	Partnership with CEDW	Included in 2a1	Included in 2a1	Included in 2a1	From 2002	Support to 2– 3 trusts or similar organisations.	Builds on opportunities emerging from buildings audits.	Thurgroft: adult literacy, numeracy and IT for all; play facilities for young people; integrate pre-school childcare and the proposed Family Centre; create Youth Centre activities on modern lines; development of fishing ponds as a visitor attraction.
2e2	Refurbishment of premises/new provision	Partnership with ILMs	Included in 2c1, plus refurbishment costs of £200,000	Included in 2c1	SRB6, CRT, community finance organisations.	From 2002	Improvement of 2 – 3 buildings as community assets.	Builds on opportunities emerging from buildings audits.	
<b>2f Access to on-going support for growth and development</b>									
2f1	Provision of specialist support such as access to finance for community enterprise. Provision of networked services such as access to finance, training, links to potential customers etc.	CEDO with Rotherham MBC, Business Link etc	Included in 2a1	Priority 4 Measure 23	Included in 2a1	From 2002	Take up of services by 3 firms per year = 18.	Access to support from Strategy 4.	

<b>Strategy 3: Start ups - increase the formation, growth and survival of start ups</b>									
<b>No</b>	<b>Project/action</b>	<b>Lead body + delivery Arrangements</b>	<b>Project cost Revenue(R) Capital (C)</b>	<b>Obj 1 funds: Priority/ Measure</b>	<b>Matched funds/activity: potential source</b>	<b>Delivery timeframe</b>	<b>Outputs by 2008</b>	<b>Risk level and critical issues</b>	<b>Potential projects from consultations</b>
<b>3a Design of an integrated programme, linking into existing support networks</b>									
3a1	Market research and detailed project design to agree brief for an Incubation Manager to take forward Strategies 3b-e	Partnership	Revenue: £15,000 to prepare action plan	Priority 4 Measure 23	SRB 6	Completion by early 2002	Contribution towards Integrated Community Regeneration Initiative	Formation and commitment of the Partnership to increase the number and range of business start ups in the area	Businesses: improve support for local businesses.
3a2	Appointment of an entrepreneurial Incubation Manager to act as the focal point for the delivery of Strategy 3	Partnership	Revenue: £60,000 per year = £360,000	Priority 4 Measure 23	SRB 6,Phoenix Fund, Rotherham MBC	Recruitment by mid 2002	Contribution towards Integrated Community Regeneration Initiative	Appointment of an effective Incubation Manager. Access to back up resources	
<b>3b Awareness raising in secondary schools</b>									
3b1	Project design, including market research	Partnership via Incubation manager and school heads	Included in 3a2	Included in 3a2	Included in 3a2	Completion by June 2002	-	Backing from school heads and staff to the initiative	Businesses: increase the proportion of young people applying for jobs in the area.
3b2	Project implementation	Incubation manager with external mentors	Revenue: £2,000 per programme per year = £12,000	Priority 3 Measure 12	LSC, LEA Business Forum (Rotherham Chamber –South)	Introduced from Sept 2002	6 programmes each with an average of 12 participants = 72	Support from Priority 3 Timetabling and access to external mentors to run the programme	
<b>3c Prestart promotion, idea generation and support</b>									
3c1	Awareness raising and promotion	Partnership via Incubation manager	Revenue: £15,000 per year = £90,000	Priority 3 Measure 13	SRB 6	Launched in 2002	Serious enquiries from 30-40 people per year = 200 enquires	Securing the level of interest in the local area	
3c2	Access to business start up programmes and mentors	Incubation manager with REAL and Business Link	Revenue: £20,000 per year = £120,000	Priority 3 Measure 13	BLSY, REAL	Introduced from 2002	Support to 5-7 start ups per year = 40 start ups assisted	Number of people prepared to commit to starting a new business	

<b>3d Access to mentoring and common services</b>									
3d1	Networking by the Incubation Manager	Partnership with the Incubation Manager	Included in 3a2	Included in 3a2	Included in 3a2	From 2002	Supports 10-15 post start ups per year = 60-90 firms		
3d2	Provision of networked services such as access to finance, training, links to potential customers etc	Incubation manager with Business Link, Cluster teams etc	Included in 3a2	Included in 3a2	Included in 3a2	From 2002	Take up of services by 5-10 firms per year = 30-60 firms		
<b>3e Access to premises including managed workspace</b>									
3e1	Feasibility study to assess supply and demand in relation local and Rotherham wide priorities	Partnership with technical input from REAL and Rotherham MBC	Study: £20,000	Priority 4 Measure 23	SRB 6,YF, Rotherham MBC	Completed by end 2002	Acton plan	In sufficient demand to justify further workspace Location of further workspace in relation to Rotherham-wide priorities. Finding a suitable site	
3e2	Implementation: the development of up to 15,000 sq ft managed workspace units	Rotherham MBC	Capital Up to £900,000	Priority 4 Measure 23	Rotherham MBC	Completed between 2004 and 2006	15,000 sq ft of space	Capacity to project manage the development	
3e3	Marketing and on site management of existing and new facilities	REAL or the Partnership	Incubation Manager (3e1) + marketing x 6 years £70,000	Priority 4 Measure 23	Income from tenants, Rotherham MBC	On-going from 2002	Accommodation of 22-30 firms, accommodating 45 people		

<b>Strategy 4: Servicing the needs of established businesses and linking them to the local area</b>									
<b>No</b>	<b>Project/action</b>	<b>Lead body + delivery Arrangements</b>	<b>Project cost Revenue Capital</b>	<b>Obj 1 funds: Priority/ Measure</b>	<b>Matched funds/activity: potential source</b>	<b>Delivery timeframe</b>	<b>Outputs by 2008</b>	<b>Risk level and critical issues</b>	<b>Potential projects from consultations</b>
<b>4a Establishment of business club/forum</b>									
4a1	Formation of a steering group to establish a local business club/forum	Partnership with leading businesses	£5,000 (R)	Priority 4 Measure 23	private	Formed in 2002	Contribution towards the Integrated Community Initiative. Development of business network	Finding a few leading business people committed to the overall approach and need for a Business Club	Build links with secondary schools.
4a2	Prepare terms of reference and job description leading to the appointment of a local business adviser	Partnership with leading businesses	Revenue £8,000 in 2001 + Revenue £60,000 per year for six years = £300,000	Priority 4 Measure 23	SRB 6 CRT BLSY	Prepared by the end of 2001, with an appointment made in 2002	Contribution towards the Integrated Community Initiative	Appointing a suitable Business Adviser to support the programme	
4a3	Support the running of the Business club/forum and build up its level of activity and membership	Business Club assisted by the Business Adviser	Mainly covered in 4a2. Promotion and running costs £10,000	Priority 4 Measure 23	SRB 6 Private	On going from 2002	Contribution towards the Integrated Community Initiative	The ability of the Business Adviser to secure the commitment of local businesses	
<b>4b Access to business support and training</b>									
4b1	Networking with local businesses to provide them with introductions, information and stimulate them to introduce improvements	Business Club Undertaken by the Business Adviser	No extra costs	No extra costs	No extra costs	On going from 2002	30 businesses assisted per year = 180 businesses in total leading to positive action by 50 businesses	Ability of the Business Adviser to identify critical issues faced by local businesses which can be solved through the network	
4b2	Engagement of professional and technical specialists to provide advice to individual and small groups of firms faced with common problems	Business Club Organised by the Business Adviser with Business Link	Revenue: £10,000 per year for six years = £60,000	Priority 4 Measure 23	Participating firms BLSY	On going from 2002	10 businesses per year assisted = 60 businesses supported leading to positive action by 40 businesses	Difficulty in identifying suitable topics which will secure the financial commitment of the businesses	Businesses: improve support for local businesses.

<b>4c Links to supply chain</b>									
4c1	Market research to build up a database of local capacity, building on work undertaken by Rotherham MBC and others to date	Business Club Work undertaken by the Business Adviser	£30,000 (one off)	Priority 5 Measure 30	SRB 6 BLSY	On going from 2002	Local database of capacity	Lack of suitable capacity in the local area	
4c2	Identification and promotion of supply chain opportunities	Business Club Work undertaken by the Business Adviser and the Investment Aftercare staff covering the SEZs	£15,000 per year x 6 years £90,000	Priority 5 Measure 30	BLSY	On going from 2002	10 businesses per year benefiting from the opportunities = 60 businesses supported	Identifying relevant supply chain opportunities via the Aftercare team funded by Priority 5 Measure 30. The capacity of local firms to exploit these opportunities	
<b>4d Staff recruitment and development</b>									
4d1	Support to businesses to help them recruit staff from the local area	Business Club Work undertaken by the Business Adviser working with the Employment Service and LSC	£10,000 per year x 6 years £60,000	Priority 4 Measure 23	Employment Service LSC	On going from 2002	10 businesses per year = 60 businesses supported. 60 new jobs filled 50% by people from local area	Willingness of businesses to allow involvement of the Business Adviser. Suitability of candidates from the local area	Maltby: skills audit; develop sustainable training and employment; set up an Adult Skills Centre. Businesses: encourage practical skills in schools; increase the proportion of young people applying for jobs in the area; better public transport to workplaces (specific mention of the Aven Estate, Maltby).

<b>4e Sites and premises development</b>									
4e1	Appraisal of vacant sites in the local area leading to the development of outline brief	Business Club with Rotherham MBC	£30,000 (one off)	Priority 4 Measure 23	Rotherham MBC YF SRB 6 Private	On going from 2002	Outline brief prepared	Capacity within Rotherham MBC to undertake the appraisal work Evidence of demand and shortage of supply. Priority within Rotherham context	
4e2	Detailed plans prepared for one site in the area	Business Club and Rotherham MBC	£50,000	Priority 4 Measure 23	Yorkshire Forward RMBC SRB6 Private	On going from 2002	Tender specification prepared	Availability of sites coming forward following project 4e1. Capacity of Rotherham MBC to prepare the detailed design plans	
4e3	Site remediation and servicing/ refurbishment/development of premises	Rotherham MBC to sub contract	Capital Site: £600,000 Premises: £1.75m	Priority 4 Measure 23 Site: £240,000 Premises: £700,000	SRB 6: £360,000 Private sector: £1.05m	2004-6	2 ha of land reclaimed 35,000 sq ft of premises refurbished or developed	Finding a suitable public/private sector partner to undertake the development	
4e4	Assessment and implementation of security, parking and environmental improvements	Partnership with Rotherham MBC	Capital: £200,000	Priority 4 Measure 23	SRB 6 Private sector	2003-6	5 environmental improvement projects	Identifying suitable projects which will benefit the local economy	

<b>Strategy 5: The Township and Village Centres- creating the basis for a sustainable future</b>									
<b>No</b>	<b>Project/action</b>	<b>Lead body + delivery Arrangements</b>	<b>Project cost Revenue(R) Capital (C)</b>	<b>Obj 1 funds: Priority/ Measure</b>	<b>Matched funds/activity: potential source</b>	<b>Delivery timeframe</b>	<b>Outputs by 2008</b>	<b>Risk level and critical issues</b>	<b>Potential projects from consultations</b>
<b>5a A comprehensive appraisal of the Maltby High Street business area</b>									
5a1	Preparation of comprehensive area framework supported by research into shopping patterns & use of community facilities	Rotherham MBC Forward Planning/ Partnership	Revenue: £40,000 to prepare action plan. £15,000 for supporting research	Priority 4 Measure 23	SRB 6,CRT Private sector (potential to be established)	Completion and approval by mid-2003	Contribution towards revitalised centre. Increased local business sales. Improved environment.	Failure to engage property owners could reduce scope for improvement and level of potential investment. Maintaining business as usual approach is unlikely to be sustainable.	Maltby: consider Queen's Hotel and area round it for the market; develop the market site. Businesses: re-examine traffic flows in Maltby.
5a2	Implement framework recommendation	Partnership/ Rotherham MBC	Subject to findings of 5a1	Priority 4 Measure 23. Other measures subject to balance of uses	Private Sector Market Towns Initiative SRB 6 LTP	Implementation 2003 –2008 & beyond	As above	As above	Maltby: pedestrian shopping centre; pedestrian crossings in the High Street; public toilets.  Thurcroft: improve parking and provide selective parking for commercial properties; public toilets.  Businesses: improve the image of the area.

<b>5b Centre Management &amp; the development of a High Street Business Community</b>									
5b1	<ul style="list-style-type: none"> <li>Appointment of Centre Manager - joint appointment with Rawmarsh/Parkgate/Kilnhurst IDP</li> <li>Establish space in Partnership premises</li> <li>Provide support (pt of Partnership complement)</li> </ul>	R/P/K Partnership	(R)£50,000 p.a. (£300,000)  (R)£15,000 p.a. (£90,000) (requirement from Partnership establishment)	Priority 4 Measure 23	SRB 6 Rotherham MBC (to be established)	Appointment by end 2001	Establishment of co-ordinated approach to centre improvement. At least 25% of costs met by private sector. 1.5 jobs	Programme of action subject to development of framework. Effectiveness dependent on co-operation of private sector and other agencies. Important to link with borough-wide centre management initiatives.	
5b2	Maltby: Develop programme of business meetings: <ul style="list-style-type: none"> <li>Establish Group</li> <li>Prepare Business Action Plan</li> </ul>	Partnership via IDP Officer Business Advisor in liaison role	<ul style="list-style-type: none"> <li>(R) £5,000</li> <li>(R) £5,000</li> </ul>	Priority 4 Measure 23	Private sector SRB 6	Completion by early 2002 Completion by June 2002	Establishment of Business Group as a core interest. Marketing & operational benefits to businesses, improved sales. Improved property maintenance	Intensive effort in early stages needed to generate business interest.	
5b3	Thurcroft: Develop programme of business meetings. <ul style="list-style-type: none"> <li>Establish Group</li> <li>Prepare Business Action Plan</li> </ul>	Partnership via IDP Officer Business Advisor in liaison role	<ul style="list-style-type: none"> <li>(R) £5,000</li> <li>R) £5,000</li> </ul>	Priority 4 Measure 23	Private sector SRB 6	Completion by early 2002 Completion by June 2002	As for 5b2	As for 5b2	Businesses: Improve security and Police response.
5b4	Establish High Street / Village Centre Environment Fund, administered by Centre Manager according to Partnership priorities (extends to environment & security improvements).	Partnership	(C)£200,000	Priority 4 Measure 23	Private Sector (via Business Club) CRT	Establishment by End 2001	Public spaces upgraded. Increased investment in centre. Higher footfall. Creation of 10 temporary jobs and 1 ILM	Improvements need to be coordinated to be sustainable. Community and business involvement essential	Maltby: continuous clean up backed by education; improvements to the High Street; shop front improvements; facelift to Maltby Library Thurcroft: improve the village's image; refurbish shops; improve Police presence; mount programme to prevent vandalism and petty crime around commercial properties; keep Thurcroft tidy programme.

## 8 GROUPING OF PROJECTS BY OBJECTIVE 1 PRIORITIES AND MEASURES

8.1 Below is a list of anticipated projects grouped according to each priority and measures. It repeats some of the details mentioned in the Delivery Plan.

<b>Objective 1 Priority 3 Measure 12 Enhancing the curriculum for the World of Work</b>				
No	Strategy and sub strategy	Project/action	Obj 1 funds:	Delivery timeframe
3b1	Awareness raising in secondary schools	Project design, including market research	Included in 3a2	Completion by June 2002
3b2		Project implementation	Revenue: £2,000 per programme per year = £12,000	Introduced from Sept 2002
<b>Objective 1 Priority 3 Measure 18 Expanding and supporting a thriving social economy</b>				
No	Strategy and sub strategy	Project/action	Obj 1 funds:	Delivery timeframe
2a1	Recruitment of a Community Economic Development Officer	Appointment of a CEDO.	Revenue: £30,000 per year = £180,000	By early 2002
2b1	Scoping, awareness raising and idea generation	Scoping study and project design	Included in 3a1	Completion by June 2002
2b2		Awareness-raising events and work with individual groups.	Revenue: £1,000 per year for 3 years = £3,000 Work with groups included in 3a1	Introduced from September 2002
2c1	Start-up support	Support for ILMs	Revenue: £24,000 per year = £144,000	Programme launched in 2002
2c2		Advice and training for start-up community enterprises.	Included in 3a1	Introduced from September 2002
2d1	Reducing financial exclusion	Support for Credit Unions: premises and marketing.	£2,500 per year = £15,000	Introduced from September 2002
2e1	Creation of community assets	Help with setting up management organisations	Included in 3a1	From 2002
2e2		Refurbishment of premises	Included in 3c1, plus refurbishment costs of £200,000	From 2002
2f1	Access to on-going support for growth and development	Provision of specialist support such as access to finance for community enterprise. Provision of networked services such as access to finance, training, links to potential customers etc.	Included in 3a1	From 2002
<b>Objective 1 Priority 4 Measure 19 Helping communities access jobs and training</b>				
No	Strategy and sub strategy	Project/action	Obj 1 funds:	Delivery timeframe
1f1	Community Transport Review	Carry out assessment of needs and provision	7,000	By mid 2002
1f2		Implement results	£10,000 per year for 6 years = £60,000	In place by 2003. Support to the end of 2008

<b>Objective 1 Priority 4 : Measure 23: Integrated development in Targeted coalfield and steel areas</b>				
<b>Enabling Action</b>		<b>Project/action</b>	<b>Obj 1 funds (£):</b>	<b>Delivery timeframe</b>
<b>Establishing a Partnership Body</b>		Developing the Business Plan	10,000	Completed by end April 2002
		Setting up legal structures	4,000	Completed by end April 2002
<b>Establishing a Partnership Structure</b>		Providing start up and core funding	33,000 50,000	In place by end April 2002
		Membership Drive	5,000	Completed by mid 2002 – continuing programme
		Accommodation for Support Group	120,000	Completed by end April 2002
<b>Interim Arrangements</b>		Appoint/ second project initiator	40,000	Complete by mid 2002
		Liase with Community Planning process		
		Select Board		Completed by end April 2002
		Build project plans		Complete by mid 2002
<b>Building Organisational Capacity</b>		Move from lobbying to managerial role	5,000	By mid 2002
		Joint planning	5,000	Completed by end April 2002
		Continuing support	25,000	
		Visits	10,000	
<b>Awareness campaigns</b>		Information campaign and events	14,000	By mid 2002
<b>Small projects</b>		Establish small projects programme with budget	40,000	By mid 2002
<b>No</b>	<b>Strategy and sub strategy</b>	<b>Project/action</b>	<b>Obj 1 funds:</b>	<b>Delivery timeframe</b>
3a1	<b>Design of an integrated business programme, linking into existing support networks</b>	Market research and detailed project design to agree brief for an Incubation Manager to take forward Strategies 3b-e	Revenue: £15,000 to prepare action plan	Completion by early 2002
3a2		Appointment of an entrepreneurial Incubation Manager to act as the focal point for the delivery of Strategy 3	Revenue: £60,000 per year = £360,000	Recruitment by mid 2002
3b1	<b>Awareness raising in secondary schools</b>	Project design, including market research	Included in 3a2	Completion by June 2002
3b2		Project implementation	Revenue: £2,000 per programme per year = £12,000	Introduced from Sept 2002
3c1	<b>Prestart promotion, idea generation and support</b>	Awareness raising and promotion	Revenue: £15,000 per year = £90,000	Launched in 2002
3c2		Access to business start up programmes and mentors	Revenue: £20,000 per year = £120,000	Introduced from 2002

<b>Objective 1 Priority 4 : Measure 23: Integrated development in Targeted coalfield and steel areas</b>				
<b>Enabling Action</b>		<b>Project/action</b>	<b>Obj 1 funds (£):</b>	<b>Delivery timeframe</b>
3d1	<b>Access to mentoring and common services</b>	Networking by the Incubation Manager	Included in 3a2	From 2002
3d2		Provision of networked services such as access to finance, training, links to potential customers etc	Included in 3a2	From 2002

<b>Objective 1 Priority 4 : Measure 23: Integrated development in targeted coalfield and steel areas</b>				
<b>No</b>	<b>Strategy and sub strategy</b>	<b>Project/action</b>	<b>Obj 1 funds:</b>	<b>Delivery timeframe</b>
3e1	<b>Access to premises including managed workspace</b>	Feasibility study to assess supply and demand in relation local and Rotherham wide priorities	Study: £20,000	Completed by end 2002
3e2		Implementation: the development of up to 15,000 sq ft managed workspace units	Capital Up to £900,000	Completed any between 2004 and 2006
3e3		Marketing and on site management of existing and new facilities	Incubation Manager (4e1) + marketing x 6 years £70,000	On-going from 2002
4a1	<b>Establishment of business club/forum</b>	Formation of a steering group to draw up plans for the setting up of a local business club/forum	None	Formed in 2002
4a2		Prepare terms of reference and job description leading to the appointment of a local business adviser	Revenue £8,000 in 2001 + Revenue £60,000 per year for six years = £300,000	Prepared by the end of 2001, with an appointment made in 2002
4a3		Support the running of the Business club/forum and build up its level of activity and membership	Mainly covered in 4a2. Promotion and running costs £10,000	On going from 2002
4b1	<b>Access to business support and training</b>	Networking with local businesses to provide them with introductions, information and stimulate them to introduce improvements	No extra costs	On going from 2002
4b2		Engagement of professional and technical specialists to provide advice to individual and small groups of firms faced with common problems	Revenue: £10,000 per year for six years = £60,000	On going from 2002
4d1	<b>Staff recruitment and development</b>	Support to businesses to help them recruit staff from the local area	£10,000 per year x 6 years £60,000	On going from 2002
4e1	<b>Sites and premises development</b>	Appraisal of vacant sites in the local area leading to the development of outline brief	£30,000 (one off)	On going from 2002
4e2		Detailed plans prepared for one site in the area	£50,000	On going from 2002
4e3		Site remediation and servicing/refurbishment/development of premises	Capital Site: £600,000 Premises: £1.75m	2004-6

<b>Objective 1 Priority 4 : Measure 23: Integrated development in targeted coalfield and steel areas</b>				
No	Strategy and sub strategy	Project/action	Obj 1 funds:	Delivery timeframe
4e4		Assessment and implementation of security, parking and environmental improvements	Capital: £200,000	2003-6
5a1	<b>A comprehensive appraisal of the Maltby High Street business area</b>	Preparation of comprehensive area framework, supported by research into shopping patterns & use of community facilities	Revenue: £40,000 to prepare action plan	Completion by end 2002
5b1	<b>Centre Management &amp; the development of High Street Business Communities</b>	<ul style="list-style-type: none"> <li>Appointment of Centre Manager - joint appointment with Rawmarsh/Parkgate IDP</li> <li>Establish space in Partnership premises</li> <li>Provide support (pt of Partnership complement)</li> </ul>	(R)£50,000 p.a. (£300,000)  (R)£15,000 p.a. (£90,000)	Appointment by end 2001
5b2		Maltby: Develop programme of business meetings: <ul style="list-style-type: none"> <li>Establish Group</li> <li>Prepare Business Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>(R) £5,000</li> <li>(R) £5,000</li> </ul>	Completion by early 2002 Completion by June 2002
5b3		Thurcroft: Develop programme of business meetings. <ul style="list-style-type: none"> <li>Establish Group</li> <li>Prepare Business Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>(R) £3,500</li> <li>(R) £3,500</li> </ul>	Completion by early 2002 Completion by June 2002
5b4		Establish High Street Security and Environmental Fund, administered by Centre Manager according to Partnership priorities.	(C)£200,000	Establishment by End 2001

<b>Objective 1 Priority 5 Measure 30: Embedding the benefits of new business investment (SEZs and Urban Centres)</b>				
No	Strategy and sub strategy	Project/action	Obj 1 funds:	Delivery timeframe
4c1	<b>Links to supply chain</b>	Market research to build up a database of local capacity, building on work undertaken by Rotherham MBC and others to date	£30,000 (one off)	On going from 2002
4c2		Identification and promotion of supply chain opportunities	£15,000 per year x 6 years £90,000	On going from 2002

## 9 OUTPUTS

9.1 The main project elements of the Delivery Plan in the short to medium term are set out in Chapter 7. They can be divided into a number of components:

- Establishing the organisational framework – the establishment of an operational Partnership in Maltby and Thurgroft will have staffing implications. In addition to the IDP officer position and administrative support, the Partnership is also the logical location for other positions required to implement other parts of the strategy e.g. town centre management, community enterprise development functions. The Partnership will also require its own premises to operate from. The various Partnership Working Groups will also have to be serviced;
- Enabling projects – a number of projects will support the development or provide the foundation for longer term initiatives. Further research is required in some areas to underpin initiatives and to develop targeted projects; and
- Long term initiatives – projects running over the course of the programme period, providing continuous service. Business start up assistance, community enterprise development, and education initiatives are examples. The shape, scale and outputs associated with these initiatives will in some cases be influenced by the outcome of enabling projects.

9.2 Based on the estimates and assumptions set out in Chapter 7, the IDP anticipates that some £2.19 million is required from the Objective 1 Programme to meet the overall outputs set out below. This request excludes the costs of posts, which will be jointly shared with Rawmarsh/Parkgate and Kilnhurst, the costs of which are entirely included in their IDP.

**Table 9-1 Budget Allocation**

Strategy Area	Objective 1 £m		Public sector £m	Private sector £m	Total £m
	Priority 4 Measure 23	Other			
Partnership	£244,000		£367,000		£611,000
Community Development	£130,000	£490,000	£930,000		£1,550,000
Community Enterprise	£80,000	£137,000	£256,000	£69,000	£542,000
Start Up	£396,000	£95,000	£722,000	£14,000	£1,227,000
Existing Businesses	£1,226,000	£48,000	£795,000	£1,116,000	£3,185,000
'High Street'	£110,000		£157,500	£7,500	£275,000
<b>Total</b>	<b>£2.19m</b>	<b>£0.77m</b>	<b>£3.23m</b>	<b>£1.21m</b>	<b>£7.4m</b>

A detailed Funding Profile, breaking the allocation down by project, is attached as Appendix 5.

**Table 9.2 Target outputs, summary results and impacts**

Indicator	Target for Measure 23 in the Programme Complement	Maltby & Thurgroft IDP contribution	% of Programme Complement target
<b>Key Outputs</b>			
Hectares of land reclaimed	32	2	6
Sq.m. floorspace constructed	12,700	5,500	43
SMEs assisted	318	424*	20**
Integrated Community Regeneration Initiatives	10	1	10
<b>Results</b>			
Safeguarded sales	£96m	£7.2m	8%
New sales	£32m	£2.4m	8%
Gross jobs created	459	34	8%
Gross jobs safeguarded	1,378	103	8%
Sq.m. floorspace created	57,150	5,500	10%
<b>Impacts</b>			
Net jobs created	231	17	8%
Net jobs safeguarded	694	54	8%
Net safeguarded GDP	£19m	£1.4m	8%
Net additional GDP	£6m	£0.5m	8%
Jobs accommodated	423	165	

\* relates to all businesses supported

\*\*relates to new businesses only.

Details of how these figures are derived are set out in Table 9.3 below:

Table 9.3: Analysis of Expenditures, outputs and results

Project No	Project Description	Output	Cost basis	Total spend	Objective 1 Spend	Sales safeguarded	New sales	Gross jobs created	Gross jobs safeguarded	Sq m of floor space created
	<b>Hectares of land</b>									
4e 1-3	Site remediation and servicing	2 ha	£300,000/ha + plans	600,000 + 80,000	£240,000 32,000					
	<b>Floor space sq m</b>									
2e2	Refurbishment of premises for community enterprise	500 sq m	400/sq m	£200,000	£80,000					
3e 1-2	Managed workspace	1,500 sq m	£600/sq m	£900,000	£360,000					
4e 3	New premises on reclaimed site	3,500 sq m	£500/sq m	£1,750,000	£700,000					
	<b>SUB-TOTAL</b>	<b>5,500 sq m</b>		<b>£2,850,000</b>	<b>£1,140,000</b>					<b>5,500</b>
	<b>Firms assisted</b>									
2a1, b2 2c1-2	CEDO for both IDPs Support for community enterprises	6 start ups	£30,000 per CEDO + ILM budget	£327,000	£131,000					
2f1	Access to ongoing support	18 firms	Inc above	Inc above	Inc above					
3a-c	Incubation support leading to start ups	40 firms	Support package	£597,000	£239,000					
3d	Access to mentoring + networking to other firms	75 firms		Inc in 3a-c above						
3e	Marketing and on site management of incubator	30 firms		£70,000	£28,000					
4a-b	Business support and training	90 firms		£375,000	£150,000					
4c	Supply chain support	60 firms		£120,000	£48,000					
4d	Staff recruitment and development	60 firms		£60,000	£24,000					
	<b>SUB-TOTAL</b>	<b>424 firms</b>		<b>£1,549,000</b>	<b>£620,000</b>	<b>£7.2m*</b>	<b>£2.4m*</b>	<b>34**</b>	<b>103**</b>	
	<b>Totals</b>	<b>424 firms</b>		<b>£5,079,000</b>	<b>£2,032</b>	<b>£7.2m*</b>	<b>£2.4m*</b>	<b>34**</b>	<b>103**</b>	<b>5,500</b>

\* Based on £1 of business support generating £6 of additional sales. 25% of which are new and 75% are safeguarded

\*\* Based on £70,000 additional sales generating 1 new job (FTE) of which 25% are new and 75% are safeguarded

## 10 ROLE OF IDP AS GATEWAY CRITERIA

10.1 Appraisal and Selection Criteria operate at two levels:

- Appraisal of the Coalfield and Steel area IDPs as a whole
- Appraisal / Selection of individual projects coming forward once the IDP has been adopted

### **IDP Appraisal**

10.2 The Single Programme Document (pp. 434 & 435) sets out the criteria against which the IDPs are be appraised. They include economic, social and environmental components.

10.3 The Programme Directorate is meeting this requirement through:

- The specification/ template for the preparation of the IDP's, issued to Rotherham MBC;
- The specification of the independent appraisal to be undertaken for each IDP by independent consultants on behalf of the Programme Directorate.

10.4 The Single Programme Document refers to economic, social and environmental elements. The brief for the preparation of the IDP goes further than this. The social element specified in the SPD is also widely scoped by the independent appraisal to include Social Inclusion, Equal Opportunities and Gender Mainstreaming. This approach to the independent appraisal of the IDP's will result in a thorough and rigorous consideration of key criteria, which goes beyond that required by the SPD.

### **Project Selection and Appraisal Criteria**

10.5 The PMC agreed a framework for Programme wide project selection and appraisal criteria in October 2000. The use of this methodology will help ensure consistency, transparency and effectiveness in the consideration of project bids into the programme.

10.6 The framework includes, at an early stage in any project bid, an assessment of strategic fit and core criteria. The Priority 4 Driver Partnership Board will take a view on each project bid in relation to the Community Framework and the contributions of the proposed activity to the Programme's cross cutting schemes. These are specified in the SPD, embedded in the IDP's and included in the independent appraisal process. In this way, the European Commission's policy (and legislation) requirements, and the SPD's contractual obligations on the South Yorkshire parties, will be complied with.

10.7 The framework also includes appraisal and selection criteria which will operate at priority, measure and cross cutting theme levels (the respective weightings to the statistical appraised are 40%, 30% and 30%). Each project application for grant assistance will be the subject of appraisal by the Programme Directorate. The results will be reported to the Priority 4 Board, who will decide whether an offer of grant should be made, in each case, in the context of the approved IDP's.

10.8 The Programme wide project selection and appraisal criteria are consistent with the SPD and with the IDP requirements and their independent appraisal.

10.9 It is therefore expected that the approved IDP's will act as gateway criteria for the consideration of projects to be supported by ERDF resources from the measures in Priority 4. The Priority 4 Board has been advised of the project appraisal framework. The Board is aware of the areas where there is scope for flexibility and discretion in the application of the criteria, when projects are considered for funding purposes. They will be advised by the Programme Directorate's P4 Team in due course on these matters.

### **Quality thresholds**

- 10.10 The Priority 4 Driver Partnership Board recognises the importance of incorporating high quality, best practice activity into the projects when determining applications for ERDF support. This approach should be built into the approach to the IDP's and subsequently, to the consideration of individual projects for funding purposes, as a matter of policy, not merely as guidance.
- 10.11 The Priority 4 Driver Partnership Board will adopt, where appropriate, quality thresholds drawn up by other Priority Driver Partnerships covering business support measures (Priorities 1 and 2), education and training measures (Priority 3), community development measures (Priority 4) and urban design, buildings and landscapes (Priority 5).
- 10.12 Quality benchmarking will also cover all of the programmes cross cutting themes, which are embedded in the IDP and their independent appraisal. Where a project has potential effects on the environment, an appraisal of potential impacts should be included when the feasibility of the project is being considered.

## 11 REVIEW PROCESS

- 11.1 A regular two-way flow of information between the Partnership and the Objective 1 Programme is clearly an essential pre-requisite to success. The IDP itself provides the framework for regular monitoring of progress. However care needs to be taken to ensure that a single information reporting system is developed which meets the essential needs of those directing and managing the Partnership as well as the other stakeholders, including the Objective 1 Programme.
- 11.2 The Partnership will need to draw up and agree an annual action plan, prepared on an annual basis. This needs to set out progress in the previous period and an action plan with budgets for the next year, which will form the basis for monitoring performance in the forthcoming year.
- 11.3 On a quarterly basis, the Partnership will need to prepare a short progress report, comparing actual progress with the agreed annual plan, highlighting those areas where progress is at variance with the agreed annual plan, the reasons why and the steps to be taken to correct shortcomings. The progress report, which will need to tie in with the normal reporting cycle for ERDF and ESF funded projects, will include sections covering:
- progress on community involvement,
  - project proposals including an assessment of their quality in relation to quality benchmarking standards to be developed by the Priority 4 Programme Executive
  - progress on project preparation, approvals and implementation
  - outputs, in relation to the IDP targets
  - funding including sources, commitments, disbursements and funds reclaimed
- 11.4 The quarterly reports will be presented and discussed at community meetings, open to residents, businesses and agencies and other relevant bodies.
- 11.5 On a regular three monthly basis, a meeting to include the Partnership Chairman and full time manager should be held with the Priority 4 Executive team and the enabling body for the 4b Coal and Steel areas to review key points arising from the latest quarterly progress report (and the annual plan) in relation to developments in other 4b areas and other parts of the Objective 1 Programme.
- 11.6 On a regular basis (at least half yearly), the Partnership will prepare a short newsletter summarising the main points of the quarterly reports for circulation to residents, the agencies and the business community to help build up interest and commitment to the work of the Partnership.

## 12 LINKAGES

### Linkages with the Objective 1 Programme

12.1 This section summarises how the IDP will draw on and utilise the various Measures within the Objective 1 programme. In summary the linkages are as follows:

Measure	Priority 1 New sectors				Priority 2 Modernise SMEs		Priority 3B Employment			Priority 4 Community					Priority 5 Spatial		Priority 6 Transport and finance				
	1 Spin Outs	2 Investing in SMEs	3 Start ups	4 Large projects	5 New employment Supply	6-10 Expansions arising from more sales	16 Helping people back to work	17 Help for disadvantaged	18 Social economy	19 Access to jobs	20 Neighbourhood proj.	21 ICT skills	22 Community	23 Coalfield areas	25 Forestry	27 SEZs	28 Sheffield Centre	29 Urban centres	30 Embedding	31 Transport	32 Venture funds
<b>IDP Strategy</b>																					
<b>1 Community Development</b>																					
Facilities Improvement							√			√				√							
Service extension							√			√	√	√	√								
Community transport							√	√	√	√		√	√								
<b>2 Developing community enterprises</b>																					
Support services									√					√							
Awareness							√	√	√					√							
Start up support							√	√	√					√	√						
Financing CEDs									√					√							
Community assets									√					√							
On going support									√					√							
<b>3 Start ups: increasing the formation, growth and survival of start ups</b>																					
Project design														√							
Enterprise in school														√							
Pre-start support			√											√							√
Mentoring			√											√							√
Premises			√											√							
<b>4 Servicing the needs of established businesses and linking them to the local area</b>																					
Business club														√							
Business advice		√				√								√							√
Supply chain		√				√								√		√	√	√	√		
Recruitment					√		√	√						√							
Sites and premises														√	√						
<b>5 The High Street: creating the basis for a sustainable future</b>																					
Appraisal work														√							
High Street management														√							

12.2 The table below considers in more detail the areas where there should be an interface between the IDP and the other Priorities and Measures in the Objective 1 Programme. In some instances, there is a need for joint actions to achieve common objectives.

Relevant priorities and Measures	Linkage with the IDP
<b>Priority 1:</b> 1.1 and 1.3 Spin outs and start ups	Few start ups likely to be in target sectors
1.2 Investing in SMEs in the target sectors	An opportunity for the limited number of SMEs in the target sectors
1.4 Larger inward investment projects	Unlikely to be relevant
1.5 Supporting new employment opportunities	Access to training for the limited number of firms in the Priority 1 sectors
<b>Priority 2</b> 2.6-10 Modernising businesses through enhancing competitiveness and innovation	Support for firms in the P2 target sectors
<b>Priority 3</b> 3.11 Creating a responsive training and education system	Provision of guidance and information to increase uptake of education and training. (see Strategy 1)
3.12 Enhancing the curriculum for the world of work	
3.13 Developing an adaptable and entrepreneurial workforce	Provision of advice, training and mentoring support for start-ups. (see Strategy 3c)
3.14 Building a learning infrastructure for the 21 <sup>st</sup> century	Provision of ICT training for the community (see Strategy 2)
3.15 Tackling gender imbalances in the labour market	Addressing the gender balance will be a feature of all education and training initiatives (see Strategy 1)
3.16 Assisting people back to work	A number of intermediate labour market initiatives will be taken (see Strategy 1 and 2c)
3.17 Tackling disadvantaged	Widening access to education and training for those excluded from the labour market will be a key feature in the design of community based projects (see Strategy 1)
3.18 Expanding and supporting a thriving social economy	Support and space for social enterprises in the IDP area (see Strategy 2 a- f)
<b>Priority 4A:</b> 4.19 Helping communities to access jobs and training	Job search and training in local communities and community based transport to help local communities to access the jobs in the IDP area and the SEZs. (see Strategy 1f)
4.20 Building neighbourhood strength	A key theme for the IDP and a precursor to ensure that local communities have the capacity to take advantage of, for example, new employment opportunities.
4.21 Developing ICT as a tool to fight social and economic exclusion	A precursor to training under Priority 3 and ICT related work in the local area
4.22 Tools for Reintegration	Support for voluntary groups in the IDP area to engage in tackling labour market disadvantage. Links to Measure 4.19
<b>Priority 4B:</b> 4.23 Integrated development in targeted coalfield and steel areas	Central to the IDP (see Strategies 1,3-5 & Key enabling action)
4.25 Developing forestry reserves	Potential to provide 'advance' planting on key sites and improvements to key approaches and degraded areas. Contribution to image, environment and quality of life objectives. Potential for developing community enterprise initiatives
<b>Priority 5</b> 5.27 Development of the Strategic Economic Zones 5.28 Developing Sheffield City Centre 5.29 Realising economic opportunities in the Urban centres of Bamsley, Doncaster and Rotherham	Parallel complementary initiatives which will provide significant job opportunities for residents of the IDP area
5.30 Embedding the benefits of new business investment	Targeted at new investment projects in the SEZs and Urban Centres by providing a range of aftercare services to facilitate their growth over time. Opportunities for the IDP areas through links with local suppliers, and as a source of jobs. (see Strategy 4c)
<b>Priority 6</b> 6.31 Removing transport constraints on economic growth	This measure applies to a limited number of strategic transport constraints across the region
6.32 Improving access to finance for SMEs	Access to loans and equity finance for firms in the IDP area (see Strategies 3d and 4b)

### 13 RELATIONSHIPS WITH OTHER POLICIES/STRATEGIES

13.1 The strategies and projects outlined in this Integrated Development Plan are not independent of the wider economic and planning framework. This section outlines the relationships between the IDP and other strategies.

#### **Advancing Together Towards a World Class Economy - The Regional Economic Strategy for Yorkshire & The Humber 2000-2010**

13.2 The IDP tries to reflect the vision of the Regional Economic Strategy (RES) through a programme of training and community development, support to start-up and existing businesses, and development and environmental improvements in key economic areas in Maltby and Thurcroft. At the regional level, the RES promotes *sustainability, empowered partnerships and communities, a culture of enterprise and creativity, self-reliance, opportunity for all, and a strong positive identity*. The measures in the IDP will help to achieve these objectives locally.

<b>RES Objective</b>	<b>Reflection in the IDP</b>
<p><b>Growing the regions businesses</b>                      (d) seize opportunities provided by e-businesses</p>	<p>The media and IT projects in Strategy 1 aim to build local businesses in these key areas. This is an area where community enterprises and start-ups (Strategies 2 &amp; 3) may be developed and where enhanced local networking may generate benefits for local businesses (Strategy 4)</p>
<p><b>Higher business birth and survival rates</b>                      (b) Make the process of setting up a business more accessible                      (d) establishing supporting funding arrangements                      (e) create a long term culture change to value entrepreneurs, enterprise and creativity.</p>	<p>Strategy 2 projects will promote sustainable community enterprises. Projects developed in Strategy 3 aim to increase formation, growth and survival of start-ups, through education programmes, business mentoring, business support and advice including premises provision. This will be reinforced through support to existing businesses in Strategy 4 projects.</p>
<p><b>Attracting and retaining more investment</b>                      (c) increase and retain investment                      (e) embed investment in the region by developing local supply chains</p>	<p>The IDPs strategies (Strategy 4) to support existing businesses will strengthen supply chain links, while local recruitment initiatives will build local affinity. Strategy 5 seeks to improve the main business and commercial areas – Maltby and Thurcroft High Streets, with positive effects on the areas image.</p>
<p><b>Improving education, learning and skills</b>                      (a) promote a culture of lifelong learning and demonstrate that learning pays                      (b) improve qualifications/employability of labour market entrants                      (c) raise workforce skills levels                      (d) support development of higher level skills</p>	<p>Many of these programmes will be delivered through Priority 3 of the Objective 1 programme across South Yorkshire. The IDP will contribute to these objectives through training associated with the development of the Partnership, ILMs created through Strategies 2 and 3, and through enhancing the links between local businesses and the community in Strategy 4.</p>
<p><b>Targeted Regeneration Programmes</b>                      (a) develop sustainable neighbourhoods                      (b) develop and implement community-based social inclusion initiatives                      (c) increase capacity of individuals, local groups and businesses to be effective partners and influence decisions                      (e) encourage community enterprise                      (f) encourage investment in communities by businesses</p>	<p>The IDP itself is a targeted regeneration programme. The key action in the IDP is Building the Partnership. A flexible approach is adopted to allow a sustainable local structure to develop. A range of community development actions are outlined in Strategy 1 projects. Strategy 2 projects will build community enterprise capacity, using a combination of projects identified throughout the Objective 1 Programme period and projects developed from existing initiatives. Strategy 3 and 4 projects (3b, 4a, 4c, 4d) will develop business-community links.</p>
<p><b>Getting the best out of the region's physical and environmental assets</b>                      (c) optimise the availability of land and property for business                      (d) Develop a specific initiative to promote the development of market towns</p>	<p>The IDP (Strategy 5) will instigate projects which will start the process of improving key areas in the High Streets of Maltby and Thurcroft. Environmental projects in key areas will be encouraged. Although not considered as one of the 12 towns in the pilots selected to date, there may be potential for Maltby to be included in further rounds of the Market Towns Initiative.</p>

### Regional Planning Guidance

- 13.3 Land and property development projects brought forward through the IDP will follow Regional Planning Guidance with respect to its location and the sustainable development principles which inform the document.
- 13.4 More broadly, the IDP promotes strategies and projects which will contribute to achieving the objectives of Policy S3A Urban and Rural Renaissance, particularly:
- concentrating new development of all appropriate kinds within existing settlements in ways which respect their character and landscape setting
  - improving the quality of life they offer, including reclamation and remediation of derelict and under-used land for development, open space, recreation and amenity and high standards of design
  - facilitating the provision of education and training opportunities
  - seeking to ensure the provision of facilities necessary to local communities, including the retention and delivery of essential services
  - encouraging the co-ordination of resources to tackle poverty and promote social inclusion
  - ensuring that the needs of local communities for access to (on foot, bicycle or by public transport), and experience of, nature are taken into account and, in particular, helping the vulnerable, disadvantaged or excluded groups to gain access to nature and wild space
  - valuing local distinctiveness and strengthening community and cultural identity

### Rotherham Unitary Development Plan (Adopted June 1999)

- 13.5 Where IDP projects have land and property implications, they are largely consistent with the Unitary Development Plan. Managed workspace and other employment-related developments will be encouraged on land already identified for employment uses, with a clear preference for brownfield sites.
- 13.6 Project 5a examines the Maltby and Thurcroft business and commercial area. Uses which encourage business activity will be encouraged.

### South Yorkshire Local Transport Plan 2001-2006

- 13.7 The Local Transport Plan objectives are particularly relevant to the Maltby and Thurcroft IDP.

Local Transport Plan Objectives	Reflection in the IDP
<ul style="list-style-type: none"> <li>• To improve and protect the environment</li> <li>• To improve transport access to areas of poor accessibility and job creation as an integral part of regeneration</li> <li>• To reduce the need to travel while improving the efficiency of the transport system and sustaining a vibrant economy</li> <li>• To meet the needs of the socially and physically disadvantaged</li> <li>• To provide genuine choices of travel mode</li> <li>• To improve safety for all travellers</li> <li>• To maintain infrastructure to ensure the safe movement of goods and people</li> </ul>	<p>Strategy 5 is concerned with improvement of the High Street areas. Work on the Rotherham – Maltby Quality Bus Corridor is extending to Maltby over the next 18 months. The need to integrate this within the High Street framework is acknowledged.</p> <p>Local recruitment initiatives aim to reduce the outflow of Maltby residents to workplaces elsewhere, while the existing difficulties in accessing workplaces at Hellaby and Industrial Estates will be addressed through Strategy 4 (assistance to existing businesses) projects and by establishing the potential role of community transport initiatives. Potential links to sites in the Strategic Economic Zones, particularly Dinnington are promoted through this strategy.</p>

### **Coalfields Regeneration Trust (CRT)**

- 13.8 The Coalfields Regeneration Trust was established as the Government's response to the Coalfields Taskforce Report and provides financial assistance in 6 priority areas. The IDP wards are both Category A wards. The priorities are as follows:
- *Resourced and Empowered Communities* – capacity building, advice and well being, community facilities;
  - *Enterprising Communities* - development of community business and enterprise;
  - *Lifelong Learning Communities* – education and skills development, learning facilities, access to employment;
  - *Attractive communities* – small scale environmental projects;
  - *Working Communities* – support for ILMs and New Deal projects; and
  - *Promoting Good Practice* – encouraging new and existing projects to share good practice and experience.
- 13.9 Although funding for first round projects is now closed, a second tranche of £45 million was announced in January 2001, for projects from 2002 onwards. Applications will be sought from September 2001. The projects in the IDP are consistent with many of CRTs aims and objectives and the Trust could have a significant match-funding role.

### **Business Link South Yorkshire (BLSY)**

- 13.10 BLSY is the strategic and operational focus for all business support in South Yorkshire and draws funding in from National, Regional and local funding streams as well as significant European funding to support business creation, growth and development. BLSY is part of the Steering Group looking at the social economy enterprise development, although it will not be directly delivering services in this area, but will be able to signpost partners/customers to appropriate providers.
- 13.11 The current business plan states that, “while the primary focus will be around enhancing the performance of firms with growth and high growth potential, particular attention will be given to ensuring that services are marketed and packaged with a view to ensuring that they are accessible to those in economically or socially disadvantaged communities.”
- 13.12 BLSY are willing to comment and provide advice on services specifically aimed at supporting businesses (new or existing) in the IDP areas. Additionally, the organisation is interested in talking to partnerships who would work in collaboration to support specific business support bids into Objective One or where it is felt targeting of services may be of particular value – this is most appropriate perhaps within the area of business start up. Service delivery is developing in this area. As it does, projects developed under strategies 3 and 4 of the IDP will link in.

### **Neighbourhood Renewal**

- 13.13 The National Strategy for Neighbourhood Renewal seeks to reduce the gap between the most deprived communities and the rest of the country. Funding – through the Neighbourhood Renewal Fund – aims to improve outcomes in five target areas namely education; employment; crime; health and housing. In Rotherham, the fund is administered through the Local Strategic Partnership – the Rotherham Partnership – with resources of some £8.25 million to be allocated over a three-year period. A Draft Spending Plan is being prepared for consideration in September 2001, which will detail priority areas and activities. Where these dovetail with the IDP, Neighbourhood Renewal funding may be available as a source of match funding.

## 14 PROGRAMME THEMES

- 14.1 The six cross cutting themes and specific elements which are set out in the Single Programming Documents, have been fully taken into account in the drawing up of the IDP and the individual projects. The projects aim to address social exclusion and create a more inclusive society. All projects will be designed to ensure that they are open to all and there will be no discrimination on the grounds of sexual orientation, gender, religion, race, disability or age. In the detailed design of all projects, special attention will be given to the needs of women to update their skills and return to the labour market. All projects will be monitored to assess take up by women and disadvantaged groups in the community. Employability a theme running through the whole IDP. Projects have been included which overcome barriers to employment such as a lack of basic skills, lack of information, and other barriers such as a lack of suitable transport or childcare. A number of Intermediate Labour Market projects are envisaged as a step back to sustainable full time employment.
- 14.2 The IDP includes a number of physical developments, each of which will be subject to an assessment of environmental impact. There are also a number of intermediate labour market projects designed to improve the quality of the local environment. The table below summarises the main elements of each of the cross cutting themes and sets out how these have been included in the IDP's strategy and projects.

<b>Cross Cutting Themes</b>	
<b>Details of the theme</b>	<b>Response in the IDP</b>
<b>Theme 1 Environmental protection and sustainability</b>	The IDP complements actions under other priorities.
1. Creation and support of environmentally sustainable and competitive businesses	<p>This is a primary aim for the provision of business support services to start ups and established businesses It will form a specific part of the remit of the Community Economic Development Officer, the Incubation Manager and the Business Adviser identified in Strategies 3 &amp; 4 of the IDP.</p> <p>Outputs: Start-ups supported: 46 (o/w 6 will be community enterprises) Other businesses supported: 258 (o/w 18 community enterprises)</p> <p>Sustainability targets to be set, and monitoring system set up, by the IDP Partnership.</p>
2. To promote economic growth through integrated area based environmental improvement and reclamation of derelict land	<p>Maltby Buildings Audit (to complement SRB-funded one in Thurcroft) to identify potential of existing premises for community and business use (Strat. 1).</p> <p>Appraisal of vacant sites in the area leading to: Reclamation of 2 ha of land. Development or refurbishment of 35,000 sf business premises (All proposals to include landscaping plan). (Strat. 4)</p> <p>Establish a High Street/Village Centre Environment Fund to implement a community and business-based improvement programme to the retail/commercial centres of Maltby and Thurcroft, leading to improved appearance and trading conditions. One ILM and 10 temporary jobs to be created. (Strat 5)</p>
3. To maximise the provision and use of sustainable transport to promote mobility	<p>Audit of transport provision in the IDP area to identify scope for the provision and use of more sustainable transport, to improve access for residents to employment opportunities and local services (Strat 1). The audit may lead to community-based transport provision being set up (Strat 2).</p>

<b>Cross Cutting Themes</b>	
<b>Details of the theme</b>	<b>Response in the IDP</b>
<p>4. To provide the necessary environmental infrastructure and services including energy efficiency and renewable resources meeting demand of new economic growth</p>	<p>The Community Economic Development Officer and the Incubation Manager will give priority to supporting environmental business start-ups, and ensuring that they have access to specialist advice (Strats 2 &amp; 3).</p> <p>The Community Economic Development Officer, the Incubation Manager and the Business Adviser will have specific responsibilities for supporting new and established environmental businesses, and promoting environmental management to all businesses in the IDP (Strats 2, 3 &amp; 4).</p> <p>Outputs: Businesses supported: 258 (o/w 18 community enterprises); all will be encouraged to become more sustainable and signposted to specialist advice.</p> <p>Environmental action plans will be prepared for each of the most significant site development projects at the time they are brought forward for funding. Each plan will identify the actions to be taken to encourage energy efficiency, the use of renewable resources, and to ensure environmental protection, including a waste management strategy.</p> <p>The IDP Steering Group will be responsible for setting and monitoring sustainability targets for the IDP area.</p>
<p>5. To provide skills and training in environmental sustainability for all to ensure the people in South Yorkshire can contribute to a sustainable future</p>	<p>Training programmes to be promoted to all firms located in the IDP area (Strats 2,3 &amp; 4)</p>

<b>Theme 2: Gender mainstreaming</b>	
<p>The key gender issues in the IDP area are those identified in the SPD.</p> <p>For women:</p> <ul style="list-style-type: none"> <li>• Disparity with male earnings</li> <li>• Under-representation at higher occupational levels and within certain sectors.</li> <li>• Barriers to participation in employment and training.</li> </ul> <p>For men:</p> <ul style="list-style-type: none"> <li>• Employment concentrated in vulnerable sectors and occupations.</li> <li>• Older males disengaged from the labour market.</li> <li>• Younger male disaffection and outdated perceptions of the labour market.</li> </ul>	<p>The IDP offers opportunities for tackling these issues. Specific actions, and the Strategy within which they are located are set out below, but the general areas of opportunity are:</p> <ul style="list-style-type: none"> <li>• Training in gender issues for the partnership, its member organisations, and community and business support workers so that all aspects of the IDP are considered through a 'gender lens'.</li> <li>• Measures to reduce barriers to participation, such as the provision of affordable childcare.</li> <li>• Creation of a wider range of jobs than at present, and access to jobs across a wider area, offering opportunities to both men and women.</li> <li>• Positive efforts to encourage women to start-up and grow their businesses.</li> <li>• A range of opportunities through ILMs and community enterprises to help those disengaged or disaffected back into the labour market.</li> </ul>
<p>1. Developing capacity in management and implementation</p>	<ul style="list-style-type: none"> <li>• Training and awareness packages for managers and community workers engaged in the development of the IDP area (Key Enabling Action).</li> <li>• Specialist support and training for female entrepreneurs (Strat 3)</li> <li>• Encouragement of all employers in the IDP area to take active steps towards adopting equal opportunities towards recruitment, training and development of their workforce (Strat 4).</li> <li>• Effective analysis and understanding of the gender issues in the development of public transport (Strat 1).</li> <li>• Promotion of a better understanding of the importance of achieving improvements in the Work Life Balance (Strat 4).</li> <li>• Positive actions to bring women and men into employment (Strats 2,3 &amp;4).</li> </ul> <p>These actions will be closely linked with those under Priority 3A, Measure 15, to tackle gender imbalance.</p>
<p>2. Embedding a comprehensive monitoring and evaluation strategy</p>	<ul style="list-style-type: none"> <li>• Gender analysis of potential employment by sectors and occupations in the IDP area (Strat 4).</li> <li>• Gender analysis of take up of existing employment opportunities in the IDP area (Strat 4).</li> <li>• Gender balance and gender balance in decision-making bodies (Key Enabling Action).</li> </ul>
<p>3. Tackling the gender pay issue</p>	<ul style="list-style-type: none"> <li>• Gender pay analysis to be undertaken across the IDP area, the results published, and a strategy for improving women's access to higher paid jobs developed (Strat 4).</li> </ul>
<p>4. Affordable and accessible child care</p>	<ul style="list-style-type: none"> <li>• Audit and support the provision of suitable child care provision to meet the needs of the local community and employees (Strats 1, 2, 3 &amp; 4)</li> </ul>

<p><b>Theme 3: Promotion of Equal opportunities</b></p>	
<p>The Census will provide an opportunity for the IDP Steering Group to obtain detailed local information on the employment position of disadvantaged groups.</p>	<ul style="list-style-type: none"> <li>• Provision for the representation of equal opportunities target groups on the IDP Steering Group (Key Enabling Action).</li> <li>• Training and awareness packages for managers engaged in the development of the IDP area (Key Enabling Action).</li> <li>• Specialist support and training for entrepreneurs with disabilities or from minority ethnic backgrounds (Strats 2,3 &amp; 4).</li> <li>• Encouragement of all employers (public, private, and voluntary sector) in the IDP area to adopt equal opportunities policies towards recruitment, training and development of their workforce (Strats 1, 2,3 &amp; 4).</li> <li>• Analysis of take up of existing employment opportunities in the IDP area by different groups of people (Strat 4).</li> <li>• Positive actions to bring people from ethnic minorities and those with disabilities into employment, particularly higher skilled/higher paid jobs in which they are under-represented (Strat 4). These actions will link with complementary ones under Priority 3B.</li> </ul> <p>The IDP Steering Group will be responsible for monitoring the effectiveness of its actions to promote Equal Opportunities.</p>
<p><b>Theme 4: Information Society</b></p>	
<p>All of the four priorities for this theme set out in the SPD are relevant to Maltby and Thurcroft. The IDP contributes most directly to three of them:</p> <ul style="list-style-type: none"> <li>• Priority 1 Achieving a substantial increase in the number of companies with a strong ICT dimension to their business.</li> <li>• Priority 2 Achieving a substantial increase in the business usage of ICT in traditional sectors.</li> <li>• Priority 4 Ensuring the poorest communities do not become 'information poor' as a result of low private sector investment.</li> </ul>	<p>The IDP will actively promote the application of new technologies and encourage the provision of training to meet the future needs of employers on the IDP area through:</p> <ul style="list-style-type: none"> <li>• Support to local groups and organisations seeking to set up and run new media and ICT projects (Strat 1)</li> <li>• Embedding e mentality across businesses in the local communities and amongst businesses in the IDP area through promotion and the provision of access to specialist support (Strats 2, 3 &amp; 4). Promotion will involve all businesses advised: 258.</li> <li>• Ensuring the connectivity of all premises built or refurbished through the IDP (Strats 1 &amp; 4). Outputs: 2 –3 premises refurbished as community assets; 22-30 new business units created.</li> </ul> <p>Actions under this theme will be linked with complementary ones under Priorities 2, 3 and 4A.</p> <p>The IDP Steering Group will be responsible for monitoring the effectiveness of its actions to promote new technologies.</p>
<p><b>Theme 5: Sustainable development</b></p>	
	<p>The IDP Steering Group will assess all projects for their contribution to economic, social and environmental sustainability as a key part of the selection process (Key Enabling Action).</p> <p>The Steering Group will regularly monitor progress in terms of net increases in jobs, reductions in poverty indicators and reclamation and development of derelict land.</p> <p>Outputs:</p> <ul style="list-style-type: none"> <li>Net jobs created: 38</li> <li>Business start-ups: 46</li> <li>Ha land reclaimed: 2</li> </ul>

<p><b>Theme 6: Promoting employability in the labour market</b></p>	
<p>Projects under this theme will complement activities funded through ESF under Priority 3. Ways in which they will do so are set out opposite.</p>	<p>Training for members of the IDP partnership (Key Enabling Activity), and members of organisations involved in projects funded through the IDP (Strat 1) will be necessary to build organisational capacity. It will also enhance the employability of those undertaking it.</p> <p>Staff in projects developed under Strategy 1 Community Support will require training in areas such as youth work, centre management, transport and childcare. This will be directly related to their employment on these projects.</p> <p>There will a strong training component to Media and ICT projects, one of whose aims will be to provide experience and training to enhance the employability of those involved.</p> <p>Strategy 2, Promotion of Community Economic Development will contribute directly to promoting employability through facilitating the start-up of ILMs. Founders and employees of the other community enterprises started under this strategy will also require training</p> <p>Business skills training given under Strategy 3, Start-ups will increase the employability of a larger number than the 40 entrepreneurs forecast to actually start businesses.</p> <p>Within Strategy 4, Servicing the Needs of Established Businesses, Action 4d, staff recruitment and development, will link local businesses with training and active labour market measures. Output: 60 new jobs, 30 filled by local residents.</p> <p>A priority for all the Strategies will encouraging and facilitating the participation of women, particularly in fields where they are traditionally under-represented, or which lead to higher-paid jobs, so there will be close links with activities in Priority 3A Measure 15 for tackling gender imbalance.</p>

14.3 The table below summarises the impact of the cross cutting themes across the main strategies for the IDP:

Cross Cutting Themes	Theme 1 Environmental protection & sustainability	Theme 2 Gender mainstreaming	Theme 3 Promotion of equal opportunities	Theme 4 Information society	Theme 5 Sustainable Development	Theme 6 Promoting employability in the labour market
IDP Strategy Areas						
<b>1 Community development</b>						
Training, guidance & information		X	X	X		X
Facilities		X	X	X		X
Environment	X	X	X		X	X
Young people		X	X	X		X
Media		X	X	X		
Community Transport		X	X	X		X
<b>2 Developing community enterprises</b>						
Support services		X	X	X	X	X
Awareness		X	X	X	X	X
Start up support		X	X	X	X	X
Financing CEDs		X	X	X	X	X
Community assets					X	
On going support		X	X	X	X	X
<b>3 Start ups: increasing the formation, growth and survival of start ups</b>						
Project design		X	X	X	X	X
Enterprise in school		X	X	X	X	X
Pre-start support		X	X	X	X	X
Mentoring		X	X	X	X	X
Premises	X				X	
<b>4 Servicing the needs of established businesses and linking them to the local area</b>						
Business club		X	X	X	X	X
Business advice		X	X	X	X	X
Supply chain	X	X	X	X	X	X
Recruitment		X	X		X	X
Sites and premises	X	X	X	X	X	X
<b>5 The High Street: creating the basis for a sustainable future</b>						
Appraisal work	X	X	X		X	X
High Street management	X	X	X		X	X

## **APPENDIX ONE**

### **ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS**

## MALTBY

### ECONOMY

<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>• Broad-based local economy.</li> <li>• Local firms employing local people.</li> <li>• Training infrastructure already in place (Morthyng, RMA).</li> <li>• Demand for managed workspace.</li> </ul>	<ul style="list-style-type: none"> <li>• Some opportunity sites/premises.</li> <li>• Set up business start-up and support services.</li> <li>• Build links between the social and formal economy, such as community transport.</li> <li>• Access opportunities in Hellaby and the SEZs.</li> <li>• Rotherham Chamber of Commerce (South) potential for networking and links into the community</li> </ul>
<b>Weaknesses</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Structural shortage of jobs locally.</li> <li>• Lack of local employment at the colliery.</li> <li>• Decline of town centre.</li> <li>• Limited opportunities for new development.</li> <li>• Poor educational attainment of local school leavers.</li> <li>• Limited craft and computer skills of job applicants.</li> <li>• Low level of engagement between the community and local firms.</li> <li>• Limited experience of the social economy.</li> <li>• Poor public transport links between homes and employment (onto Hellaby and Aven Estates for example).</li> </ul>	<ul style="list-style-type: none"> <li>• Manufacturing firms facing strong competition because of the strong pound.</li> <li>• Opportunity sites being allocated to other uses.</li> </ul>

### SOCIAL

<b>Strengths</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>• Well-developed community organisations and network of activists.</li> <li>• Track record in obtaining funding for local projects.</li> </ul>	<ul style="list-style-type: none"> <li>• To develop a partnership to carry forward community development. Objective 1 can act as catalyst.</li> <li>• Preparation of the Maltby Community Plan will help partnership development and prioritise the ideas identified so far.</li> <li>• Use redundant buildings to create facilities for community organisations and services; and as income-earning assets for the community: Parish Council and Sure Start are an example.</li> <li>• Develop ideas for improving local services and facilities, and increasing training, through ILMs (painting and decorating example). Use local training infrastructure to set up and run.</li> <li>• Develop ideas for community enterprises (community transport example).</li> <li>• Sure Start services and training creating opportunities for community business and self-employment.</li> <li>• Set up support services for community enterprise.</li> <li>• Provide additional youth facilities under one roof.</li> <li>• Expand credit union provision.</li> </ul>
<b>Weaknesses</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Parish Council only one year old.</li> <li>• No overall Maltby partnership yet.</li> <li>• No community experience of running large schemes.</li> <li>• Lack of youth provision</li> <li>• Low level of credit union activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity buildings allocated to other uses.</li> <li>• Hasty development of local partnership driven by Objective 1.</li> </ul>

## ENVIRONMENT

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Pleasant setting of the village in wooded countryside.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Centre management to drive regeneration of the High Street.</li> <li>• A programme of improvements to the High Street (including shop-fronts), and open spaces.</li> <li>• Improvements to street scene in residential areas.</li> <li>• Improvements to links to Roche Abbey.</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Linear town with little unifying physical character</li> <li>• Deterioration of the High Street (Queens Hotel site, litter outside food shops)</li> <li>• Poor links between new private housing and village centre.</li> <li>• Poor appearance of older housing areas.</li> <li>• Protection afforded to coal tipping areas &amp; safety issues</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Continuing decline without outside intervention.</li> <li>• Fragmentation of the town</li> <li>• No proper management of town centre</li> </ul>

## THURCROFT

### ECONOMY

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Close to employment opportunities at Hellaby and Dinnington.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Possible opportunity site for small units: Henlys.</li> <li>• Set up business start-up and support services.</li> <li>• Community transport to enable residents without a car to access shift work.</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Very small employment base.</li> <li>• Limited opportunities for new development.</li> <li>• Limited experience of the social economy.</li> <li>• Poor public transport links between homes and employment, especially for shift-workers.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Allocation of opportunity sites to other uses.</li> </ul>

## SOCIAL

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Established Parish Council.</li> <li>• Many groups, with a variety of income-earning activities, albeit still small-scale.</li> <li>• Growing track record of successfully bidding for funding.</li> <li>• Established community newsletter, almost self-sufficient.</li> </ul>	<ul style="list-style-type: none"> <li>• To develop a partnership to carry forward community development. Objective 1 can act as catalyst.</li> <li>• Village appraisal should identify opportunities for improvements to and wider use of community buildings, such as the Gordon Bennett Memorial Hall and Miners' Welfare.</li> <li>• Develop ideas for improving local services and facilities, and increasing training, through ILMs (painting and decorating example). Use local training infrastructure to set up and run.</li> <li>• Lack of banks gives scope for expansion of Ryton Credit Union.</li> <li>• Set up support services for community enterprise.</li> <li>• Development of playgroup to a family centre.</li> <li>• Development of income-earning potential of the Craft Group.</li> <li>• Shop front for marketing products of creative activities in Thurcroft.</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• No overall Thurcroft Partnership yet.</li> <li>• No community experience of running large schemes.</li> <li>• Lack of youth provision.</li> <li>• Low level of credit union activity</li> <li>• Lack of growth of new businesses to replace mining</li> <li>• Continuing lack of youth facilities</li> <li>• Community workers on short term contracts</li> <li>• Transport links to nearby areas</li> <li>• Deterioration of established community buildings</li> <li>• Reduction in local facilities through "rationalisation"</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing lack of overall framework may affect ability to attract resources</li> <li>• Continuing inability to involve young people in programmes and address related problems</li> <li>• Continued movement of young people from the area</li> <li>• Continuing financial exclusion</li> <li>• Uncertainty over supporting community infrastructure</li> <li>• Increase in Crime &amp; Vandalism</li> </ul>

## ENVIRONMENT

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Landfill tax credits available for environmental improvements.</li> <li>• Improvement programme in village centre.</li> </ul>	<ul style="list-style-type: none"> <li>• Centre management approach to drive regeneration of the village centre.</li> <li>• Fishery proposal.</li> <li>• Cycle/bridle track to Dinnington.</li> <li>• ILM for open space maintenance (possibly other areas of maintenance and improvement).</li> <li>• New/improved play spaces.</li> <li>• Community enterprise to support the environment: nursery example.</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• The Tip</li> <li>• Vandalism to landscape</li> </ul>	<ul style="list-style-type: none"> <li>• Use of old rail line - disturbance to adjacent properties</li> </ul>

## **APPENDIX TWO**

### **LIST OF CONTACTS**

<b>NAME</b>	<b>ORGANISATION</b>
Cllr Roger Stone	Rotherham MBC
Cllr Glyn Robinson	Maltby
Cllr Amy Rushforth	Maltby
Cllr Jim Wright	Maltby
Cllr Georgina Boyes	Thurcroft & Whiston
Cllr Ron Pearson	Thurcroft & Whiston
Cllr Ted Kelsey	Hellaby Parish Council
Phil Rees	Social Inclusion Unit, Rotherham MBC
Andy Kershaw	Social Inclusion Unit, Rotherham MBC
Anita Heaton	Social Inclusion Unit (seconded to Voluntary Action Rotherham), Rotherham MBC
Martin Hughes	Area Assembly Officer Maltby and Thurcroft
Judith Higgins	Social Inclusion Unit, Rotherham MBC
Chris Sissons	Social Inclusion Unit, Rotherham MBC
Jean Bickerstaffe	Economic Development, Rotherham MBC
Dominic Stankiewicz	Economic Development, Rotherham MBC
Bob Taylor	Economic Development, Rotherham MBC
Helen Sleigh	Forward Planning, Rotherham MBC
Norma Hobson	Economic Development, Rotherham MBC
Alan Mitchell	Forward Planning, Rotherham MBC
Phil Fain	Forward Planning, Rotherham MBC
Ken Wheat	Transportation, Rotherham MBC
Nick Dudgeon	Housing, Rotherham MBC
Greg Lindley	Economic Development, Rotherham MBC
Paro Bashir	Economic Development, Rotherham MBC
Laurie Thomas	SRB 5 Scheme Co-ordinator
Tony Clarke	Rotherham Partnership
Andrew Nettleton	Rotherham Industrial Development Office
Jackie Mould	Objective 1 Team Priority 4 Programme Executive
Mike Paterson	Manor Castle Development Trust
Eleanor Wilson	Objective 1 Team Environment Co-ordinator
Julie Readman	Head of Operations, Business Link South Yorkshire
David Shepherd	Business Link South Yorkshire
Gary Dunn	Enterprise Manager REAL
Julie Hickling	Rotherham Chamber
Ian Swain	Research Manager, Learning Skills Council
Sue Lang/ Kirsten Sykes	Yorkshire Forward
Jack McBain	Groundwork Dearne Valley
Fergus Beazley	Sheffield Community Economic Development
David Morton	Clerk, Maltby Parish Council
Keith Stringer	Maltby Parish Councillor
Adrian Garner	Maltby Amalgamated Community Associations
Carol stringer	Maltby Community Planning Team
Sean Doran	MCPT
Mrs Macklin	St. Mary's Credit Union
Russ Howes	Maltby Environmental Group
Ivan Payne	Lions Club

Pastor Norris	Christian Life Centre
Lisa Duval	Youth Inclusion Project
Maggie Peart, Jean Simmons-	Youth Projects
Richard Bellamy	Clerk to Hellaby Parish Council
Tracy Thomson	Children's Society
Debbie Leathwood & Anne Collins	Playgroup
Alan West	Clerk, Thurcroft Parish Council
Geb Nightingale	Thurcroft Parish Councillor
Connie Shepherd	Thurcroft Resident
Julie Roddis	Thurcroft Resident
Ray Sholl	Thurcroft Resident
Chris McCormack	Morthyng Ltd
Bob Hallam	UK Coal
Mark Addison	Black & Decker
Glyn Smith	Ashtenne Investments (owners of Aven Industrial Estate)
Matthew Phelps	Wincanton Distribution

## **APPENDIX THREE**

### **FEEDBACK NEWSLETTERS**

## **APPENDIX FOUR**

### **TERMS & ABBREVIATIONS**

<b>CED</b>	Community economic development
<b>CRT</b>	Coalfields Regeneration Trust
<b>Driver Partnership</b>	There are 6 Driver Partnerships in the Objective One Programme – one for each of the Priorities in the Programme. This body oversees activity and spending against the Priority and is made up of representatives from the local Councils, other organisations such as voluntary and funding groups, and the private sector.
<b>ERDF</b>	European Regional Development Fund – source of Objective 1 funding for measures to achieve economic growth (other than training and work preparation).
<b>ESF</b>	European Social Fund – source of Objective 1 funding for training and work preparation
<b>GCSE</b>	General Certificate of Secondary Education. Replaced ‘O’ levels and is the qualification taken at school leaving age.
<b>GDP</b>	Gross Domestic Product
<b>ICT</b>	Information & Communications Technology
<b>IDP</b>	Integrated Development Plan – this document provides a framework for improving economic opportunities in the area covered.
<b>ILM</b>	Intermediate Labour Market initiative – a project that provides training and/or employment experience for people who have not worked for a long time.
<b>LETS</b>	Local Exchange & Trading Scheme
<b>LSC</b>	Learning Skills Council – distributes resources for further education in South Yorkshire
<b>MACA</b>	Maltby Amalgamated Community Associations
<b>Measure</b>	Describes one of the sources of funding in Objective 1. There are 32 measures in all, with different rules attached to obtain funding
<b>Programme Complement</b>	The Programme Complement describes the various measures in the Objective 1 Programme, what they are designed to achieve, the types of activity they can fund and the broad level of funding available.
<b>REAL</b>	Rotherham Enterprise Agency Ltd
<b>RECHAR</b>	1997-1999 source of European funding available to coal producing areas affected by closures.
<b>Rotherham MBC</b>	Rotherham Metropolitan Borough Council
<b>SEZ</b>	Strategic Economic Zones (3 areas where major sites will be developed through the Objective 1 programme. These are: the M18 Corridor; the M1 Corridor and the Dearne Valley)
<b>Single Programme Document</b>	This is a comprehensive document for the Objective 1 Programme, showing how Objective 1 funds should be spent and the problems the programme aims to overcome
<b>SME</b>	Small and Medium sized Enterprises
<b>SRB</b>	Single Regeneration Budget – funding to promote regeneration and economic development provided through the Government to areas in need.
<b>SYSCEC</b>	South Yorkshire Coalfield Social Economy Consortium
<b>UDP</b>	Unitary Development Plan (This is prepared by the Council and provides the planning framework for the area)
<b>YF</b>	Yorkshire Forward

**APPENDIX FIVE**  
**FUNDING PROFILE**

## FUNDING PROFILE

Projects	Measure 23	Other ERDF	Public Sector	Private Sector	Total
<b>Key enabling Action: Building Partnership</b>					
Establishing a Partnership Structure	18,8800	0	283,200	0	472,000
Interim Arrangements	16,000	0	24,000	0	40,000
Building Organisational Capacity	18,000	0	27,000	0	45,000
Awareness Campaign	21,600	0	32,400	0	54,000
<b>Key Enabling Action Total</b>	<b>244,400</b>	<b>0</b>	<b>366,600</b>	<b>0</b>	<b>611,000</b>
<b>Strategy 1: Community Support</b>					
Training, Guidance and Information	4,000	0	6,000	0	10,000
Facilities	400	0	6,000	0	10,000
Environment	100,000	0	150,000	0	250,000
Young People's Facilities/Activities	8,000	220,000	342,000	0	570,000
Media and ICT Projects	11,200	0	16,800	0	28,000
Community Transport Review	0	26,800	40,200	0	67,000
Childcare	3,200	242,800	369,000	0	615,000
<b>Strategy 1 Totals</b>	<b>130,400</b>	<b>489,600</b>	<b>930,000</b>	<b>0</b>	<b>1,550,000</b>
<b>Strategy 2: Promoting Community Enterprise &amp; Development</b>					
Recruitment of a CEDO	0	72,000	108,000	0	180,000
Scoping, Awareness Raising, Ideas	0	1,200	1,800	0	3,000
Start-up Support	0	57,600	57,600	28,800	144,000
Reducing Financial Exclusion	0	6,000	9,000	0	15,000
Creation of Community Assets	80,000	0	80,000	40,000	200,000
Access to On-going Support	Covered by CEDO				
<b>Strategy 2 Totals</b>	<b>80,000</b>	<b>136,800</b>	<b>256,400</b>	<b>68,800</b>	<b>542,000</b>
<b>Strategy 3: Start-up: increase the formation, growth and survival of start-ups</b>					
Design Integrated Programme	0	6,000	9,000	0	15,000
Awareness Raising in Schools	0	4,800	7,200	0	12,000
Pre-start promotion and support	0	84,000	126,000	0	210,000
Access to Mentoring and Services	Covered by integrated programme				
Access to Premises	396,000	0	580,000	14,000	990,000
<b>Strategy 3 Totals</b>	<b>396,000</b>	<b>94,800</b>	<b>722,200</b>	<b>14,000</b>	<b>1,227,000</b>
<b>Strategy 4: Servicing the Needs of Established Businesses</b>					
Establishment of Business Club/forum	126,000	0	189,000	0	315,000
Access to Support and Training	24,000	0	18,000	18,000	60,000
Links to Supply Chain	0	48,000	72,000	0	120,000
Staff Recruitment and Development	24,000	0	36,000	0	60,000
Sites and Premises Development	1,052,000	0	480,000	1,098,000	2,630,000
<b>Strategy 4 Totals</b>	<b>1,226,000</b>	<b>48,000</b>	<b>795,000</b>	<b>1,116,000</b>	<b>3,185,000</b>
<b>Strategy 5: The Village Centres – creating the basis for a sustainable future</b>					
Appraisal of Maltby High Street	22,000	0	27,500	5,500	55,000
Centre Management & Development	880,000	0	130,000	2,000	220,000
<b>Strategy 5 Totals</b>	<b>110,000</b>	<b>0</b>	<b>157,500</b>	<b>7,500</b>	<b>275,000</b>
<b>TOTALS</b>	<b>2,186,800</b>	<b>769,200</b>	<b>3,227,700</b>	<b>1,206,300</b>	<b>7,390,000</b>

## **ATTACHMENT A – WORKSHOP IDEAS**

### Maltby Community Workshop - Project Ideas

Proposal	Strategy	Comments
Skills Audit	4d	
Video to Promote Maltby / Hellaby	1e	
More recycling	1c, 2b	
Reduce rates and rents		
Bede Project		
Youth Facilities Project	1d	
Hellaby Youth Centre	1d	
Improve general youth facilities	1d	
Halt further residential development		
Relocate ATS		
Adult Skills Centre	4d	
Smaller buses to where people want to go	1f	
Continuous clean up backed by education	5b	
Develop sustainable training and employment	4b	
Library facelift	5b	
Pedestrian crossings in the High Street	5a	
Pedestrian shopping centre	5a	
Shop front improvements	5b	
Improvements to High Street	5b	
Sports Centre (on Manor Field)		
Visitor Centre		
Improve parks and play areas	1c	
Develop the Muddies as a nature reserve	1c	
Multipurpose community facilities with car parking	1b	
Improve road from M18 to Tickhill		
Look at Queen's Hotel and open area for market	5a	
Improve pedestrian access to Roche Abbey		
Promote Roche Abbey as a tourist attraction		
Develop market site	5a	
Credit Union	2d	
Improve the Linx	1d	
Train station and supertram link		
Public toilets	5b	

## Business Workshop

Proposal	Strategy	Comments
Improve links with school	Key enabling action, 4	Refer to Education
Improve the image of the area (not just physical)	5,1e	
Improve security & police response	5b	
Better public transport to workplace	2f, 4	
Better links to Aven estate in Maltby	2f, 4	
Improve the speed of funding once approved	Key enabling action	
Explore possible partnership links with Rotherham Chamber	Key enabling action	
Encourage practical skills in schools	4	Refer to Education
Re-examine traffic flows in Maltby	5	Refer to Highways
Build on existing mechanisms	Key enabling action	
Simplify funding system – one point of contact	Key enabling action	
Improve support for local business	3,4	
Increase the proportion of local young people applying for jobs in area	1,3b, 4	
Focus on education	3b	
Ensure community enterprises don't just follow previous patterns	2b	
Hellaby estate access to M1		Refer to Highways

## Thurcroft Community - Project Ideas

Proposal	Strategy	Comments
Play facilities for young people	1d, 2e	
Adult literacy, numeracy IT for all	1b, 2e	
Integrate pre-school childcare & family centre	1d, 2e	
Improve police presence	5b	
Provide admin support for community groups	Key enabling action	
Create youth centre activities on modern lines	1d, 2e	
Improve parking facilities & selective parking	5b	For Commercial properties
Improve & renovate community buildings	1b	
Improve availability and routing of buses	1d	
Mount programme to prevent vandalism & petty crime	5b	For Commercial properties
Keep Thurcroft tidy / mechanical cleaners etc.	5b	With other programmes
Improve leisure facilities		Not directly supported by IDP
Develop fishing ponds as visitor attraction	2a, 2c	
Develop railway track		Depends what for
Improve maintenance of rented property	2a, 2c	
Refurbish shops	2a, 2c, 5b	
Improve Thurcroft's image	1c, 5b	
Lessen impacts of landfill site		As part of wider project
Multi-purpose sports hall		Not directly supported by IDP
Public toilets	5b	
Improve communication between local people and authorities	Key enabling action	
Create diary of organised events throughout the year	Key enabling action	
Financially support Parish Council to sustain local environment	Key enabling action, 1c, 2e	In partnership
Co-ordinate existing community facilities	1b	Needs audit of buildings
Community enterprise to support environment (nursery etc)	2a, 2c	
Demolish old railway bridge		Depends what for
Action group to take projects forward	Key enabling action	