

## IMPROVING PLACES SELECT COMMISSION

**Venue:** Town Hall, Moorgate  
Street, ROTHERHAM.  
S60 2TH

**Date:** Thursday, 20th December, 2018

**Time:** Briefing 11.30 a.m.  
Meeting 1.30 p.m.

### A G E N D A

1. To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.
2. To determine any item(s) the Chairman is of the opinion should be considered later in the agenda as a matter of urgency.
3. Apologies for absence
4. Declarations of Interest
5. Questions from members of the public and the press
6. Communications
7. Minutes of the previous meeting held on 1st November, 2018 (herewith) (Pages 1 - 18)
8. Asset Management (report herewith) (Pages 19 - 49)
9. Draft Skills and Employment Plan (report herewith) (Pages 50 - 80)
10. Date and time of the next meeting:- Thursday, 14th February, 2019 at 1.30 p.m.

### **Improving Places Select Commission Membership 2018/19:-**

Chair – Councillor Mallinder  
Vice-Chair – Councillor Sansome

Councillors Atkin, Buckley, B. Cutts, Elliot, Fenwick-Green, Jepson, Jones, Khan, McNeely, Reeder, Sheppard, Julie Turner, Vjestica, Walsh, Whysall and Wyatt.

Co-opted Members:- Mrs. W. Birch and Mrs. L. Shears.

**IMPROVING PLACES SELECT COMMISSION****1st November, 2018**

Present:- Councillor Mallinder (in the Chair); Councillors Atkin, Birch, B. Cutts, Elliot, Fenwick-Green, Jones, Khan, McNeely, Reeder, Sansome, Sheppard, Vjestica, Walsh and Wyatt.

Apologies for absence were received from Councillors Jepson, Julie Turner and Whysall.

The webcast of the Council Meeting can be viewed at:-

<https://rotherham.public-i.tv/core/portal/home>

**23. DECLARATIONS OF INTEREST**

There were no Declarations of Interest made at the meeting.

**24. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS**

There were no members of the public or press present at the meeting.

**25. COMMUNICATIONS**

(1) The Chair reported that there would be a visit to the proposed Rother Valley caravan park at 11.00 a.m. on 7<sup>th</sup> November, 2018. Please contact Christine Bradley if interested in attending.

(2) Councillor Sheppard reported that a number of information hoardings had now been erected in the vicinity of the former Magistrates Court building giving details of the proposed Forge Island development.

(3) Councillor Vjestica reported himself and Councillors Reeder and Sheppard had met with Polly Hamilton and Elenore Fisher to further discuss/provide input/share views on the development of the Cultural Strategy. A further meeting was to be held which would be reported to the Select Commission in due course.

**26. MINUTES OF THE PREVIOUS MEETING HELD ON 20TH SEPTEMBER, 2018**

Consideration was given to the minutes of the previous meeting held on 20<sup>th</sup> September, 2018.

Arising from Minute No. 20 (Thriving Neighbourhoods), it was noted that there was a clerical correction which should read " ..... prominent in the south there were very few in north" not south as stated.

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Arising from Minute No. 20 (Thriving Neighbourhoods), it was noted that there was a clerical correction which should read "... reasons for the money not being spent in Wards could" and not should.

Arising from Minute No. 17 (visit to the Crematorium) Councillor Atkin reported that he had attended the visit and seen the changes that had been made to improve the facilities. Another visit was planned for 19<sup>th</sup> November at 5.30 p.m. and would urge any Members who had been unable to attend.

Arising from Minute No. 20 (Thriving Neighbourhoods – training on the Strategy), it was reported that training had been provided to Members in relation to the Neighbourhood Working Strategy. The first meeting had taken place between the Member Development Panel and Members of the Neighbourhood Working Group to identify the training needs as the initiative moved forward.

Councillor Jones expressed concern with regard to the training that had taken place. It has been titled "understanding your community" whereas the event itself had focussed on the Equalities Act which, whilst important, had not coincided with his understanding of what it was supposed to be.

Councillor Jones' comments would be fed back to the respective officer(s).

Arising from Minute No. 20 (Thriving Neighbourhoods recommendation (3), an update was requested as to whether the required training had been arranged.

Resolved:- (1) That the minutes of the previous meeting of the Improving Places Select Commission held on 20<sup>th</sup> July, September, subject to the above clerical corrections, be approved as a correct record.

(2) That the required training for Members and officers in relation to the working of Thriving Neighbourhoods be convened as a matter of urgency together with an invitation to the Police to attend.

(3) That a written answer be provided to Mrs. Birch, Co-opted Member, with regard to the disused land and the land ownership map.

**27. HOME TO SCHOOL TRANSPORT POLICY IMPLEMENTATION UPDATE**

Tom Smith, Assistant Director, Community Safety and Street Scene, presented an update on the implementation of the new Home to School Transport Policy together with Martin Raper, Head of Service, Street Scene, and Fiona Featherstone, 14-19 SEN Adviser.

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The revised Home to School Transport Policy was approved by the Cabinet and Commissioners' Decision Making Meeting on the 16<sup>th</sup> April 2018 (Minute No. 134 refers). The changes included:

- Publication of the Home to School Transport Policy 2018-19;
- Introduction of the Home to School Transport Assessment Matrix;
- The introduction of a formal annual review of transport provision which included engagement with families;
- That an assessment of existing Service users be conducted to review their circumstances to enable participation on a voluntary basis ahead of the introduction of the formal annual review;
- The introduction of a personal travel budget scheme to provide transport support to families of children with special educational needs and disabilities;
- That post-16 transport travel arrangements be revised to replace direct transport as a first option with personal travel budgets for those students with special educational needs and disabilities;
- The consideration of alternative methods of support for particular groups or individuals such as walking bus, cycle or moped schemes when appropriate;
- The introduction of independent travel training as a central resource in Rotherham to support arrangements currently delivered by Special Schools for children from the age of 14+ to enable independence. That travel training be commenced from June 2018 for appropriate young people;
- The personal travel budgets for all students making new applications for post-16 travel be instigated from 1<sup>st</sup> July 2018, and existing users of the post-16 service permitted to apply on a voluntary basis from 1<sup>st</sup> May;
- That a transition period to validate the Transport Assessment Matrix would begin from 1<sup>st</sup> May 2018, with the full implementation of the Policy for all new applicants with effect from 1<sup>st</sup> July 2018;
- That children and young people in need of home to school transport, and including transport operators, be engaged as part of the transition and implementation process;
- Any decisions to amend the Transport Assessment Matrix, resulting from the transition period, to be delegated to the Assistant Director, Community Safety and Street Scene.

Following approval of the new Home to School Transport policy, the Transport Team had commenced completing the transport matrix for each new transport applicant. This had been further developed following work with Children and Young Peoples Service's (CYPS) Education Health Care Team. Following approval of an Education Health Care Plan (EHCP) the Team would provide a completed Matrix to support the initial transport request. Further work was programmed with special schools to enable completion in the future for those who were already being provided with transport.

The annual transport review process was to be undertaken at the same time as EHCP reviews and would assess the suitability of existing transport, and the ability to partake in Independent Travel Training. It was not normal practice for a CYPS or Transport Service representative to attend the reviews, as they were undertaken at schools and, therefore, required the support of individual schools with engagement having commenced. This was ongoing, with attendance at the Special Schools Heads meeting 17<sup>th</sup> October 2018.

Representatives of the Transport Team would attend to discuss the annual review process. The Service aimed to have a robust process for reviews in place in early 2019.

All transport applications were now being assessed in line with the Matrix with families being made aware of the options for transport including Personal Travel Budgets. Following the provision of a brochure in September 2018, detailing the choices for families, a number of families had expressed an interest in alternative transport options. The Personal Travel Budget was now a key part of options for families particularly for post-16 young people where it formed part of the initial application discussion.

To date the Service had received 30 expressions of interest with the following outcomes:

Of the 17 who already had existing transport:

- 2 had signed up to personal travel budgets
- 15 were currently under review

Of the 13 new post-16 starters:

- 8 had signed up to personal travel budgets
- 3 were currently under review
- 2 were not suitable

The Service had plans in place to discuss alternative methods of support for particular groups/individuals such as walking, bus, cycle, with the Parents' Forum and Special School as the Policy was implemented further and would consider opportunities as they arose in particular circumstances.

The Service had considered a number of approaches with regard to travel training and had adopted a collaborative approach with Special Schools where the Council would deliver training for trainers, and training for young people would then be delivered through school staff.

Delivery of the initial 'train the trainer' training would be with the support of Leeds City Council's Independent Travel Training Team providing refresher training. The initial training was programmed for November and December 2018.

Further work was required to engage with transport operators outside of the Council and would take place over the coming months ahead particularly when a young person made the transition into public transport.

Authority for any amendments to the Transport Assessment Matrix had been delegated to the Assistant Director. Review by colleagues in Transport and CYPS and had identified some clarifications in terms of the interpretation of the document and minor reference changes to descriptions. The Matrix had accordingly been approved by the Assistant Director and circulated to CYPS colleagues to provide the basis of the assessment following confirmation of an EHCP.

Discussion ensued on the report with the following issues raised/clarified:-

- New applications were assessed against the matrix for post-16 transport
- Information from those that worked with children and young people was fed into the matrix process that allowed officers to make an objective assessment. It would always be tempered by those that worked with the young people concerned. Work was taking place with the schools so that they would complete a degree of the assessment themselves.
- There was an appeals process
- The independent travel training had not commenced as yet. Work was taking place with schools to look at the training levels required for staff to support the initiative. A survey had been conducted, in collaboration with Children's Services, across all the schools that children with special educational needs attended to ascertain the level of need and what position they were in to be able to deliver the training
- Leeds City Council could deliver train the trainer training across the 6 special schools initially this month. This would then enable Rotherham to deliver training to its young people. There was currently no provision within the Council to provide the training

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- The ethos of travel training was to support young people to live independently ultimately and equipping the young person for adulthood so they could travel without someone always having to take them
- The special schools were really keen to travel train their own staff to deliver travel training as they could see the benefit to their young people
- Once a decision was made on an application it was discussed with the family. There was now more choice in the Policy such as personal travel budgets. An annual review would take place where there would be further discussion about travel and consider the appropriateness for independent travel training, timing of how that might occur and how travel might look for the individual through their school life. The Service very much wanted to move away from one service fitted all
- Had contactless travel cards been discussed with SYPTTE/bus companies?
- The Policy(ies) was available on the Council's website as well as the schools having an awareness of what services were offered. For those who did not have access to a computer, a paper application form would be sent out to the home address
- The definition of home to school transport was home to school. Many of the transports offered were via a mini bus. The way the Service was structured it was unable to offer tailored transport due to the number of children involved in the process
- Had SYPTTE recently changed their criteria for disabled persons' travel passes?
- Changes in the Policy would reduce the costs related to the current cohort of young people, estimated to be approximately £162,000 per annum. However, that was in the context of increasing demand nationally in terms of this type of service. It was known that the number of children with SEND was rising nationally which exerted more pressures on the Service. There was a close working relationship with Children's Services
- Disability Living Allowance or PIP could not be taken into consideration at the present time when assessing applications for transport assistance as they were payment for wider family support and not home to school assistance
- Concern regarding the appeal process and the lack of ability for an officer to allow a renewal of a home to school transport bus pass when the circumstances of that family had not changed from the previous year

Resolved:- (1) That the report be noted.

(2) That an update be submitted to the Select Commission in 6 months.

(3) That the possibility of contactless cards be discussed with SYPTTE/bus companies.

(4) That the appeals process for the renewal of a home to school free bus pass be reconsidered in those cases where a family's circumstances had not changed from the previous year.

## **28. HOMELESSNESS STRATEGY 2019-2022**

Sandra Tolley (Head of Housing Options), Jill Jones (Homelessness Manager) and Sandra Wardle (Housing Advice and Assessment Manager) gave the following powerpoint presentation:-

The Homelessness Reduction Act

Moves local authority approach to homelessness from less crisis intervention to more prevention ensuring more people were entitled to help.

Background

- Housing Act 1996 Part 7 remains the primary legislation
- Prior to April 2018 the principal duty was to secure accommodation for applicants who were eligible, homeless or threatened with homelessness within 28 days and who had a 'priority need' for housing and were homeless unintentionally
- Homelessness Reduction Act 2017 amended the 1996 Act, introducing new statutory duties to act to prevent and relieve homelessness for all eligible applicants who were homeless or threatened with homelessness within 56 days

Before 3<sup>rd</sup> April, 2018

- Single people with no clear priority need were entitled to 'advice and assistance' but their needs were often not assessed
- Prevention activity was 'good practice' but not compulsory – crisis response at the point of homelessness was commonplace
- The process involved an application, officers undertaking inquiries, assessing an applicant against the statutory tests and making a decision without needing to involve the applicant in finding possible solutions

Now

- All eligible applicants have a full assessment of their housing and support needs
- Local connection, intentionality and priority need were not a barrier to accessing support
- Applicants and authorities work together to prevent or relieve



homelessness

#### The Homelessness Reduction Act

The Act placed a number of new duties on local housing authorities

- Expanded advice and information duty – available to all residents regardless of eligibility. Advice must be designed to meet the needs of particular groups; care leavers, former members of the armed forces, people leaving custody, victims of domestic abuse, people leaving hospital and people with mental health issues
- Prevention duty – owed to all eligible applicants threatened with homelessness in the next 56 days irrespective of 'local connection', 'priority need' or 'intentional homelessness'. Includes tenants served with a valid Section 21 notice (no fault eviction) which expired within 56 days
- Relief duty – owed to people who were actually homeless and lasted for 56 days irrespective of 'priority need' or 'intentional homelessness'. The local authority may refer to another authority if the applicant had no local connection to their authority

#### Duty to Refer (from October, 2018)

This duty applied to:

- Prisons and youth offender institutions
- Secure training centres and secure colleges
- Youth offending teams
- Probation Services (including community rehabilitation companies)
- Jobcentre Plus
- Social Service authorities
- Emergency departments and urgent treatment centres
- Hospitals in their function of providing inpatient care
- Secretary of State for defence in relation to members of the armed forces

#### Preparation for the Act

- Structure changes
- Allocation Policy Review
- Personal Housing Plans developed
- Upgraded ICT Systems
- New Homelessness Contact Card
- Extensive training
- Implemented the Homelessness Code of Guidance

#### The Impact

- Same picture nationally
- Temporary accommodation target 32-39 currently plus hotels
- As of 12<sup>th</sup> October 2018 case load increased from 132 in April 2018 to 354 cases  
54 in intervention stage

149 prevention stage

143 (households) relief stage

8 Main Duty stage

#### Rough Sleeping

- Official numbers were low (November, 2017 = 2)
- The Count (30<sup>th</sup> October, 2018)
- Reporting a rough sleeper
- Framework 0800 0665358

#### The New Homelessness Prevention and Rough Sleeper Strategy

- Homelessness Act 2002 (2003-2008)
- Five yearly since
- Currently reviewing 2014-2018
- New Strategy 2019-2023
- Review annually

#### Achievements

- 7 priorities – all actions met
- 16/17 year old protocol implemented

Sub-Regional Funding attained for Rough Sleepers

Restructure of Housing Options Service including Resettlement Officers and Tenancy Support Officers

Reviewed provision of temporary accommodation (to be increased)

#### Consultation

- Improving Places Select Commission
- Side by Side Homelessness Forum
- Rotherham Show
- Staff

#### The New Strategy

##### Proposed 7 key priorities

- Supporting people with complex needs
- Rapid housing – getting everyone housed quicker
- Preventing and supporting young people from becoming homeless
- Ending rough sleeping
- Preventing homelessness to reduce the impact on health/mental health
- Reduce the time spent in temporary accommodation
- Sustaining tenancies

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Timetable

- July 2018-October 2018 – consultation period
- November 2018 – first draft
- January 2019 – final draft
- February 2019 – Cabinet for approval
- March 2019 – publish new Strategy

Discussion ensued with the following issues raised/clarified:-

- The Code of Guidance now included in the priority group those that were terminally ill receiving palliative care
- £37,500 per annum Government funding was received for rough sleepers, the same as Barnsley, Doncaster and Sheffield. It paid for the outreach service and for a support worker who helped identify those as sleeping rough in whatever way they needed
- £200,000 funding had been received for domestic abuse which had been used to set up 2 properties for those that could not access the refuge e.g. had an animal, older children or had complex needs (alcohol/drug issues). A further funding bid had been submitted. The other part of the funding had been used for support that Rotherham Rise (specialist domestic abuse provider) had provided
- 354 referred to the number of households and could be single people, couples or families. In Homelessness terms it was “households” units
- Within Rotherham there were Mental Health Services at Swallownest Court and the Hospital. Within the Council, the Service worked very closely with the Vulnerable Person’s Team which had 3 Mental Health Social Workers. Joint visits were carried out whenever required
- The new Strategy was to be submitted to the Select Commission in December, 2018
- The Service received a daily report of those that had been identified as sleeping rough. If allowed, their names would be taken and assistance provided
- The Rough Sleeper Team was out in the town centre 2/3 times a week. Outreach work was carried out at Shiloh, Carnson House, the Probation Service and in prisons. If it was known that someone was out on the street a homeless assessment was carried out, Framework went out 2/3 times a week and the Tenancy Support Team would follow that up

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- Local businesses were one of the main reporters of those who may be rough sleeping or begging. Officers would go out with the Police, PCSO and/or the Police's Vulnerable Person's Team and would also visit someone across the border
- Within the Allocations Policy there was a rule that if someone had been evicted they were not eligible to join the Housing Register for 5 years. However, individual circumstances would be considered and quite a detailed assessment undertaken to ascertain if they were intentionally homeless
- Framework, who were commissioned to carry out Rotherham's outreach work, also carried out work in Sheffield. Their contract would expire in January, 2019
- Shiloh was one of the organisations the Service worked very closely with. Tenancy Support staff carried out outreach work with them twice a week and helped in whatever way they could
- The outcomes of the assessments/personalised plans were monitored electronically and reported to Government. It was quite new so there was no data as yet but it would collate a lot of detailed information. A number of the questions asked were quite daunting for the people the Service was working with but it was important to give them the right support
- The length of time someone would be supported varied: the aim was to prevent them from becoming homeless again
- No waiting list at the moment
- The Team not only supported those that were homeless but also provided support in cases where there were issues with a tenancy that may result in the tenant becoming homeless
- There had been a sharp increase in cases since the implementation of the Act. The most common reason why people accessed the Service was when they lost their assured shorthold tenancy which could be for various reasons e.g. the property being sold, tenant behaviour issues, rent arrears, relationship breakdown both violent and non-violent.
- The Service worked with Refuge and the Independent Domestic Violence Advocates as well as other partners
- The outcome of the consultation would be included in the report to be submitted in December

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- A tender exercise was underway for 6 short lease modular buildings
- An ex-officer of the Armed Forces who was homeless would be considered under the Homeless Legislation and their particular circumstances taken into account. If there were any other issues that needed to be taken into account the Allocation Policy would come into play. At present if someone had been a member of the armed forces for the last 5 years they would get a high band on the Allocation Policy but if less than 5 years their medical needs would be taken into consideration
- There were 20 bed spaces available for those with complex needs through Housing First. There was currently a waiting list of 10 people
- Framework had been working with the Council since 24<sup>th</sup> September. Since then 15 rough sleepers had been found 6 of which had already been accommodated, one already had accommodation, 2 had returned to prison and the others had lost contact
- The Housing Income Team had had additional resources, due to the roll out of Universal Credit, and visited the DWP to assist people submitting applications for Universal Credit. A Universal Credit meeting had been established and met with the DWP on a monthly basis. Those customers who found it difficult to make an application were linked with a support worker.
- Before someone was released from prison, the Homeless Team would carry out an assessment. There was also a team within the prison to assist someone prior to their release
- People who attended Shiloh were not all homeless. Shiloh aimed to help people become more independent
- Data was submitted to Central Government. The Ministry of Housing provided support and information
- Tenancy Support Officer would support anyone in accessing a doctor or dentist

Sandra, Jill and Sandra were thanked for their informative presentation.

Resolved:- That the presentation be noted.

**29. AMENDMENTS TO THE HOUSING ALLOCATION POLICY - JANUARY 2019**

Sandra Tolley (Head of Housing Options), Jill Jones (Homelessness Manager) and Sandra Wardle (Housing Advice and Assessment Manager) gave the following powerpoint presentation:-

## Overview of the Housing Register

– Band 1	246
– Band 2	1,668
– Band 3	1,783
– Band 4	1,755
– Transfers	1,336
– Total	6,788

## Overview of the Housing Register

Band 2 Reason	Number of applications
Statutory Homeless (pre April Legislation)	19
Medical priority (reviewed 980)	1,280
Statutory overcrowded	19
Not ready for independent living held in suspension	147
Leaning supported housing ready to live independently	67
Requiring extra care housing	5
Offender not a high risk to the community	4
Applicants living in private rented who cannot afford the rent but are employed	24
Victim of domestic violence	96
Looked after child ready to live independently	7
Total	1,668

**Recommendation 1**

The current banding related to homelessness households be enhanced to award a higher banding following a full homeless assessment

## Rationale

- Legislative changes which aim to prevent homelessness earlier
- The Allocation Policy must adhere to a legal framework outlined in Part VI and Part VII of the 1996 Housing Act
- Meeting demand

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## The Demand

Homelessness Category	Total number of applications in each Band	Number of homelessness applications	% of homelessness applications as a % of the total in that Band
Band 1 Homeless households who are both homeless and also have a medical need	246	61	24.80%
Band 2 Unintentionally homeless households who are in priority need	1,688	19	1.14%
Band 3 Unintentionally homeless but not in priority need	1,783	280	15.70%
Band 4 Threatened with homelessness awaiting assessment	1,755	217	12.36%
Total	5,452	577	10.58%

## Proposed Policy

- Applicants in priority need who actually become homeless and a relief duty is owed or when a full housing duty is owed are placed into Band 1
- Applicants in priority need who are faced with homelessness and a prevention duty is owed are placed into Band 2
- Non-priority homeless applicants, who are owed a prevention or relief duty, be placed into Band 3
- Applicants awaiting a homelessness assessment are placed into Band 3

**Recommendation 2**

Review the downsizing policy to award Band 2 status to Council or Housing Association tenants who are under occupying their home to move to a property with at least 1 less bedroom, a flat or a bungalow (a medical assessment will be required for bungalows)

Rationale

- Current Policy confusing
- Impacts on waiting time for applicants who have been assessed for a bungalow

Current Policy

- Tenants under occupying a 4 bedroom house can move to a 2 bedroom house
- Tenants who are affected by the Bedroom Tax can move to any type of property with 1 less bedroom
- Tenants who are not affected financially can only move to a flat or a bungalow

New Proposed Policy

Review the downsizing policy to award Band 2 status to Council or Housing Association tenants who are under occupying their home to move to a property with at least one less bedroom, a flat or a bungalow (a medical assessment will be required for bungalows)

Recommendation 3

Increase the quota of advertised properties in Band 2 from 50% to 60%, reduce the quota of advertised properties in Band 3 from 40% to 30% and retain the 10% quota for Transfers.

Rationale

- Reduce waiting time for applicants in urgent housing need

New Proposed Policy

	Old Quota	Proposed New Quota
Band 2	50%	60%
Band 3	40%	30%
Transfer	10%	10%

Recommendation 4

Single people who are Council or Housing Association tenants living in a flat who are expecting their first child to be eligible for family accommodation on the production of the MATB1 form

Rationale

- To ensure that there is equality and fairness

Current Policy

- Council or Housing Association single tenants living in a flat who are expecting their first child
- Living with parents or in private rented accommodation



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New Proposed Policy

Single people who are Council or Housing Association tenants living in a flat who are expecting their first child to be eligible for family accommodation on the production of the MATB1 form

Recommendation 5

A person has local connection if their grandparents live in Rotherham and have done so for the last 3 years. There will be a validation process asking the applicant to provide proof of the grandparent's address and confirmation that they are in contact with them

Rationale

- To ensure that there is equality and fairness

Current Policy

- Lived for the last 3 years in Rotherham through their own choice
- Currently employed in Rotherham and have been for the last 3 years
- Have direct family who live in Rotherham and they have done so for the last 3 years. Direct family members include spouses, civil partners, parents, sons, daughters, brother and sisters

Proposed New Policy

- Add grandparents as direct family members. There would be a validation process asking the applicant to provide proof of the grandparents' address and confirmation that they were in contact with them

Discussion ensued with the following issues raised/clarified:-

- In the case of a person who was in employment but could not afford the rent, options would be considered to enable them to stay in the property e.g. could they share with someone or offer to move them to something cheaper. It was also possible for a Discretionary Housing Payment to pay the rent for a certain period. If someone was really trying to keep their tenancy it would be considered a priority to retain them in the property
- An affordability assessment was undertaken before receiving a tenancy (since April 2018) so it was known what could and could not be afforded before the tenancy commenced
- If someone was accessing private rented property, an affordability assessment would be carried out. A tenant would receive a Housing Allowance as per the Housing Benefit Regulations for that particular size of property. If a person presented themselves through the Homelessness route they would not be signposted to accommodation they could not afford

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- OAP Bungalows used to be exempt from Right to Buy if a warden lived on site. However, as the Warden Service no longer existed, they were now eligible
- The inclusion of more homeless people in Band 1 had been in line with the Housing Reduction Act. The Authority had been advised to review its Allocation Policy to ensure homeless households were given the highest priority
- The inclusion of grandparent(s) as regard to the local connection would be checked to ascertain that there was regular contact
- Existing applicants would retain their banding date and remain in Band 1 but new applications would have the new Policy implementation date applied
- The majority of those that occupied a bungalow had had a medical assessment and was over the age of 50 and had a medical need. The 1,650 applicants did not necessarily all require a bungalow but had had medical assessments and deemed to need a ground floor property
- Previously the Allocation Policy had an eligibility age of 60 years but it had been found that they could not be let so the age had been lowered to 50. The shortlist was weighted for those that been assessed and over the age of 50 and then those that were over 50 and not medically assessed but wanted a bungalow. Bungalows were allocated on a need basis but were also kept open to ensure properties could be let and not incur lost rent
- Whilst there was no mention of carers who wanted to move to be nearer to someone they cared for, the medical assessment process did support those in Band 2 if they needed to move
- Consideration could be given to also including a family member who had been the primary carer in childhood with regard to the local connection if the Commission so wished
- Suggestion that existing applicants retain their banding date and remain in Band 1 unless they had a change in circumstances and if so moved to Band 2
- Concern with regard to the length of time some applicants with a medical reason were waiting for a property. Should there be a bidding criteria that stated a person should make a certain number of serious bids for properties in a year or face removal from the waiting list?
- An Equalities Impact Assessment would be completed

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- Those wishing to downsize would now be considered in Band 2 rather than Band 1. The properties were awarded to Band 1 applicants in the first instance
- There was a need to look across at possible Policy conflict across the wider Council particularly Adult Social Care

Resolved:- (1) That the current banding related to homelessness households be enhanced to award a higher band following a full homelessness assessment as detailed in section 3.2.6 of the report be supported.

(2) That the review of the Downsizing Policy to award Band 2 status to Council or Housing Association tenants who were under occupying their home to move to a property with at least one less bedroom, a flat or a bungalow (a medical assessment would be required for bungalows) be supported.

(3) That the increase in the quota of advertised properties in Band 2 from 50% to 60%, reduction in the quota of advertised properties in Band 3 from 40% to 30% and retention of the 10% quota for transfers be supported.

(4) That single people who were Council or Housing Association tenants living in a flat who were expecting their first child to be eligible for family accommodation on the production of the MATB1 form be supported.

(5) That a person who has local connection if their grandparents lived in Rotherham and had done so for the last 3 years, subject to a validation process requesting the applicant to provide proof of the grandparent's address and confirmation that they were in contact with the applicant, be supported.

(6) That consideration be given to extending No. 5 above to include extended family members providing there were close links with family members.

**30. DATE AND TIME OF THE NEXT MEETING**

Resolved:- That a further meeting be held on Thursday, 20<sup>th</sup> December, 2018, commencing at 1.30 p.m.

## Summary Sheet

### Council Report

Improving Places Select Committee – 20<sup>th</sup> December 2018

### Title

Asset Management Progress Update

### Is this a Key Decision and has it been included on the Forward Plan?

No

### Strategic Director Approving Submission of the Report

Paul Woodcock, Acting Strategic Director, Regeneration and Environment

### Report Author

Paul Smith Head of Asset Management, Asset Management

### Ward(s) Affected

All

### Executive Summary

The purpose of this report is to update Improving Places Select Committee (IPSC) on the progress and activities of Asset Management.

### Recommendations

- That IPSC notes the progress against the Asset Management Plan.
- That IPSC notes and supports the new property review process.
- That IPSC note the ongoing work on the records storage and reporting of statutory compliance.

### List of Appendices Included

Appendix (1) – Corporate Asset Management Plan.

Appendix (2) – Corporate Asset Management Plan Progress Schedule.

Appendix (3) – Council Asset Review Process.

### Background Papers

None

### Consideration by any other Council Committee, Scrutiny or Advisory Panel

Overview and Scrutiny Management Board 5/5/2017 and 22/11/2017.

Improving Places Select Commission: 20/09/2018 and 14/03/2018.

**Council Approval Required**

No

**Exempt from the Press and Public**

No

**Title: Asset Management Progress Update**

**1. Recommendations**

- 1.1 That IPSC notes the progress against the Asset Management Plan.
- 1.2 That IPSC notes and supports the new property review process.
- 1.3 That IPSC note the ongoing work on the records storage and reporting of statutory compliance.

**2. Background**

- 2.1 Asset Management were subject to an external Health Check in November 2016.
- 2.2 On 29<sup>th</sup> November 2016 Commissioner Kenny wrote to the Council to define what the Council would need to evidence before Commissioners could recommend the return of Asset Management Powers to the Council. The recommendations of the health check and the requirements of the Commissioners were incorporated into an Asset Management Improvement Plan.
- 2.3 The Asset Management Improvement Plan was implemented in 2017/18 and Asset Management Powers were returned to the Council in November 2017.
- 2.4 The Council's Corporate Asset Management Plan 2017 - 2023, which incorporates the Council's Asset Management Policy and Strategy, is now the guiding document for Asset Management activities and priorities. This is included as Appendix 1 of this report.
- 2.5 The majority of property decisions are delegated in the Constitution, to the Assistant Director Planning Regeneration and Transport.
- 2.6 The criteria for property decisions that are reserved for Cabinet are:-
  - Any decision to dispose of or acquire a Land or Property asset with an estimated value greater than £100,000.
  - Any decisions referred to Cabinet at the request of the Cabinet Member for Jobs and the Local Economy.
- 2.7 An Asset Management Board is chaired by the Cabinet Member for Jobs and the Local Economy and attended by the Cabinet Member for Housing. The remaining board membership is mostly made up of

Strategic Directors and Assistant Directors from across the Council. The Board reviews progress and provides direction, guidance and support on both strategic and individual property issues to the Asset Management Service and to the Assistant Director Planning Regeneration and Transport.

### **3. Key Issues**

- 3.1 Progress against the Corporate Asset Management Plan is monitored by the Asset Management Board. The latest monitoring position is included as Appendix 2 of this report. Currently all actions are “Green” or completed.
- 3.2 The process for dealing with surplus property and decisions and the procedure for the review of surplus operational assets has been revisited and the process both simplified and made more open.
- The new process is presented in the format of a flow diagram in Appendix 3 of this report.
  - The new process includes, as previously, the consultation with Ward Members after an asset has been deemed to be surplus to the Council’s requirements.
  - An additional earlier consultation with Ward Members is now also included, before recommendations to the Asset Management Board, where there is a proposal to retain, demolish or declare an asset surplus to the Council’s requirements.
- 3.3 At the request of the service the Internal Audit service have carried out an Audit on the Statutory Compliance in the operational estate. This found that the Asset Management Service was ensuring compliance, but that the methods of compliance record storage and reporting upwards of that compliance required improvement. A set of actions have been agreed to improve compliance record storage and to instigate regular reports on compliance to the Regeneration and Environment - Directorate Management Team and the Asset Management Board.

### **4 Options considered and recommended proposal**

- 4.1 That the Corporate Asset Management Plan 2017-2023 implementation continues, with a review and update of the Corporate Asset Plan in 2019.

- 4.2 That the new Surplus Asset review process is supported and consultation with Ward Members is formalised.
- 4.3 That Asset Management progress the recommended improvements in compliance record storage and reporting of statutory compliance.

## **5 Consultation**

- 5.1 The Cabinet Member for Jobs and the Local Economy has been consulted on this report.

## **6 Timetable and Accountability for Implementing the Reported Activities**

- 6.1 As per Corporate Asset Management Plan.
- 6.2 New Surplus Asset review procedure is in place.
- 6.3 Compliance as per Internal Audit recommendations.

## **7 Finance and Procurement Implications**

- 7.1 It should be noted that the Asset Management Service have contributed to the Council's revenue budget savings target with savings of £2.736m over the period 2017-2021. For context this is against an Asset Management net revenue budget of £8.1m for 2018/19.
- 7.2 The identification and disposal of Council Assets is required to contribute towards the Council's capital receipts target of £2m for the 2018/19 financial year.
- 7.3 The 2017/2018 budget setting report included CCR2 a saving of £1M from properties released by Directorates following reviews of service. With the dependency on the outcome of service reviews, some of which are ongoing, it is not possible to definitively state that this target will be met, but current projections indicate this should be achieved in 2021/22 budget year.

## **8 Legal Implications**

- 8.1 There are no additional direct legal implication arising from the contents of this report.



**9 Human Resource Implications**

9.1 There are no HR implications arising from this report.

**10 Implications for Children and Young People and Vulnerable Adults**

10.1 No such implications arising out of this report.

**11 Equalities and Human Rights Implications**

11.1 No such implications arising out of this report.

**12 Implications for Partners and Other Directorates**

12.1 No such implications arising out of this report.

**13 Risks and Mitigation**

13.1 Should the Council continue to retain these assets without any clear plans for their retention for a suitable alternative use then this will continue to be a significant financial burden on current resources. The potential capital value will also be reduced due to the continuing acts of vandalism and risk of arson.

**14 Accountable Officer(s)**

Paul Woodcock – Acting Strategic Director, Regeneration and Environment  
 Bronwen Knight – Acting Assistant Director Planning, Regeneration and Transport.  
 Paul Smith – Head of Asset Management  
 Lindsay Johnson – Strategic Property Manager

Approvals obtained from:-

Title	Named Officer	Date
Finance	Jon Baggaley	28/11/2019
Legal	Stuart Fletcher	28/11/2019
Procurement	Lorna Byne	26/11/2019
Human Resources	John Crutchley	28/11/2019

# Corporate Asset Management Plan 2017/2025



## Foreword

The Council commissioned a Property and Asset Management Health Check in June 2016 and a draft report on the findings including recommendations for improvements was approved by Cabinet in February 2017. The review found that there were no risks in terms of health and safety related to the Council's management of its assets, however, made key recommendations around a new strategic approach to the management and development of our assets.

Following the approval of the policy and strategy, the Asset Management Board has overseen the production of an Asset Management Action Plan scheduling specific activities to optimise the use of our assets. The three documents together comprise the Council's Asset Management Plan.

The CIPFA Health Check report in November 2016 focused on Asset Management and recommended, amongst other things, that the Corporate Landlord Model be adopted, that a Strategic Asset Management function be installed to support strategic asset management and regeneration ambitions and that a comprehensive property review be undertaken. The development of a Corporate Strategic Asset Management Plan was also strongly recommended.

This Policy, Strategy and Action Plan will ensure the Council adopts a corporate approach to the management of assets and that they are managed and utilised to the benefit of the Borough and all who live and work within it. It is a "live" document which will be reviewed at least annually.



## Executive Summary

The Council commissioned a review of Asset Management which it reported in November 2016.

Rotherham Metropolitan Borough Council provides services to a growing population of 260,000 people in an area covering approximately 110 square miles. The Borough benefits from a wide range of environments - urban, suburban and rural – providing our residents with a varied region in which to live. 70% of this is open countryside, providing opportunities to enrich the lives of an increasingly diverse population.

The Council owns or occupies a portfolio which includes a wide range of assets, all of which require individual consideration in terms of their management. This Asset Management Plan is intended to govern how those assets are managed to best effect to not only capitalise on their benefit to the Borough, its communities and residents but also to maximise efficiency and effectiveness going forward.

Strategic asset management is crucial in ensuring that assets are managed in accordance with a pre-determined, well thought through plan but with a flexibility and adaptability that allows that plan to change should that be the right thing for the Borough. The Asset Management Policy and Asset Management Strategy were developed to deliver a cohesive and considered approach and to inform the development of a comprehensive and timely Asset Management Action Plan to ensure effective delivery of identified short, medium and long term priorities. The three documents together form the Council's Asset Management Plan for the period from 2017 to 2025.

*Proactive implementation of Strategic Asset Management provides the opportunity to:*

- Make best use of publicly owned assets across Rotherham.
- Encourage shared use of property resources.
- Minimise cost of occupation and management of land and buildings.

# Introduction

**The Council has developed a new Vision together with four Corporate Strategic Priorities providing direction and focus for the transformation of the Borough as well as the services the Council provides. The Council Plan for 2017/20 sets out a clear framework for progress in all areas, including regeneration and the environment.**

Rotherham Council's land and property asset portfolio is one of the key enablers to growth and regeneration and will play an important role in the delivery of the Vision and the Priorities. The corporate estate comprises 232 non-operational assets with an estimated market value of in excess of £37m. In addition to this, the operational estate consists of 248 operational land and property assets at an estimated value of £154m. This Strategy will facilitate the review of these assets and also a range of other miscellaneous assets throughout the Borough, enabling opportunities to be realised, income to be generated and capital receipts to be received to support the provision of services for our residents.

It is imperative that in the current environment of budget constraints together with increased transparency and scrutiny that all resources at the Council's disposal are employed as efficiently and effectively as possible. This Policy, Strategy and Action Plan will ensure this is the case, providing assurance to all that the asset base is being used to best effect at every opportunity.

# Context

## 1. Purpose

The Council Plan for 2017/20 established the Vision and Corporate Priorities which will take Rotherham into the future. The Plan includes details of how each Directorate will contribute towards delivery of the Vision and Priorities, a firm commitment to working in partnership with others and the expected staff values and behaviours for those working in a modern and efficient Council. There are plans for delivering each Priority together with performance measures so that progress can be effectively monitored.

The purpose of this Asset Management Plan, is to ensure that the Council's land and property assets contribute pro-actively to the delivery of the Vision and the Priorities so that effective Asset Management is recognised as an enabler of progress and growth. There will be a focus on income generation, minimisation of outgoings, of surplus assets being used to support housing and economic growth and also on service delivery and customer care. The Policy, Strategy and Action Plan will also inform investment decisions, where assets are purchased to either support regeneration or to increase income generation.

In essence, effective Strategic Asset Management will ensure that the asset portfolio is consistently aligned with corporate priorities, providing value for money with management of the portfolio in accordance with industry standards, benchmarked against comparable peers and with a view to the long term. This strategic approach to management and investment of the corporate portfolio will ensure that the asset base remains fit for purpose for years to come.



## 2. Vision and priorities

Following consultation with residents during the Summer of 2015, a new Vision for the Borough was defined, which is:

“Rotherham is our home, where we come together as a community, where we seek to draw on our proud history to build a future we can all share. We value decency and dignity and seek to build a town where opportunity is extended to everyone, where people can grow, flourish and prosper, and where no one is left behind.

To achieve this as a Council we must work in a modern efficient way, to deliver sustainable services in partnership with our local neighbourhoods, looking outwards, yet focused relentlessly on the needs of our residents.”

*To deliver this Vision for the Borough the Council has set out four priorities:*

- 1. Every child making the best start in life.**
- 2. Every adult secure, responsible and empowered.**
- 3. A strong community in a clean, safe environment.**
- 4. Extending opportunity, prosperity and planning for the future.**

Underpinning this is the need for Rotherham to be a modern, efficient Council, thereby enabling delivery of the Vision. A modern, efficient Council will provide value for money, customer-focused services, make best use of the resource available to it, be outward looking and work effectively with partners.

This Asset Management Plan helps the Council to deliver that vision and the four priorities in a number of ways – some direct and tangible, others less so but still crucially important to eventual success.

As the owner of such a significant number of assets within the Borough, the Council is in perhaps a unique position to influence the positive development of communities and business and make a real difference through its assets.

Well managed assets create opportunities to grow, flourish and prosper.

They encourage businesses to start or to expand, creating jobs and wealth which largely remains within the Borough as residents are increasingly less likely to travel elsewhere to shop, work and spend their leisure time. Through those assets regeneration can be encouraged, strategic acquisitions can make things happen, leading to innovation and creativity in the way those assets are used now and in the future.

They allow families to live in homes rather than simply houses, creating stability and sustainability and a respect for the neighbourhoods in which they live.

They encourage learning and development, providing the skills, knowledge and experience to remain, and fully participate in, the highly skilled economy of the future.

## 3. External Influences

### 3.1 Financial Context

For some years now, central government has required local authorities and partner organisations to make substantial savings in both revenue and capital spend. This has affected Rotherham in much the same way as other Councils.

This requires the Council to make significant savings over the coming years, meaning that a focus on efficiency and value for money is even more important.

The effective, strategic management of the Council’s assets will enable revenue savings to be made through rationalisation, growth to be achieved through new initiatives, innovative thinking in partnership with others and capital receipts to be generated to support the Council’s ambitions for the Borough.

But efficiencies should not be made at the expense of the provision of quality services, nor should rationalisation be undertaken in a way which leaves the Council with an unfit for purpose portfolio, unable to meet its Vision and priorities.

Value for Money is key and will form an integral part of the decision-making processes governed by this Plan and which inform asset management in Rotherham for the future.

## 3.2 Social Context

Rotherham is ranked as the 52nd most deprived district in England, mainly as a result of poor health, worklessness and low educational levels. In addition, evidence is that whilst deprivation is decreasing overall, in some areas it is increasing.

While large scale job losses affected the Borough in the last economic downturn, there are many positive initiatives underway, including the continued growth of the flagship Advanced Manufacturing Park at Waverley, set to create 3,500 new jobs plus deliver 4,000 homes and the formation of a new community.

Positive Strategic Asset Management by the Borough will be used in varied ways to deliver regeneration and growth in the places they are needed the most and where they will deliver the maximum beneficial impact.

This Plan will lead to the creation of additional sustainable employment, opportunities for growth and entrepreneurship, the regeneration of the town centre and other key areas of the Borough and the creative use of assets to deliver outcomes which improve the lives of those who live and work here.

## 3.3 Planning Policy

The Council's Local Plan allocates sites for new homes and jobs throughout the Borough. Although the majority of the housing sites in the plan are in private ownership, some are owned by the Council. These sites can be brought forward to help meet the Council's targets for new homes and, especially, help deliver new affordable homes or homes for those with particular needs.

The Planning Service will work closely with Asset Management on the delivery of housing and employment sites.

## 3.4 Transparency Agenda

The Government's Transparency Agenda requires all Local Authorities to annually publish details of their property portfolio online to enable residents, and any other interested party, to have access to how assets are being used in terms of service delivery and also to facilitate economic development. This Policy, Strategy and Action Plan will underpin this required publication, providing confirmation of an ongoing review of all assets and that they are indeed being used to their best effect.

# 4. External Influences

## 4.1 Transformational Change

Rotherham has undergone a significantly challenging process of change and transformation since the appointment of Government Commissioners in February 2015, resulting in many significant changes in culture, processes and key personnel.

The CIPFA Health Check report (November 2016) highlighted the need for a clearer strategic direction for Asset Management and that there were significant opportunities for improvement in the way the service is provided to the Council as whole. This has led to the introduction of the Corporate Landlord Model and a commitment to manage properties in a holistic way, one which supports the delivery of the Council's Vision and its corporate objectives and with the intention that a number of key asset management focused objectives be delivered. This Plan will enable that delivery, ensuring that the Asset Management service re-focuses its attention to include not only management of property to deliver optimum Value for Money but also excellent external and internal customer service.

## 4.2 Introduction of Corporate Landlord

The adoption of the Corporate Landlord Model from 1 April 2017 has effected a transfer of the majority of the Council's assets to the Asset Management service.

This is designed to enable the Council to utilise its assets to deliver better, more efficient services to communities:

- To unlock the value of assets, seek efficiencies through joint arrangements with public sector partners and maximise private sector investment.
- To support the delivery of the Council Plan.
- To integrate thinking about property with financial, regeneration and other considerations.

Under a Corporate Landlord approach the ownership of an asset and the responsibility for its management; maintenance and funding are transferred from service department to the Corporate Landlord. The respective roles and responsibilities are then outlined and clarified under a Service Level Agreement (SLA).

This change has been facilitated by the development of Service Asset Management Plans (SAMPs), produced by each distinct service area and setting out the properties they use currently and also their aspirations for the future. The information gathered will be collated and interrogated by the Strategic Asset Management team within the Asset Management service so that an overall picture of the asset base and the needs of the various services can be ascertained. This has been assessed, aligned with this Strategy and a fully informed Asset Management Action Plan developed.



## 4.3 Performance Management

Performance Management involves the adoption of a systematic approach to help improve performance through measurement and review.

This will be implemented to ensure the successful delivery of the Asset Management Policy, Strategy and Action Plan (the Asset Management Plan) through a series of key performance indicators (KPIs) reported via a balanced scorecard. Asset Management KPIs will be focused on key outcomes, they will be manageable and realistic and they will be relevant to stakeholders. The scorecard will contain indicators relating to the critical success factors in the Plan, threading through to ensure effective contribution to delivery of the four corporate priorities and the Vision for the Borough. They will measure elements which make a positive difference to the Borough and those which demonstrate efficiency and effectiveness.

Following review and challenge, results will be analysed and acted upon with the intention of driving exemplar performance.

## 4.4 Benchmarking

Benchmarking involves the continuous search for better ways of working with the intention of delivering superior performance.

This practice will be incorporated into the performance management process so that results can be compared against similar organisations and in order that any learning can be incorporated into ways of working. This will serve to inform future target setting whilst also encouraging an innovative and creative approach and a competitive spirit. The intention will be to drive peer-compared excellence in all practices with a view to achieving upper quartile performance in respect of key

# Asset Management Policy

Rotherham Metropolitan Borough Council recognises the inherent value in the effective and efficient direction and utilisation of land and property assets in sustaining the provision of services in the Borough and enabling the delivery of the Vision and four priorities. The alignment of asset management with organisational priorities and objectives is key to ensuring that decisions are made in the correct context and having regard to all relevant factors.

The following five policy objectives for Property Asset Management have been designed to enable decision-making in respect of assets which supports the Council's Vision and four priorities.

## Asset Management Objective 1:

Enabling delivery of the Council's services and priorities.

## Asset Management Objective 2:

Supporting Economic Growth, Housing Growth and Town Centre Regeneration.

## Asset Management Objective 3:

Maximising the opportunities that are available through the adoption of 'one public estate'.

## Asset Management Objective 4:

Developing growth income from commercial/non-operational activities.

## Asset Management Objective 5:

Maximising the range of benefits through the commissioning of property projects and property services.

The following existing and approved documents are relevant to the Asset Management Policy and should be referred to when appropriate:

- The Council Plan 2017/2020.
- Sheffield City Region (SCR) and The Combined Authority, especially through the Joint Asset Board (JAB)
- One Public Estate (OPE) Programme
- South Yorkshire and Bassetlaw NHS Strategic Transformation Plan
- Rotherham Together Partnership
- Housing & Economic Growth Plan
- Children's and Adult Services Improvement Plans
- The need to grow revenue income to support the Medium Term Financial Strategy
- The need for revenue savings and capital receipts to support the Medium Term Financial Strategy
- Health check of the Council's own Asset Management practices.
- Asset Management Improvement Plan





# Asset Management Strategy

The Asset Management Strategy identifies how the policy will be delivered and implemented. The Strategy sets the strategic direction and key outcomes to be delivered, which are detailed in the Asset Management Action Plan, along with relevant timescales.

## Asset Management Objective 1: Enabling delivery of the Council's services and priorities

### 1.1 Expected Outputs:

- **Enabling delivery of the Council's Medium Term Financial strategy (MTFS), the Capital Strategy, the Council Plan, Service plans, improvement and transformation plans.**

In seeking to ensure best value for money is achieved from property assets, effective asset management will naturally enable savings to be made, growth to be achieved and the Borough to be transformed through regeneration. This Strategy will be integrated with the delivery of the above Strategies and Plans to ensure that joined up, consistent thinking and actions deliver optimum solutions.

- **The delivery of schools basic need.**

A key focus of this Strategy is to encourage a Borough with a vibrant, attractive offer in terms of housing, employment opportunities and lifestyle. Such an increase in population will lead to a corresponding increase in school places and the level of basic need funding received together with associated maintenance funding, thereby improving the estate and the attractiveness of the Borough even further.

- **A rationalised efficient estate provided at lowest possible cost.**

The implementation of the SAMPs process to identify the requirements of each discrete service area will enable future plans for the portfolio in terms of investment and rationalisation to be formulated in a structured and coherent way, ensuring that linkages are made to reduce costs and maximise efficiency across the estate.

- **An effective estate suitable for modern ways of working.**

The operational portfolio will be reviewed following receipt and overall assessment of the SAMPs by the Strategic Asset Management function. It is intended this will lead to a rationalisation review, providing a portfolio which reflects Rotherham's position as a modern, efficient Council. The effectiveness of WorkSmart will simultaneously be assessed and a view taken regarding roll out to other properties within the rationalised operational estate.

- **An estate with an effective preventative condition maintenance plan.**

Following a comprehensive programme of condition surveys, a revised preventative maintenance programme will be devised taking into account component life cycles and building life expectancy, ensuring assets are maintained in a way which maximises their capital value and preserves their use for the longest time possible.

- **A resilient estate.**

In an ever-changing political, economic and social world it will become increasingly important to ensure the estate owned and occupied by the Council after rationalisation is able to withstand external pressures. Each asset will be assessed to determine whether continued use or ownership is appropriate and, if not, the most beneficial disposal approach. Assets retained will be those which are considered to be of use or to have investment return potential in the short, medium or long term. They will be adaptable, flexible, fit for purpose and financially viable.

### 1.2 Actions to Deliver Objective:

- **Implement a Corporate Landlord approach across the estate.**

The use of the Corporate Landlord Model was recommended by CIPFA in its "Property Function Health Check" approved at Cabinet on the 13th February 2017. The Model was implemented across the estate from 1st April 2017 and is expected to introduce an increasingly co-ordinated approach to asset management throughout the Council's portfolio. This Strategy will embed that process further through provision of an explanation of the future of asset management at Rotherham, encouraging discussion and communication between Directorates.

- **Rationalise and minimise the cost of the estate.**

The implementation of this Strategy to enable considered decision-making in accordance with the Principles set out in the Asset Management Policy will provide a framework for the rationalisation of the estate, leading to a reduction in costs.

- **Use of modern agile and flexible working principles to make best use of the estate (WorkSmart).**

The review of the operational estate will allow investment in new ways of working and WorkSmart practices to be focused upon buildings which have been determined to be retained in at least the medium to long term. Decisions regarding investment will be made according to the Corporate Landlord model, thereby reducing waste and the making of short-term spending decisions which fail to take account of the bigger picture.

- **Developing and operating an increasingly energy efficient and environmentally low impact estate.**

The comprehensive property review will include an assessment of the energy efficiency and/or environmental impact of all assets. Decisions regarding the future of assets will be made having regard to the forthcoming Environment and Energy Policy.

- **Implement a Planned Preventative Maintenance (PPM) Plan across the estate.**

The implementation of PPM across the portfolio will allow workstreams to be planned, assisting in resource planning, and permit financial requirements to be assessed in the medium to long term.

## **Asset Management Objective 2:**

### **Supporting Economic Growth, Housing Growth and Town Centre Regeneration:**

#### **2.1 Expected Outputs:**

- **Provision of sites and developments that deliver economic growth, employment, housing growth and town centre regeneration.**

The comprehensive property review and ongoing review of the asset base will likely enable sites and properties to be released, which can be used for economic

growth, employment, housing growth and town centre regeneration. Sites may be of use in Council-driven initiatives, or the decision may be taken to dispose of the site on the open market or with the Council retaining an interest to ensure regeneration and growth are indeed driven through the release of those sites.

#### **2.2 Actions to Deliver Objective:**

- **Proactive release of public sector sites for development.**

Central Government believes that public sector bodies are holding land which could, and should, be released for development by others. This Strategy provides for the comprehensive review of all sites with a view to actively identifying sites which can be developed by our partners.

- **Development of Council owned sites.**

Where sites are considered viable for development by the Council directly then these will be retained and, following a valid business case and subject to availability of funding, will be developed in accordance with the most appropriate outcomes for that locality.

- **Targeted Council development of sites to stimulate the market/address market failure.**

The review of all assets will identify those sites available for development which are in areas most in need of Council intervention.

- **Investment in developments with a financial viability gap when that investment enables/achieves Housing, Economic growth and regeneration.**

The sites identified through the review will not all be viable from a financial point of view. Assessment of the sites released through the process of comprehensive review will allow any viability gaps to be quantified and options which will permit progression to be considered.

- **Strategic acquisition of sites for development.**

The comprehensive review may also show where there are gaps in ownership in areas where Council intervention could make a real difference. The SAMPs will similarly inform of Directorate requirements where acquisition may be appropriate and justified. Once such gaps have been identified the Asset Management service will work with other areas and potential local and sub-regional partners within the Council, using more detailed provided briefs, to

### Asset Management Objective 3:

Maximising the opportunities that are available through the adoption of ‘one public estate’.

#### 3.1 Expected Outputs:

Co-location & joint rationalisation to achieve:

- Revenue savings and generation.
- Capital receipts.
- Release of development sites.
- Better integrated public services.

The Council is already actively working with a range of partners to deliver the benefits of “one public estate” and this is expected to increase further through the implementation of this Strategy. The identification of not only the assets held by each partner but also the intelligent formulation of co-location options which benefit all partners in terms of customer service as well as rationalisation will be enabled further by the adoption of the Corporate Landlord Model.

#### 3.2 Actions to Deliver Objective:

- Active participation with Sheffield City Region – Joint Asset Board and One Public Estate Programme.
- Active Participation in the South Yorkshire and Bassetlaw NHS Accountable Care System (ACS) Strategy Board.
- Active participation in Rotherham Together Partnership - Local Estates Forum and Integrated Working Programme.

Continued active participation in the above partnerships will deliver co-location and rationalisation opportunities for all concerned, resulting in benefits for Rotherham Borough and also for the wider region.

### Asset Management Objective 4:

Developing growth income from commercial/non-operational activities.

#### 4.1 Expected Outputs:

- **To maximise income generated through the Council’s Commercial estate, property investment and Asset Management Service external trading activity, to support the Council’s revenue position.**

The Comprehensive Asset Review will lead to the rationalisation of the commercial and overall estate and may lead to opportunities to maximise return being identified. In addition, the Asset Management service has a number of elements which are marketable and that with some resource applied together with investment, may generate a valuable revenue stream in the future.

#### 4.2 Actions to Deliver Objective:

- **Investing in property to deliver revenue income.**  
Condition surveys will confirm the investment required to meet ownership and Landlord obligations and also the investment needed to maximise capital value going forward. This will be used to drive investment decisions not only through the Planned Maintenance Programme but also in terms of the ongoing capital improvement programme.
- **Developing and growing the non-operational estate to improve its yield and surplus.**  
Opportunities will be explored in order to potentially fund the acquisition of non-operational assets which will produce a good return and sustain the portfolio in future years.
- **Combining income development and managed risk appetite to enable economic growth and housing development where the commercial market is too risk adverse to deliver.**  
The identification of both housing and economic growth sites will deliver additional revenue or capital income, or both, depending on the nature of the opportunity and will also regenerate areas which are difficult to reach through market-led interventions. Receipt of New Homes Bonus, additional business rates income and the creation of new jobs will further benefit the Borough.

- **Investment/development in the existing estate.**

This will be informed via the comprehensive property review and the condition surveys being undertaken, with the investment needs of retained assets being included in either the planned maintenance or capital improvement programmes. Development sites will be either developed by the Council, in partnership or released to the market where the capital receipt receivable is significant. This will be enhanced wherever possible by the prior obtaining of planning permission to maximise value.

- **Purchasing commercial and housing developments.**

The purchase of commercial developments through Rotherham Investment and Development Office (RIDO) and housing developments in conjunction with the Housing Service will be dependent upon the developments proving to be commercially viable and with a positive return. Such return can be purely financial or may be formed in part by a calculated Social Return on Investment.

- **Developing new commercial assets.**

This will also be facilitated through RIDO with advice provided by Asset Management to make possible the development of opportunities in areas where such Council intervention will have the most positive impact.

- **External trading of the Council's Professional Asset Management Services.**

The Council's Asset Management service includes a number of areas of professional provision which may be marketable to third parties. The potential options available will be assessed and progressed once the existing estate has been reviewed explored to its full potential.

## **Asset Management Objective 5:**

### **Maximising the range of benefits through the commissioning of property projects and property services.**

#### **5.1 Expected Outputs:**

- The Council is a significant commissioner for the supply of property, construction, consultancy and energy services and the effective management of this process will:
- Ensure cost effective construction and energy services are provided to the Council.
- Maximise the benefits of collaboration and partnership in commissioning property services in the public sector.
- Support inward investment in SME business in Rotherham, Sheffield City Region and the wider Yorkshire and East Midlands region.
- Promote training, development and retention of a skilled labour market in the region.
- Add social value through the delivery of projects and services which enhance the communities they serve.

#### **5.2 Action to Deliver Objective:**

- Work across the public sector to jointly procure and commission. Continue to develop the YORHub frameworks.
- Develop a Rotherham Construction Partnership (RCP) framework of SME specialist contractors.

# Asset Management Action Plan

**Goal/Expected Outcome:** To deliver the Asset Management Policy and Strategy and other key related initiatives

Reference and Source	What/How	Who	Resources	When	Outcome
<b>AMP-01</b> AMS 1 : 1.1	Finance and Asset Management (AM) to liaise to jointly deliver the Medium Term Financial Strategy (MTFS) and the Asset Management Plan (AMP).	LM/JB	Within existing Finance and Asset Management Teams.	Report to OSMB November 2017 and then continued engagement.	That the AMP and MTFS are aligned to deliver corporate priorities.
<b>AMP-02</b> AMS 1 : 1.1 AMS 2 : 2.1	<p>Actively work with service areas to:</p> <p>Support delivery of service, improvement and transformation plans.</p> <p>Enhance relationships with Strategic Housing through discussion of identified sites, to enable decisions to be made on development or disposal.</p> <p>Enhance relationships with RiDO to facilitate the redevelopment of the town centres and also economic growth and employment opportunities in the Borough.</p>	PS/LM/JM	Resources will be specific to each project, eg. Swinton Town Centre and assessed as projects are brought forward.	Each project to have timescale within the project plan and assessed as projects are brought forward.	<p>That service areas are able to progress and transform with appropriate AM support.</p> <p>The most beneficial overall decisions will be made on each site and in respect of each opportunity.</p>

Reference and Source	What/How	Who	Resources	When	Outcome
<b>AMP-03</b> AMS 1 : 1.1 AMS 1 : 1.2	Review of the efficacy of WorkSmart across the whole of the Council and the impact of any change in the ways of working upon the efficient use of assets.	PS	To be confirmed, dependant on outcome.	By 31/03/18.	Either a confirmation that WorkSmart principles and ways of working are to continue or a revised methodology together with a revised approach to assets.
<b>AMP-04</b> AMS 1 : 1.1	To monitor need for school places (schools basic need) and deliver those places to ensure matches housing growth and any population changes in each area of the Borough.	RH	Basic need (DFE) allocation.	Annual programme.	That the school places available in each area matches need and demand and supports population changes.
<b>AMP-05</b> AMS 1 : 1.1 AMS 2 : 2.2	Analysis of initial SAMPs and six monthly review to facilitate operational/non-operational property reviews and rationalisation of estate. Production of schedules of assets with recommendations.  Analysis of the outcomes of the property reviews to reveal and address, where possible, any gaps in ownership through acquisition.	LM/JM/SC	Staff resources across the Council via Asset Management Board (AMB) and Asset Management Officer Group (AMOG).	SAMPs completed by 30/04/17.  Initial review by 31/10/17 and six monthly thereafter.  Operational and non operational reviews to be completed by 31/03/18.  Analysis complete by 30/09/18 and acquisitions to be ongoing as and when opportunities arise.	A fit for purpose and rationalised, flexible estate which meets the needs of services, the public and the Council as a whole.  That gaps in ownership where Council led intervention could mke a real difference are addressed where possible and practicable.

Reference and Source	What/How	Who	Resources	When	Outcome
<b>AMP-06</b> AMS 1 : 1.1 AMS 1 : 1.2 AMS 4 : 4.2	Undertake condition surveys of the entire portfolio to establish the current position and funding required to make all assets to be retained are fit for purpose.	SC/MS/JM	Two agency Surveyors employed using premises fund reserve funding.	By 31/3/18.	The condition of all assets will be known, works will be carried out where funding is available and the reviews will be completed.
<b>AMP-07</b> AMS 1 : 1.1 AMS 1 : 1.2 AMS 4 : 4.2	Produce a revised planned preventative maintenance plan and capital/responsive funding plans.	SC/MS/JM	Cost of repairs will depend on outcome of condition surveys, additional funding is likely to be required.	By 30/9/18.	The programme to meet ownership and landlord obligations.
<b>AMP-08</b> AMS 1 : 1.2	Corporate Landlord to be embedded across the estate, any exceptions to be subject to an approved business case. Increased Directorate engagement and internal partnership working both formally (SLAs) and informally.	PS	Staff resources across the Council via Asset Management Board (AMB) and Asset Management Officer Group (AMOG).	Implemented from 1/4/17.	That corporate landlord is fully embedded across the Council and relationships between AM and Directorates are positive and proactive.
<b>AMP-09</b> AMS 1 : 1.2	Develop a system of asset challenge in accordance with CIPFA recommendations and best practice, once updated and released by CIPFA.	LM/JM/SC	Existing Asset Management Team.	By 31/03/18.	Asset challenge in both property reviews and after they are complete has been undertaken in a consistent way which reflects best practice.

Reference and Source	What/How	Who	Resources	When	Outcome
<b>AMP-10</b> AMS 1 : 1.2	A review of the energy efficiency of each operational building will be undertaken as part of the reviews and the requirements of the Environment and Energy Policy taken into account in decisions made.	DR	Existing Energy Team resources and budgets.	By 31/3/18.	That all operational buildings are as energy efficient as possible and are managed in accordance with good energy management practice.
<b>AMP-11</b> AMS 2 : 2.1 AMS 2 : 2.2	The identification and release of sites through the operational and non-operational property reviews to be used for economic growth, employment, housing growth and town centres regeneration, together with a list of priority interventions.  Formulate relationships with developers and public sector partners to facilitate the realisation of opportunities, particularly where intervention is necessary to address market failure or the market requires stimulation.	LM/JM PS/LM/ JM/TO'C/SL	To be progressed by Asset Management, RIDO and Housing teams with individual project budgets to be confirmed as and when progressed.	Reviews complete by 31/3/18. Relationship development to be ongoing.	That a range of sites are proactively identified for use or development either by the Council, partners or for disposal for identified purposes and that their relative priority is noted in terms of intervention need/ viability gaps. That as many opportunities as possible are realised to the benefit of the Borough.
<b>AMP-12</b> AMS 2 : 2.1	Develop house archetypes to support provision of both affordable and market Council-developed housing in the Borough.	MS	Building Design Team in Asset Management.	By 30/9/18.	That sites can be developed more quickly and within timescales which meet Homes England deadlines.



Reference and Source	What/How	Who	Resources	When	Outcome
<b>AMP-13</b> AMS 2 : 2.1 AMS 4 : 4.2	Develop an efficient consultation model and process to quickly establish the best use for identified/ released sites. Re-establish Asset Review meetings. Develop a list of sites available for development by either the Council or a partner or which are suitable for disposal. An assessment process involving criteria and relevant consultees to be created. Obtain planning permission where this will enhance value.	JM/SC/LM	Staff resources across the Council via Asset Management Board (AMB) and Asset Management Officer Group (AMOG).	Process by 30/06/18 from 31/03/18.	That the process from identification to decision-making regarding the future of sites is limited to six months. That sites are identified as within a particular category through a rigorous and inclusive process and then action taken as appropriate within an agreed timescale.
<b>AMP-14</b> AMS 3 : 3.1	Consider development of a joint storage and archiving solution with Strategic Estates Group (SEG) partners.	SC/LM	Possible capital and revenue funding bids depending on solution chosen.  Individual Estates teams for each organisation.	30/06/18.	That an effective joint storage solution is secured for all partners to use – Rotherham Council; SYP; Rotherham Hospitals Trust; SYF&R.
<b>AMP-15</b> AMS 3 : 3.1 Localities Working	Support Localities Programme including Neighbourhoods and Rotherham Integrated Health and Social Care Plan. Identify assets where joint location or acquisition/disposal of assets held by respective organisations will facilitate efficiency and/or improved service delivery.	PS/LM	Staff resources across the Council via Asset Management Board (AMB) and Asset Management Officer Group (AMOG) and individual estates teams from other organisations.	By 31/03/20 and when required.	That all joint working opportunities and/or use of assets to facilitate efficiency have been explored and implemented where appropriate.

Reference and Source	What/How	Who	Resources	When	Outcome
<b>AMP-16</b> AMS 3 : 3.2	Attend Joint Asset Board (SCR); NHS Accountable Care System Strategy Board (ACS), Rotherham Together Partnership (RTP) and Strategic Estates Group (SEG) to develop One Public Estate (OPE) relationships.	PW/PS	To be attended by relevant officers from within the Council.	As scheduled	That relationships are maintained/developed to ensure partnership working continues and all available opportunities can be explored and realised.
<b>AMP-17</b> AMS 4 : 4.1 AMS 4 : 4.2 AMS 5 : 5.1	Maximise income obtainable from the commercial estate – through rental increase but also through the implementation of creative usage. Identify and progress investment opportunities which deliver a maximum return, within acceptable parameters, supporting inward investment.	JM	Within existing team resources but subject to a further request for funds if necessary.	Non-operational property review completed by 31/03/18. Sites to be progressed as and when become available.	That income generation is maximised and creative use solutions implemented wherever possible to ensure the estate is utilised effectively. That appropriate opportunities are identified and acted upon to sustain the portfolio. That inward investment into the entire area of operation is maximised.
<b>AMP-18</b> AMS 4 : 4.1 AMS 4 : 4.2	Develop opportunities to increase trading income from marketable services within Asset Management, ensuring that existing services, both internal and external, are not adversely affected.	PS/MS/JM/ SC/RH	To be identified when the proposals are considered for approval to proceed - may require additional resource/ investment.	PIDs to be considered by 31/03/19.	That the potential to develop the sale of services to third parties from within the Design, Estates, Facilities and Academies/ Schools functions of Asset Management are explored and maximised.

Reference and Source	What/How	Who	Resources	When	Outcome
<b>AMP-19</b> AMS 4 : 4.2	Development of a proposal to acquire Section 106 properties through the General Fund.	LM	To be identified within the Business Case.	By 30/09/18.	That Section 106 properties are acquired where they may not be by other parties, to ensure developments proceed but also to produce an income stream.
<b>AMP-20</b> AMS 4 : 4.2	Development of a proposal to bulk purchase residential properties to let at market rents.	LM	To be identified within the Business Case.	By 30/09/18.	That properties may be purchased to produce an income stream but where this will facilitate additional development or improve the viability of developments in the Borough.
<b>AMP-21</b> AMS 4 : 4.2	Formulation of a proposal to develop new commercial assets to be managed by Estates, with a focus on revenue income generation.	JM	To be identified within the Business Case.	OBC for initial proposal by 30/09/18.	That properties are developed to produce an income stream but also to provide varied employment opportunities.
<b>AMP-22</b> AMS 5 : 5.1	Continue to develop cost effective energy services to meet the needs of the Council.	DR	Initially within existing resources/budgets but business cases may reveal the need for additional resources once developed.	Ongoing.	That all internal client requirements are met in a timely and cost effective way.

Reference and Source	What/How	Who	Resources	When	Outcome
<b>AMP-23</b> AMS 5 : 5.1	Deliver effective construction-based services to internal clients. Work with partners, including SMEs, to deliver effectively commissioned construction services across the public sector in the Borough, to maximise efficiencies and outputs. Develop frameworks to increase speed and efficiency of process, including the continued development of YORHub and RCP.	MS	Existing Building Design Team resources, though may be need for additional resources in future depending on eventual scope.	Ongoing.	That all contracts awarded and works carried out ensure collaboration and partnership are embedded in the Borough. That all internal client requirements are met in a timely and cost effective way.
<b>AMP-24</b> AMS 5 : 5.1	Develop links with local contractors and developers to encourage the training, development and retention of a skilled workforce in the region.	MS	Existing Building Design Team resources	Ongoing.	That the Council form an integral part of the development of a skilled workforce in the region to facilitate development and growth.
<b>AMP-25</b> AMS 5 : 5.1	Establish the social value of, and social return on investment on, all projects and services provided to communities.	PS/LM/JM/SC/MS/RH	Staff resources across the Council.	To commence by 31/03/19.	That the societal rather than just the monetary value of all projects and services is established and noted.

Reference and Source	What/How	Who	Resources	When	Outcome
<b>AMP-26</b> AMS 5 : 5.2	Develop use of the Rotherham Construction Partnership (RCP) framework of SME specialist contractors with external parties.	MS	Existing Building Design Team resources.	RCP Framework in place in May 2017.	That the RCP framework is in place and used to promote partnership procurement across the Borough.
<b>AMP-27</b> Town Centre Masterplan	Support RiDO to deliver the Town Centre Masterplan.	LM/JM	Existing Asset Management resources.	Delivered by 2027.	The regeneration of Rotherham Town Centre is delivered and the area transformed.
<b>AMP-28</b> IPSC	Develop regeneration/ redevelopment plans for town centres throughout the Borough.	LM	Existing Asset Management resources.	From April 2018 onwards.	That other town centres in the Borough are redeveloped in accordance with need and opportunity.
<b>AMP-29</b> Town Centre Masterplan	Develop plans to redevelop the markets in Rotherham Town Centre and also other markets in the Borough.	MS/JM/LM	Existing Asset Management and RiDO resources though business cases may reveal the need for additional resources as the projects develop.	Initial brief to be developed by 30/11/18.	That the markets area in Rotherham Town Centre and other town centres are redeveloped in accordance with the stipulations of the Masterplan and also emerging requirements.

Reference and Source	What/How	Who	Resources	When	Outcome
<b>AMP-30</b> SOAHP allocation	Support Housing in delivery of the SOAHP and HIF bids, facilitating site release and providing design/ procurement services when needed.	MS/JM/LM/ MR	Existing Asset Management resources.	"Initial sites Start on Site by 31/03/18.	That sites are delivered in accordance with the Homes England programme and deadlines met.
<b>AMP-31</b>	Procure (in conjunction with Housing) an appraisal tool to enable comprehensive assessment of both residential and commercial investment and/or development opportunities.	LM/JD	To be confirmed once the procurement exercise is underway.	By 30/09/18.	That a fully effective appraisal tool is procured including all parameters and assumptions as required, enabling speedy analysis of opportunities as they arise.
<b>AMP-32</b> IPSC	Review Community Buildings to assess their management and ongoing effectiveness.	LM/JM	Staff resources across the Council via Asset Management Board (AMB) and Asset Management Officer Group (AMOG).	By 30/03/18.	That all community buildings have been reviewed and their management considered.
<b>AMP-33</b>	Progress development of Basingthorpe Farm in association with RIDO.	SL/LM	Existing RIDO and Asset Management resources with requests for additional funding as and when necessary.	ACF funding decision expected by February 2018. Land partnering agreement in place by December 2018.	That the site is developed in conjunction with Fitzwilliam Estates, to provide 2500 homes and to benefit the Borough and the Sheffield City Region.
<b>AMP-34</b>	Work with Rotherham Pioneers to encourage partners, particularly SMEs, to engage in construction and development opportunities.	MS/LM	Existing RIDO and Asset Management resources.	Ongoing.	That a growing number of SMEs engage with the Council in the provision of services etc.



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**Asset Management Dashboard 2018-19**

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**Appendix 2 : Asset Management Plan 2017/2025: Progress Schedule**

Paul Smith - Head of Asset Management

Last Review 23/11/2018

Red = High Risk of Failure Amber = Possible issues which are manageable Green = no issues Blue = completed

Project/ Task Reference	Description	Project Lead	Date Reviewed	Comments	Status R/ A / G
AMP	<b>Asset Management Plan 2017/2025</b>	<b>PS</b>			<b>Green</b>
AMP-01	Finance and Asset Management (AM) to liaise to jointly deliver the Medium Term Financial Strategy (MTFS) and the Asset Management Plan (AMP)	<b>LJ</b>	23/11/18	Ongoing Communication	<b>Green</b>
AMP-02	Actively work with service areas to:- Support delivery of service, improvement and transformation plans.	<b>PS</b>	23/11/18	Multiple engagement across the Council to support Services. IE SEN Places, Basic Need, Foster Homes, LD Review, Early Help Review, DLT's.	<b>Green</b>
AMP-03	Review of the efficacy of WorkSmart across the whole of the Council and the impact of any change in the ways of working upon the efficient use of assets.	<b>PS</b>	23/11/18	Report being prepared for SLT based on ongoing Space Utilisation Surveys and SAMPS	<b>Green</b>
AMP-04	To monitor need for school places (schools basic need) and deliver those places to ensure matches housing growth and any population changes in each area of the Borough.	<b>RH</b>	23/11/18	On target for 18/19 Due to complete 19/12/18	<b>Green</b>
AMP-05	Analysis of initial SAMPs and six monthly review to facilitate operational/non-operational property reviews and rationalisation of estate. Production of schedules of assets with recommendations. Analysis of the outcomes of the property reviews to reveal and address, where possible, any gaps in ownership through acquisition.	<b>LJ</b>	23/11/18	SAMP update for 2018/19 is 90% complete	<b>Green</b>
AMP-06	Undertake condition surveys of the entire portfolio to establish the current position and funding required to make all assets to be retained are fit for purpose.	<b>MS</b>	23/11/18	On target for 20% refresh in 2018/19.	<b>Green</b>
AMP-07	Produce a revised planned preventative maintenance plan and capital/responsive funding plans.	<b>SC</b>	23/11/18	In Progress, Awaiting final decisions on ongoing service reviews.	<b>Green</b>
AMP-08	Corporate Landlord to be embedded across the estate, any exceptions to be subject to an approved business case. Increased Directorate engagement and internal partnership working both formally (SLAs) and informally.	<b>PS</b>	23/11/18	Corporate Landlord in place. SAMPs and meetings with Directorates are ongoing.	<b>Green</b>
AMP-09	Develop a system of asset challenge in accordance with CIPFA recommendations and best practice, once updated and released by CIPFA.	<b>LJ</b>	23/11/18	Asset Challenge is ongoing but basic process to be documented.	<b>Green</b>
AMP-10	A review of the energy efficiency of each operational building will be undertaken as part of the reviews and the requirements of the Environment and Energy Policy taken into account in decisions made.	<b>SC/DR</b>	23/11/18	In addition to DEC surveys 15 energy efficiency surveys; 6 lighting surveys and 7 targeted surveys have been carried out identifying potential energy efficiency measures saving an estimated £25.6k	<b>Green</b>
AMP-11	The identification and release of sites through the operational and non-operational property reviews to be used for economic growth, employment, housing growth and town centres regeneration, together with a list of priority interventions. Formulate relationships with developers and public sector partners to facilitate the realisation of opportunities, particularly where intervention is necessary to address market failure or the market requires stimulation.	<b>LJ</b>	23/11/18	Reviews are on going. With further surplus properties going to Cabinet in January 2019.	<b>Green</b>
AMP-12	Develop house archetypes to support provision of both affordable and market Council-developed housing in the Borough.	<b>MS</b>	23/11/18	First types 2 and 3 developed for Bellows Road. These are available for future sites.	<b>Green</b>
AMP-13	Develop an efficient consultation model and process to quickly establish the best use for identified/released sites. Re-establish Asset Review meetings. Develop a list of sites available for development by either the Council or a partner or which are suitable for disposal. An assessment process involving criteria and relevant consultees to be created. Obtain planning permission where this will enhance value.	<b>LJ</b>	23/11/18	Visio and review process procedure under development. However sites are already being targeted and released.	<b>Green</b>
AMP-14	Develop a joint storage and archiving solution for Local Estates Forum (LEF) partners following securing of OPE6 funding to recruit a Project Manager.	<b>LJ</b>	23/11/18	OPE6 officer being recruited.	<b>Green</b>
AMP-15	Support Localities Programme including Neighbourhoods and Rotherham Integrated Health and Social Care Plan. Identify assets where joint location or acquisition/disposal of assets held by respective organisations will facilitate efficiency and/or improved service delivery.	<b>LJ</b>	23/11/18	Engaged with SEG and MAGS. Service requirements are currently in development.	<b>Green</b>
AMP-16	Attend Joint Asset Board (SCR); NHS Accountable Care System Strategy Board (ACS) and Rotherham Together Partnership (RTP) – Local Estates Forum (LEF) to develop One Public Estate (OPE) relationships.	<b>PS</b>	23/11/18	Attending, multiple co-operative actions are resulting.	<b>Green</b>
AMP-17	Maximise income obtainable from the commercial estate – through rental increase but also through the implementation of creative usage. Identify and progress investment opportunities which deliver a maximum return, within acceptable parameters, supporting inward investment.	<b>JM</b>	23/11/18	Commercial Estate Action Plan is being Produced. Investment opportunities to expand the commercial estate have been identified and OBC's will be produced	<b>Green</b>
AMP-18	Develop opportunities to increase trading income from marketable services within Asset Management, ensuring that existing services, both internal and external, are not adversely affected.	<b>PS</b>	23/11/18	Additional external income in 2018/19 exceeds £450k	<b>Green</b>
AMP-19	Development of a proposal to acquire Section 106 properties through the General Fund.	<b>LJ</b>	23/11/18	On Hold subject to development of Council Property/ Housing Vehicle	<b>Green</b>
AMP-20	Development of a proposal to bulk purchase residential properties to let at market rents.	<b>LJ</b>	23/11/18	On Hold subject to development of Council Property/ Housing Vehicle	<b>Green</b>
AMP-21	Formulation of a proposal to develop new commercial assets to be managed by Estates, with a focus on revenue income generation.	<b>JM</b>	23/11/18	Investment Opportunities in Wath and with Partners have been identified to commence OBC.	<b>Green</b>
AMP-22	Continue to develop cost effective energy services to meet the needs of the Council.	<b>SC</b>	23/11/18	Service developed and cost effective	<b>Complete</b>



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**Asset Management Dashboard 2018-19**

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**Appendix 2 : Asset Management Plan 2017/2025: Progress Schedule**

Paul Smith - Head of Asset Management

est Review 23/11/2018

Red = High Risk of Failure Amber = Possible issues which are manageable Green = no issues Blue = completed

Project/ Task Reference	Description	Project Lead	Date Reviewed	Comments	Status R/ A / G
AMP-23	Deliver effective construction-based services to internal clients. Work with partners, including SMEs, to deliver effectively commissioned construction services across the public sector in the Borough, to maximise efficiencies and outputs. Develop frameworks to increase speed and efficiency of process, including the continued development of YORHub and RCP.	MS	23/11/18	YORHUB and RCP3 in place. RCP4 to be procured.	Green
AMP-24	Develop links with local contractors and developers to encourage the training, development and retention of a skilled workforce in the region.	MS	23/11/18	Training Figues monitored through YORHub	Green
AMP-25	Establish the social value of, and social return on investment on, all projects and services provided to communities.	MS	23/11/18	YorHub project being put in place to determin social value of construction projects.	Green
AMP-26	Develop use of the Rotherham Construction Partnership (RCP) framework of SME specialist contractors with external parties.	MS	23/11/18	#RCP3 in place. RCP4 to be procured.	Green
AMP- 27	Support RiDO to deliver the Town Centre Masterplan.	PS	23/11/18	Assistance is ongoing.	Green
AMP-28	Develop regeneration/redevelopment plans for town centres throughout the Borough.	LJ	23/11/18	Swinton Progressing Rest on hold due to resource levels.	Green
AMP-29	Develop plans to redevelop the markets in Rotherham Town Centre and also other markets in the Borough.	MS	23/11/18	Detailed Condition Surveys carried out to inform Brief and Options Appraisal.	Green
AMP-30	Support Housing in the submission of the Housing Infrastructure Fund bid and in subsequent delivery ensuring tie-in with other key initiatives.	LJ	23/11/18	HIF bid completed and was unsuccessful	Complete
AMP-31	Support Housing in delivery of the SOAHP bid, facilitating site release and providing design/procurement services when needed.	MS	23/11/18	Underway, Bellows Road and Rothwell.	Green
AMP-32	Procure (in conjunction with Housing) an appraisal tool to enable comprehensive assessment of both residential and commercial investment and/or development opportunities.	LJ	23/11/18	To Be Progressed.	Green
AMP-33	Review Community Buildings to assess their management and ongoing effectiveness	LJ	23/11/18	Solution identified for all but 2 which are still being reviewed	Green
AMP-34	Progress development of Bassingthorpe Farm through agreement of land deal and support to RiDO for proposal itself	PS	23/11/18	Report to Cabinet December 2018.	Green
AMP-35	Work with Rotherham Pioneers to encourage partners, particularly SMEs, to engage in construction and development opportunities.	MS	23/11/18	RCP4 Procurement proposed.	Green

**DRAFT**

Surplus Property Process  
VERSION 9

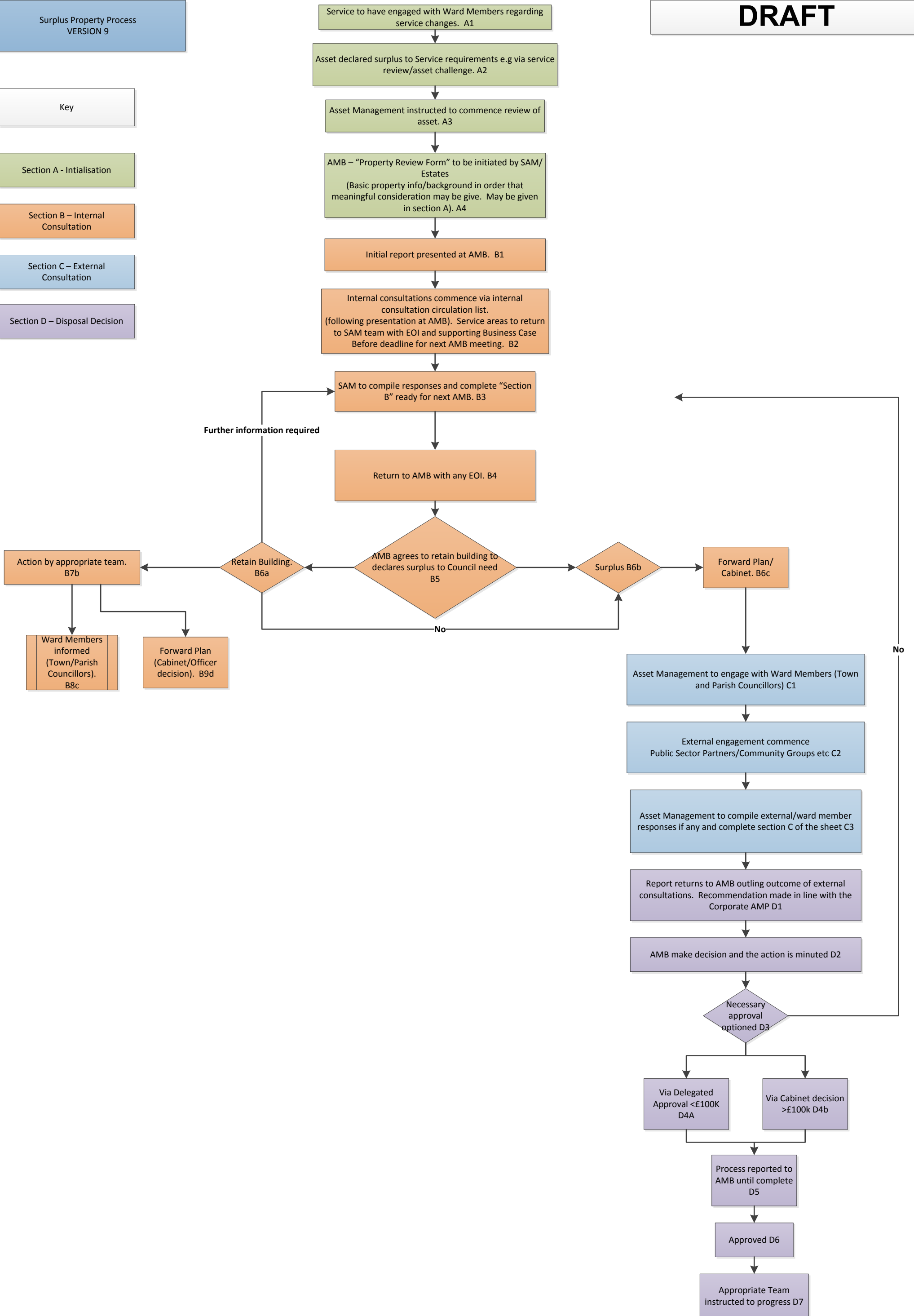
Key

Section A - Intialisation

Section B – Internal Consultation

Section C – External Consultation

Section D – Disposal Decision



## Summary Sheet

### Council Report

Improving Places Select Commission – 20<sup>th</sup> December 2018

### Title

Rotherham Employment and Skills Plan

### Is this a Key Decision and has it been included on the Forward Plan?

Yes

### Strategic Director Approving Submission of the Report

Paul Woodcock, Acting Strategic Director, Regeneration and Environment

### Report Author

Simeon Leach – Economic Policy and Partnerships Manager

### Ward(s) Affected

All

### Executive Summary

This report sets out the main points of the draft Rotherham Employment and Skills Plan and seeks the Commission's comments on it, to be incorporated into the final draft.

### Recommendations

That the Commission feedback their comments on the draft Plan, so these can be considered for inclusion in the final version that is recommended to Cabinet.

### List of Appendices Included

Appendix 1 The draft Rotherham Employment and Skills Plan

Appendix 2 Findings from the research work carried out by Sheffield Hallam University (SHU)

### Background Papers

The Rotherham Economic Growth Plan

<W:\Economic Development\ECONOMIC GROWTH PLAN final.pdf>

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**

Final approval sits with Council Cabinet and the Business Growth Board of the Rotherham Together Partnership.

**Council Approval Required**

No

**Exempt from the Press and Public**

No

**Title:** Rotherham Employment & Skills Plan

## **1. Recommendations**

- 1.1 That the Commission feedback their comments on the draft Plan, so these can be considered for inclusion in the final version that is recommended to Cabinet.

## **2. Background**

- 2.1 The Rotherham Economic Growth Plan was approved in 2015. This contained two “employability and skills” themes
  - Skills for employment and progression
  - Inclusion, well-being and employment
- 2.2 With the increasing importance of skills in attracting investment and growing indigenous businesses, as well as ensuring local residents can access employment opportunities, it was agreed by The Rotherham Together Partnership (RTP) that Rotherham required a separate Employment and Skills Plan.
- 2.3 Responsibility for the production of the plan sits with RiDO, within the Council, supported by the Employability and Skills sub-group of the Business Growth Board.
- 2.4 The Employment and Skills Plan will build on the existing Rotherham Economic Growth Plan (2015-25) and also seek to link to and complement the Sheffield City Region’s Strategic Economic Plan and its Thematic Priority on Skills, Employment and Education.

## **3. Key Issues**

- 3.1 The Plan is a joint Council/RTP document, with monitoring of its implementation the responsibility of the Employability and Skills sub-group of the Business Growth Board.
- 3.2 The Plan has two main objectives
  - A workforce with the skills and experience to support Rotherham’s economic growth and secure investment
  - Supporting people back into sustainable employment

- 3.3 Consultation was carried out with local businesses, providers and support organisations, by Sheffield Hallam University (SHU), to identify the main issues facing Rotherham in regard to employability and skills. The full findings are attached to the report as Appendix 2, but headline findings include:-
- Skills shortages and recruitment difficulties for certain sectors.
  - Employers (un)willing to accommodate employees with multiple needs.
  - Most job information now via the internet and across a wide range of sources, which some people find difficult to access.
  - Returners to job markets have outdated skills (esp. IT) and lack confidence.
  - Assistance for job seekers has reduced considerably.
  - Welfare reform is excluding some people – “survival rather than job hunting”.
  - Need more employer involvement in developing the Rotherham skills and employment offer.
  - In work poverty.
- 3.4 Improved skill levels can underpin strong and sustainable economic and employment growth, while supporting an increase in the levels and quality of employment for local residents. To achieve this, Rotherham partners will seek to deliver the following priorities:
- Provide the support that Rotherham residents require to access the local job market and to maximise progression within their careers.
  - Assist businesses to source the training they require to unlock new jobs, new markets and raise productivity.
  - Develop enterprising young people and jobseekers, aware of the career options available to them and the breadth of local employment opportunities, including apprenticeships.
  - Use the University Centre Rotherham (UCR) and other local providers to drive an increase in the number of residents with Level 4 and higher qualifications.
  - Ensure that (young) people can find a job that meets their aspirations within Rotherham or the wider Sheffield City Region.
  - Broker close linkages between Rotherham based enterprises, many of whom are successful and growing, and Rotherham schools and colleges, to provide the workforce of the future – including teacher/industry placements and business involvement in curriculum delivery.
- 3.5 The Plan includes a “delivery plan” setting out the actions needed to deliver these priorities, with each action having an outcome and timescale, which it will be monitored against.

#### **4. Options considered and recommended proposal**

- 4.1 Produce and implement a Rotherham Employment & Skills Plan - to deliver a fit for purpose strategy developed and endorsed by all the relevant stakeholders. It will meet the needs of both businesses and residents to ensure they can access sustainable jobs with the prospect of career progression. The Plan will also ensure that Rotherham's employment and skills activities dovetail with those of the wider City Region.
- 4.2 Do nothing - support for both residents and business in regard to employment and skills will remain fragmented, with the Rotherham offer for investors failing to be as strong as it potentially could be.

#### **5. Consultation**

- 5.1 The Plan is to be produced by RiDO, in conjunction with colleagues in CYPS and the Employment & Skills sub-group of the Rotherham Business Growth Board.
- 5.2 An early draft of the Plan has been discussed and endorsed by an SLT/Assistant Director meeting.
- 5.3 SHU were retained to discuss with stakeholders, the main issues that Rotherham, its businesses and residents face regarding skills and employability.

#### **6. Timetable and Accountability for Implementing this Decision**

- 6.1 The full Plan is scheduled to go to Cabinet for consideration in February 2019.

#### **7. Finance and Procurement Implications**

- 7.1 The successful delivery of this Rotherham Employment and Skills Plan is dependent on the availability of external funding. The latest ESF funding call for the period 2020-2023 has funding of £15.7m available for the wider Sheffield City Region. In addition, the Council has submitted an ESF funding bid for the "Business & Education" project, including a Skills and Employability officer post. Confirmation as to whether this funding bid has been approved is expected in January 2019.

## 8. Legal Implications

8.1 No legal implications arising from the content of this report.

## 9. Human Resource Implications

9.1 There are no direct HR implications arising from this report.

9.2 However, as the Council recruits a large proportion of its workforce from within the local labour market; improvements in skills for employment and progression will contribute to maintaining/improving the external talent pipeline, which in turn will assist the Council with future workforce and resourcing demands.

## 10. Implications for Children and Young People and Vulnerable Adults

10.1 The report and Plan covers the key priority areas for the borough with regard to young people and vulnerable adults.

## 11. Equalities and Human Rights Implications

11.1 None

## 12. Implications for Partners and Other Directorates

12.1 None

## 13. Risks and Mitigation

13.1 That there is insufficient funding to allow full delivery on the Plan.

13.2 **Mitigation:** There is funding available for Employment and Skills from the SCR and Central Government. Officers will ensure that all efforts are made to secure these funds for Rotherham. An ESF bid has already been submitted for the “Business Education Alliance” project, with other areas within the City Region.

13.3 That Rotherham is in a very competitive market for attracting and securing inward investment.

13.4 **Mitigation** – Rotherham having a pool of skilled and enterprising workers will be a major benefit when promoting the borough as an investment location.



**14. Accountable Officer(s)**

14.1 Simeon Leach, Economy Strategy & Partnerships Manager, x23828

Approvals obtained from:-

Human Resources – John Crutchley

Legal Services – Lesley Doyle

Finance And Customer Services - Jon Baggaley

**Rotherham Employment & Skills Plan**

**Foreword**

To attract, support and grow new and existing businesses, Rotherham needs a skilled and enterprising workforce. This starts in the education system, where strong links with local businesses are crucial in ensuring that young people are equipped with the tools and knowledge required to forge a career in a dynamic economy.

Improving skills is also a critical factor in combating poverty. Adults who lack literacy and numeracy skills are less attractive to employers, tend to be less productive at work, earn lower wages and are more likely to suffer from ill health and experience social inclusion. –( can we quote evidence/research to back up the claim that adults lacking lower level literacy skills are less attractive and less productive?)

With in-work poverty increasing significantly in recent years, the quality of work is also important. Our aspiration is for all local people to have access to employment that is stable and decently paid, enabling them to plan confidently for the future, as well as providing opportunities for them to gain skills and progress.

Good quality employment will not only benefit employees, but also boost the local economy. Research by the Leeds City Region suggests that for every out of work benefit claimant who moves into a job paying the living wage, the local economy will benefit by an average £14,643 per annum.

The Employment and Skills Plan will help local people to access support that meets their individual needs and aspirations, creating a workforce that is motivated and adaptable, contributing to the ongoing growth of Rotherham's economy.

**Background**

Rotherham borough has a population of approximately 263,000. Although the majority of the population are based in Rotherham and the surrounding towns, the borough is actually 70% rural.

In recent times the Rotherham economy has diversified away from the traditional heavy industries of coal mining and steel and has secured a wide range of new investments, with their associated employment opportunities. These include:

- The Advanced Manufacturing Park
- Gulliver's Valley theme park (opening in 2020)
- Forge Island Leisure Development (opening 2020/21)

Part of South Yorkshire and the City Region, Rotherham town centre and Sheffield city centre are only 8 miles apart and form a single economic area, within which the Advanced Manufacturing Innovation District (AMID) is a major employment and innovation area.

Rotherham town centre is the borough's major urban area, with investment recently made, or in the pipeline, for a major leisure development, university centre, transport interchange and the markets complex.

Rotherham is also home to a number of existing or potential culture/leisure attractions. These include Wentworth Woodhouse, Rother Valley Country Park and Gulliver's Valley Theme Park, all with potential employment opportunities for local residents.

### Key Statistics

- Rotherham's employment rate is currently **78.5%** and now matches the national rate. This compares to a gap to the national rate of 3.2 percentage points, as recently as 2015.
- Around 15,850 people in Rotherham are unemployed or long-term sick, approximately one in ten of the working age population
- Rotherham has a growing business stock, rising from 6,390 businesses in 2015 to **7,230** in 2017.
- Employment in Rotherham continues to increase, with **99,000** Rotherham based jobs in 2017 and **119,300** residents in employment (*demonstrating relatively high levels of travel to work within the surrounding area*)
- Higher skill levels are increasing, with **25.1%** of Rotherham's working age population qualified to level 4 or higher, although there remains a sizeable gap to the national average (13.2 percentage points), which needs closing.
- Rotherham secondary schools are recognised as the best in south Yorkshire and perform above average with regards to the progress young people are making from the end of key stage 2 to the end of key stage 4. Progress scores are also above average for our primary Schools from the latest confirmed data (2017). Can GCSE results for SY/national be included to show comparison?
- **87%** of secondary schools within Rotherham have achieved either outstanding or good Ofsted ratings.
- Rotherham's female economic activity rate (ages 16-64) is **32.6%**, against an average for England of 27.4%. For Pakistani and Bangladeshi women the inactivity rate more than doubles to **66%**
- Research shows that a young person who has four or more meaningful encounters with an employer is 86% less likely to be NEET and can earn up to 22% more during their career.
- Child poverty figures reflect deep inequalities within the borough, averaging 41% in the most deprived 10% of neighbourhoods, compared to only 3% in the least deprived 10%.
- 35.2% of residents aged 16-64 have no qualifications or are qualified to below NVQ level 2.

### Issues

Although the employment rate is rising, there are still issues with skills and employability, including a number of groups which are performing well below the national average in accessing and retaining employment. Sheffield Hallam University were appointed to carry out research into these areas, with their work highlighting the following issues:

- In-work poverty and links to issues with the implementation of Universal Credit.
- Low levels of employment for certain groups of women (BAME, returners to work)
- Performance above national average up to GCSE, then drops away for higher levels
- Skills shortages and recruitment difficulties in certain sectors (manufacturing & construction)
- Young people not aware of the opportunities available to them within the borough
- Considerably below the national average for residents qualified to Level 4+
- The number of people on long term sick benefits remains high (10,000+)
- A lack of skills and confidence for those people returning to the jobs market
- The increased employment rate (up 7.8 percentage points since 2015) reduces the pool of quality skilled workers available to local businesses looking to grow and expand.
- Many people in Rotherham are excluded by barriers relating to: skills and qualifications, ill-health, disability, language, financial exclusion and digital exclusion.
- Basic skills are crucial. People with *good English and Maths* skills are better able to secure and sustain employment. Basic skills, particularly in the long-term workless, remain an issue for Rotherham. National statistics show that whilst progress scores within Rotherham Secondary Schools are high, attainment scores are low.
- While employment is fundamental to the causes and solutions of poverty, there is an increasing issue of in-work poverty in the current climate of fiscal constraint and low earnings growth, which must also be tackled if employment is to be the preferred option for all residents.

**SWOT analysis**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Schools are above average at (progressing) is this the right word? our learners</li> <li>• Rotherham schools recognised as best in SY</li> <li>• Good record in attracting inward investment</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Underperformance in skills for levels 4+ (<i>13.2 percentage points below national average</i>)</li> <li>• High levels of health related worklessness</li> <li>• Aging workforce in certain sectors</li> <li>• School leavers are slightly below average in GCSE attainment and also with regards to entry into employment, education or training.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• University Centre Rotherham (UCR)</li> <li>• AMRC Training Centre</li> <li>• Growing economy</li> <li>• A number of major, high profile investors</li> <li>• Changes to benefits system introduction of Universal Credit</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• High levels of worklessness in specific groups/areas</li> <li>• The impact on jobseekers of implementing Universal Credit</li> <li>• Brexit</li> </ul>

### **Our Strategic Priorities**

Improved skill levels will underpin strong and sustainable economic and employment growth, while supporting an increase in the levels and quality of employment for local residents. To achieve this, Rotherham partners will seek to deliver activities which:

- 1. Provide the support that Rotherham residents require to access the local job market and to maximise progression within their careers, particularly those who are disadvantaged or face specific barriers**
- 2. Assist businesses to source the training they require to unlock new jobs, new markets and raise productivity.**
- 3. Broker close linkages between companies and Rotherham schools and colleges to develop enterprising young people and jobseekers, aware of the career options available to them and the breadth of local employment opportunities, including apprenticeships.**
- 4. Use the University Centre Rotherham (UCR) to drive an increase in the number of residents with Level 4 and higher qualifications.**
- 5. Ensure that people can secure a “local” job within Rotherham (or the wider City Region) that meets their skills and aspirations.**
- 6. Provide fulfilling, sustainable jobs and promote workplace wellbeing**

#### **1. Provide support for Rotherham Residents**

- Gaining an ESOL qualification demonstrates the good speaking, writing, listening and reading skills in English, that many employers will require. However, it can currently be expensive to for those who do not qualify for support
- There is a need to increase the promotion of apprenticeships as a route into employment. We must ensure that the right numbers of suitably qualified people are seeking apprenticeships and that these apprenticeships contribute to the success of local businesses.
- Further investigation of the reasons for high levels of worklessness amongst certain groups is needed, to identify suitable and effective interventions to tackle these issues and ensure that these are implemented.
- Provide targeted, effective support to overcome barriers to employment. Supporting Rotherham residents to access learning to improve their chances of securing, retaining or progressing in employment.
- Improve transport linkages between major employment sites and those areas of greatest deprivation.

- Provide effective careers advice ensuring young people and job seekers take the right route to employment. Ensure that training provision and advice and guidance provided by schools and employability providers is relevant to the local job market and reflects the needs of employers.

## **2. Assist businesses with their training**

- Enterprise Adviser Network (EAN) strengthening links between business and education
- RNN have set up “Sector Groups,” linked to the UCR, to ensure that they offer the skills/qualifications local businesses require to grow.
- Deliver in work skills development that supports progression and therefore addresses low pay and supporting the businesses to provide jobs that are good for health and wellbeing.
- Assist local businesses to access the training that is available to them through projects such as “Skills Bank 2 “
- Schools, colleges and providers must produce *work ready young people*, with the skills required by Rotherham employers
- Support business to access or develop training packages and up-skill employees that are lacking in the skills needed to progress.

## **3. Improve business education links**

Research from the Education and Employers Taskforce shows that a young person who has four or more meaningful encounters with an employer is 86% less likely to be NEET and can earn up to 22% more during their career.

Rotherham council is working in partnership with Sheffield City Region (SCR) and the Careers & Enterprise Company to link employers to schools through the national Enterprise Adviser Network, which all 28 secondary schools and colleges have signed up to. The goal is to support Rotherham schools and colleges in increasing meaningful employer encounters and experience of the workplace for Rotherham’s young people, with each young person having at least one meaningful employer encounter each year from age 11 to 19, one of which will be with a STEM employer (Science Technology Engineering and Maths).

In addition, RMBC is collaborating with neighbouring local authorities to deliver the ESF funded Business and Education project supporting SME business growth through links with schools to raise awareness of career opportunities within our growing economy and provide their workforce of the future

## **4. Increase Higher Level skills**

Rotherham performs well for skills up to GCSE, however after this performance falls, so by Level 4 it is over 13 percentage points below the national average.

The opening of the UCR in Rotherham in autumn 2018 is a step towards reversing this trend, with a state of the art town centre site delivering degree level education, eventually covering 50 subjects.

## **5. Local jobs for local people**



There are roughly 100,000 jobs based in Rotherham, with a target in the Economic Growth Plan to increase this by 1,000 year on year.

This level of job growth requires both inward investment and growth within the indigenous business base, both of which require

## **6. Ensure that our residents have the skills and experience to access local jobs and progress in their careers**

Rotherham works in partnership with local businesses and education providers to inspire young people and residents by hosting the annual LEAF job and careers fair and the Get Up To Speed (GUTS) event to raise awareness of careers within Science, Technology, Engineering and Maths (STEM).

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### Apprenticeships

Historically apprenticeships have offered young people and adults in the UK an effective route to gain valuable skills and find work. For businesses apprenticeships will provide a trusted route for unlocking talent, plugging skills gaps, gaining commercial growth and increasing productivity.

The high standard of apprentices within Rotherham is highlighted during the annual Rotherham Apprentice of the Year competition, sponsored by the Rotherham Advertiser

Between August 2017 and April 2018, 1540 people started an apprenticeship in Rotherham. Of these 880 were aged 24 or below and 560 aged 25+

The starts were across a number of sectors, with the main ones being

- Business Administration & Law (410)
- Engineering & Manufacturing Technologies (340)
- Health, Public Services and Care (320)
- Retail and Commercial Enterprise (190)
- Building, Planning and the Built Environment (130)

There is a need to ensure the quality of apprenticeships; by making sure they are real, paid jobs and include sustained training and clear skills gains.

The apprenticeship levy is currently paid by all employers with an annual wage in excess of £3m, with their contribution being 0.5% of the gross wage bill.

As of March 2017 all public sector organisations have a target that the annual number of apprentice starts will be equivalent to 2.3% of their NI paying employee headcount.

Apprenticeships are an important tool in helping young people in care/leaving care into employment

### Poverty

14 million people in the UK are in poverty, with the figure for Rotherham being [48,400 people deprived of income \(18.7%\) with 12,050 children affected \(24.3%\)](#). Many of these people are in employment, with a mixture of low-paid, unstable jobs and high living costs meaning the number of working people in poverty is rising.

# **ACTION PLAN**

<b>Ensure that our residents have the skills and experience to access local jobs and progress in their careers</b>		
<b>Action</b>	<b>Outcome</b>	<b>Timescale</b>
Increase the local HE offer through the UCR and the AMRC	Increase the % of working age population with Level 4+ qualifications from the current baseline of 25.1%	Dec 2020
Engaging with residents and supporting them to acquire the functional, financial and digital skills and experience to allow them to secure employment.		
Provide support for those people excluded from the labour market due to health issues.  Build on the WorkingWin project currently being piloted within the City Region.	Reduction in the number of Rotherham residents currently on long term sick, assisting them into, or towards, sustainable employment.	
Work with employers to identify their requirements in potential employees and how these can be embedded in the local population		
Provision of sector based work academies	Support for training in those sectors, identified as having the greatest future growth potential in Rotherham.	

<b>Make young people aware of the educational/training and employment opportunities available to them within the borough</b>		
<b>Action</b>	<b>Outcome</b>	<b>Timescale</b>
Production of a video for use in schools, setting out local labour market information (LMI) including; the range of employers located in Rotherham the various educational routes that can lead to jobs with them and the career progression these can lead to		
Promotion of apprenticeships as a career/education choice		

<b>Preparing young people for the world of work through links with local employers</b>		
<b>Action</b>	<b>Outcome</b>	<b>Timescale</b>
Increase number of meaningful encounters that young people have with employers	All Rotherham schools achieve Gatsby Benchmark 5	
Provide a quality work experience offer for Rotherham young people	All young people receive at least 1 week's work experience during their school years	

<b>Engage with the local Rotherham business community to ensure that skills provision is aligned to supporting and driving future economic growth</b>		
<b>Action</b>	<b>Outcome</b>	<b>Timescale</b>
Recruitment of Enterprise Advisers for all Rotherham Schools	Strengthened business-education links Schools being aware of the requirements of Rotherham businesses for their future workforce	On-going (dealing with "churn" in the recruited EAs)
Support local businesses to access or develop training packages to meet their specific needs in upskilling employees that are lacking the requisite skills	Rotherham businesses to access funds from Skills Bank 2	Starts early 2019
ESF funded Business Education project, strengthening links between young people and schools, with Rotherham SMEs		Oct 2018 – Sept 2021

<b>Provide people outside the labour market with the training and support required to secure and retain employment, if they so wish.</b>		
<b>Action</b>	<b>Outcome</b>	<b>Timescale</b>
Improve accessibility to major employment sites for those people without their own transport.	Lack of a private vehicle does not act as a barrier to accessing jobs in Rotherham	
Work with partners to ensure employment/training provision links to other "wrap round" support (e.g. housing, health, misuse services) and enables progression into employability		

services.		
Drive forward the inclusion of excluded groups into the Rotherham economy <ul style="list-style-type: none"> <li>- NEETS</li> <li>- LAC</li> <li>- SEND</li> <li>- GRT</li> <li>- BAME (women)</li> </ul>		

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**Appendix 1**

**Statistics**

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**Level of qualifications as a percentage of working age population**

	None	NVQ 1+	NVQ 2+	NVQ 3+	NVQ 4+
<b>Rotherham</b>	8.7%	84.0%	64.8%	45.5%	25.1%
<b>SCR</b>	8.6%	84.0%	70.2%	50.7%	32.5%
<b>England</b>	7.6%	85.5%	74.6%	57.1%	38.3%

APS 2017

The gap between both SCR and England widens at the higher levels, with a 13.2 percentage point gap with England for people qualified to Level 4 or higher.

**Sectoral growth projections**

The table below, taken for the Sheffield City Region's Strategic Economic Plan sets out expected sectoral job growth in Rotherham for the period 2013 -2024

Sector	2013 jobs	2024 jobs	Increase	% increase
Financial & Professional Services	3,600	4,300	700	+19.4%
<b>Business Services</b>	<b>8,500</b>	<b>11,000</b>	<b>2,500</b>	<b>+29.4%</b>
Health	12,000	12,700	700	+5.8%
Education	9,700	9,875	175	+1.8%
Retail	9,300	10,300	1,000	+10.8%
Construction	5,600	6,250	650	+11.6%
Sports, Leisure & Culture	6,600	7,400	800	+12.1%
<b>CDI</b>	<b>3,100</b>	<b>3,800</b>	<b>700</b>	<b>+22.6%</b>
<b>Logistics</b>	<b>3,600</b>	<b>5,250</b>	<b>1,650</b>	<b>+45.8%</b>
<b>Advanced Manufacturing</b>	<b>3,600</b>	<b>5,900</b>	<b>2,300</b>	<b>+63.9%</b>
Med-Low Tech Manufacturing	9,000	7,500	-1,500	-16.7%
Public Admin	5,800	4,500	-1,300	-22.4%
Low Carbon	2,100	2,500	400	+19.0%
Other Sectors	10,500	10,850	350	+3.3%
<b>TOTALS</b>	<b>92,300</b>	<b>101,425</b>	<b>9,125</b>	<b>+9.9%</b>

The main sectors with regard to the growth in actual numbers of jobs are:-

- 1) Business Services (2,500)
- 2) Advanced Manufacturing (2,300)
- 3) Logistics (1,650)

Despite the issues surrounding retail and the "High Street" it is still one of the Borough's biggest sectors, with employment expected to continue to increase.

Medium-Low Tech Manufacturing and Public Administration are expected to shed over 1,000 jobs each and planning is needed for how to help any employees affected by this to stay in employment.



**Female Economic Inactivity 2015-17 (average of 8 rolling quarters)**

<b>Females</b>	<b>Barnsley</b>	<b>Doncaster</b>	<b>Rotherham</b>	<b>Sheffield</b>	<b>England</b>
Total aged 16-64	77,190	94,290	<b>79,440</b>	184,210	17,318,690
Economically Inactive	28.7%	29.3%	<b>32.6%</b> <b>(25,910)</b>	30.0%	27.4%
Student	3.0%	3.8%	<b>4.2%</b> <b>(3,310)</b>	7.9%	5.7%
Looking after home/family	10.0%	12.6%	<b>13.5%</b> <b>(10,710)</b>	11.1%	10.0%
Long term sick	7.7%	7.5%	<b>6.3%</b> <b>(5,030)</b>	5.2%	4.7%
Retired	4.0%	3.3%	<b>3.6%</b> <b>(2,850)</b>	2.9%	3.6%
Other	3.2%	1.6%	<b>4.3%</b> <b>(3,400)</b>	2.7%	2.8%
Inactive but want a job	28%)	26%	<b>21%</b> <b>(5,500)</b>	27%	23%
Inactive and don't want a job	72%	74%	<b>79%</b> <b>(20,410)</b>	73%	73%

Source: Annual Population Survey (ONS) 2015-17

Rotherham has a high percentage looking after the home and/or family and other inactive. A higher than average proportion of those who are inactive don't want a job.

**Female Economic Inactivity by Ethnicity**

<b>Females Aged 16-64</b>	<b>Rotherham</b>	<b>Sheffield</b>	<b>Region</b>	<b>England</b>
Employment Rate - White	65%	70%	70%	72%
Employment Rate – Non-White	37%	47%	48%	55%
Econ. <b>Inactivity</b> Rate - White	31%	27%	26%	25%
Econ. <b>Inactivity</b> – Non-White	60%	43%	46%	39%
Econ <b>Inactivity</b> Rate – Pakistani and Bangladeshi	66%	46%	60%	58%

Source: Annual Population Survey (ONS) 2015-2017 (allows for small sample size of non-white females in Rotherham).

The overall employment rate for women is below the average for both England and the region. However, for

## **ROTHERHAM SKILLS, EMPLOYMENT AND LABOUR MARKET PARTICIPATION**

### **Report on Stakeholder Consultations**

by Tony Gore, Centre for Regional Economic and Social Research (CRESR), Sheffield Hallam University

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#### *Introduction*

The purpose of this note is to distil the key observations made by a range of respondents to a consultation exercise conducted between June and August 2018. Around 20 representatives of public, private and voluntary sector organisations were interviewed face-to-face or by telephone, with each discussion lasting between 30 minutes and an hour. The discussions were wide-ranging and the topics covered varied according to the knowledge and expertise of each respondent, but overall the consultation focused on the following matters:

- General economic situation in the local area;
- Skills gaps and recruitment difficulties;
- Vocational education and training;
- Apprenticeships;
- Economic inclusion of disadvantaged groups;
- Specific barriers facing marginalised groups;
- Existing provision to address barriers and issues;
- Networking between policy-makers, funders, providers and employers;
- Suggestions for new initiatives (or how to make the current system work better).

The summary of findings presented in the rest of this document have been organised on a thematic basis around the following headings:

- Young people and work
- Recruitment and skills development
- Integrating disadvantaged groups
- Health and disability
- Other barriers
- Skills and employment policy

#### *Young People and Work*

- There is a pressing need to improve knowledge and awareness of the world of work amongst school students. This is partly related to the wide range of job types and occupations that is on offer around the Borough and immediately neighbouring areas, but also to more basic aspects such as time-keeping, appearance, professional behaviour, etc. The academic focus of many schools and the financial imperative to achieve examination result targets for all mean that there is a general reluctance to give up curriculum teaching time to information and awareness-raising sessions

about work-related training and employment possibilities. Even those schools that are willing to engage are often only able to provide relatively short sessions over a limited time period to a restricted cohort of pupils. There is some activity on this through local youth clubs (e.g., in Thurcroft), but again this is very patchy. The result is that many young people come out of school with false expectations of what work will be like and what is expected of them.

- This means that for many students (as well as teachers and parents) the perception of what apprenticeships involve is based on an outdated image of their past role (e.g., "for thickos who can't get into university but don't mind the grime of industry"; "more of a Plan B or C after university or FE college"). There is a need for widespread marketing of their modern role as a means of entry into a host of sectors and occupations, linked to appropriate qualifications (to degree level if required) and providing arguably better employment prospects than university graduates (and of course no student loan debts). The growing team of Enterprise Advisers is beginning to make some headway on this, but this needs to be expanded in terms of membership, school coverage and time spent with students. At present recruitment of new advisers is mainly done via word of mouth, but some marketing material to pass on to prospective candidates would be useful. Their contribution will also need to be sustained over many years for a sea change in attitudes to emerge. However, it may be facilitated to some degree by the new obligation for all schools to have a dedicated careers adviser.
- Find Your Future trial of students/apprentices 'speed dating' event at St Bernard's School in July represents a start along this road: Year 8 and 9 students sat down with apprentices and managers from different employers around Rotherham for 10 minutes each, to find out how the recruitment happened and what sort of work is involved for each apprentice/employer. Although a relatively small number of companies are involved at present (there were 17 at this first pilot session), it seemed to work successfully. Discussions are currently afoot about how the model can be resourced and administered so it can be rolled out more widely. One important aspect would be to sign up more employers who can provide apprentices or other trainees to share their experiences. The rationale could be framed much more in terms of how the school might benefit - the argument being that middle-ranking students would be more committed in terms of achieving good exam results if their ambitions have been inspired by exposure to appealing work and career possibilities.
- It would seem to be worthwhile to increase the scale and extent to which employers and training providers have direct engagement with schools, especially with a view to dispelling myths about what particular types of work involve. For example, raised awareness of the range of job types involved in construction and engineering ("not just hard hats and using tools") should help more pupils consider them seriously as a career choice. Similar misapprehension appears to abound with regard to apprenticeships (see above), so a full roll-out of the 'Find Your Future' model would help towards addressing such misconceptions. Other initiatives like the events run by the LEAF project are also invaluable, but may need to occur more frequently to spread the messages as widely as possible.

## *Recruitment and Skills Development*

- Skills shortages - and associated recruitment difficulties - are apparent in traditional industries, most notably construction and engineering. These are a reflection of national trends, not just a local issue. This means that there is heightened employer awareness of the shortfall, and consequent willingness to contribute to finding a solution.
- Tapping into those who are currently unemployed or inactive might generate a few recruits, but the majority of people in this position tend to lack the basic skills and/or the aptitude. While some employers want to do their bit for economic inclusion, they face a clear tension between meeting such CSR goals and taking on people who are able to do the jobs required efficiently and effectively.
- Most job vacancy information and application channels are now available only via the internet. Sources tend to be fairly disparate, so would merit some form of consolidation (on a Rotherham and surrounding area - or SCR - basis). Those facing difficulties in terms of digital know-how, access and language skills are placed at a further disadvantage. Many employers appear to be avoiding JCP's Universal Jobmatch system because of the weekly targets imposed on claimants has resulted in an inundation of inappropriate applications.
- Large scale recruitment exercises do still occur from time to time, especially linked to opening of new or expanded plant or premises (e.g., the Pretty Little Things warehouse). There could be more consistency in efforts to ensure that the take-up of these opportunities by Rotherham residents is maximised.
- In the public sector the prolonged freeze on recruitment is gradually bringing the question of succession planning into sharper relief, as highly skilled and specialist staff reach or approach retirement age. One approach to addressing this is having a defined career and training pathway for apprentices and lower level staff. There are clear potential links here between this planning and the various types of accredited and bespoke training that are currently emerging.
- The courses offered by the soon to open UCR should play a part in meeting these needs, and SHU and University of Sheffield's Future Leaders Programme should also see more graduates staying in the locality, although there remains a feeling that the reasons for the 'brain drain' are still not properly understood. Again, direct liaison with a wider range of local employers - especially the larger ones - will be crucial in making the new degree level provision effective.
- A focus on upgrading the skills and qualifications of existing employees should arguably assist higher staff retention for local firms. However, meeting such needs will require continued dialogue between the various players, so that graduates acquire the relevant knowledge and skills, and employers accept that subsequent role-specific training may well be needed to build on this base. They will also have to adopt a longer-term perspective to developing their skills base, so that it can fit with the timing constraints inherent in launching and running further and higher education

courses. Equally the UCR and FE colleges should aim to work as flexibly as possible to meet employers' stated training needs.

- There is a clear awareness on the part of most providers that the off-site training element of the current apprenticeship model requires a consultative approach where employers have considerable scope to shape the programme to their own needs, in contrast to the old 'take it or leave it' transactional offerings. The same model has become imbued in provision designed to upgrade the skill levels of existing staff of employers such as the NHS.

### *Integrating Disadvantaged Groups*

- Welfare reform has had the effect of excluding some people from the system, with many now getting by with the help of friends and family, with many hidden homeless and other hard-up people merely focusing on day-to-day survival rather than anything more aspirational like finding a paid job. However, there is no clarity yet on the number involved. (NB. More on this should emerge from our parallel work on Universal Credit roll-out and statistical analysis).
- SYHA is doing a lot of work with tenants, helping them find and retain employment - and employer liaison and outreach plays a big part in this. However, some tenants remain resistant to this, mainly on the grounds of reputation/legitimacy ("what does a housing provider know about getting a job?"). There also remains a question of how many people benefit from this activity, and whether it needs to be scaled up so that it has a bigger (more measurable) impact.
- Women and other returners to the labour market face the twin challenge of outdated skills (especially around digital awareness and ability) and relatively low confidence in their ability to adjust to a modern workplace setting. Putting in place more low level practical assistance would help overcome such barriers. Women returners - key issues here are around confidence in terms of presentation (not just communication but also the right clothes for the workplace) and skills/knowledge being out of date. While it's not hard to devise methods to overcome these, they don't seem to be available on a systematic or easy-to-find basis.
- There may be career development opportunities that can be opened up, especially for those who have taken time out to provide unpaid care for a family member or other relative. The Royal College of Nursing has developed a care certificate which validates the skills acquired through the experiences of providing home care. The idea is this can then act as a launch pad for entering accredited training and paid employment in social care (with potential progression into other areas of health) for those whose care responsibilities have ended. This model is being followed in Barnsley, and could be applied in Rotherham as well. However, given the funding shortfalls and relatively low wage levels in the health and social care sector there are challenges in attracting recruits in competition with other sectors such as retail.

- Among black and minority ethnic (BAME) populations there is a minority who face difficulties in finding employment, some because of limited spoken and written English, and others because their overseas qualifications are not recognised. For the former, there is some ESOL provision but it can be quite costly if you don't qualify for support; for the latter, there do not seem to be many readily available conversion mechanisms (and those that do exist can be very costly, with no means of providing financial support). As with many of the issues identified, both of these are nationwide rather than Rotherham-specific problems.
- One example quoted was recruitment of a substantial number of Roma via an agency to work in a warehouse in Doncaster, with a couple of the better educated members acting as foremen and intermediaries with management. While this provides immediate work and income by obviating the language barrier, it may only be a short-term solution.
- For certain excluded groups like certain Asian women and Roma there is a need for positive role models to encourage and inspire others from their communities to try to build a more prosperous life for them and their families. This works best when their achievements have grown in some way out of their cultural background (catering, fashion, hair styling, music/dance, etc.), and hence can be seen as accessible and relevant. There may be scope here to convert these to small businesses or social enterprises to put them on a firmer footing. One suggestion was to encourage property owners to allow shorter-term lets of empty property in the town centre for people to try out their ideas and plans.
- The network of employers who are willing to offer work experience tasters and placements remains relatively small. Efforts to help it grow would enable more people to be assisted through such valuable but less committing return routes. Clearly participants would be expected to demonstrate a certain level of technical competence and commitment, and in some cases this might result in direct recruitment into a permanent post. Even where this does not occur, gaining a reference or recommendation as a result of the time spent should be helpful in applying for other jobs.

### *Health and disability*

- The number of employers who understand how to accommodate people with multiple or different needs as employees appears to be limited at present, particularly around the need for appropriate job design and a supportive working environment. There seems to be a dual fear of costly specialist equipment and adaptations on the one hand, and higher absenteeism or permanent staff loss for health-related reasons on the other. Those who have taken on workers with different types of disability suggest that both of these concerns are largely overstated. One issue is getting employers to develop a better understanding of people with multiple needs, in terms of accessing and staying in work. Some activity in this direction - e.g., through the employer outreach element of the WorkingWin trial - is making a valuable contribution to this, but appears to be relatively piecemeal at present.

- There is also a lack of work experience openings for people with learning difficulties, physical disabilities and other health conditions. Any involvement on the part of an employer appears to result from some form of personal knowledge or experience. Even then, it requires exceptional courage and commitment on their part to go down this road. It is important that both recruit and employer are not left unsupported to deal with any difficulties that arise. One suggestion to help increase the number of employers involved is to offer some form of incentive to take on and arrange appropriate skills training for candidates from this group, but the likely impact of this remains uncertain.
- Wider promotion of the nationwide 'Disability Confident' status for private and public sector employers alike - perhaps as part of the Workplace Health Awards - would help in terms of integrating many disadvantaged residents into the workplace. Given its current involvement in a range of activities around this agenda, RMBC is well placed to take a lead on this. The benefits to employers would be best couched in terms of the greater commitment and loyalty shown by most disabled recruits, and the consequent lower rates of absenteeism and staff turnover.
- There appears to be scope for further development of the social prescribing approach to initiate reintegration of long-term unemployed and inactive residents, building confidence and self-esteem via participation in activities with others, and plugging into networks in the process. Adding a work-specific element to the system (e.g., via the involvement of employers, training providers, etc.) would provide an easily accessible bridge for those who felt ready to make the transition.

### *Other barriers*

- The quality of public transport provision for getting to work is patchy, depending on where you live in relation to workplace location. Much employment is in relatively peripheral places and may require two or more bus journeys, involving fairly high fares at peak times, and infrequent (and sometimes unreliable) service patterns for those working unsocial hours. The Supertram extension to the town will provide another link to retail employment at Meadowhall, but the lack of any intermediate stops will not help to improve access to the industrial estates in between. Encouraging as many employers as possible to develop comprehensive workforce travel plans which could help prospective recruits in particular would be a positive step in ameliorating these constraints. One possibility here might be to include learning to drive as part of an apprenticeship contract: some construction firms are already exploring this option as a means of helping with access to different building sites. At an earlier stage, some form of travel training as part of careers provision in schools would be worth exploring.
- Related to travel issues is the accessibility of certain College courses following the merger into RNN - for example, plastering courses are now run at Dearne Valley and not elsewhere, deterring those living in the southern parts of the Borough from pursuing any ambition in this direction.
- Occupational stereotyping can also close off possible options for many young people, stemming not just from parental but also social peer influences. Some schools are

good at countering this, but the overriding focus on academic achievement in most means that the issue is seldom addressed by most.

### *Skills and employment policy*

- Compared to five years ago the scale of resources available - and hence the breadth of provision for those outside the labour market - appears to be far lower. This is not just a matter of Borough Council expenditure reductions, but also less generous European and Lottery programmes. The latter's investment in the Building Better Opportunities (BBO) scheme in the Borough means that it is reluctant to fund other forms of employability support in the area. Linked to this has been the increased dominance of a few large players in the system, and a contraction of niche opportunities for specialist providers, for example around a lack of adequate resources (and associated affordability issues) for courses in basic literacy and numeracy and ESOL. This makes 'scaling up' to meet the full extent of the issues very difficult.
- That said, the governance web for skills, employment and economic inclusion in the Borough is fairly dense, with a lot of fruitful connections in place, but there are parts of it where there could be better coordination. This includes involvement of a much wider spectrum of employers, and the linking of them directly with further/higher education and training providers. Conversations between the key players are taking place but there is still some way to go in terms of reconciling their different needs and priorities.
- There are a number of uncertain features of the current policy landscape, partly associated with the hiatus around the proposed SCR Devolution Deal (and the linked devolution of control over the £27million adult education budget, due in 2021), and partly related to funding bids for specific initiatives which may or may not receive approval (e.g., the £120m investment in a 'global innovation corridor' for SCR).
- Treating the skills and employment arena as a continuum stretching from low skilled entry level to higher level advanced manufacturing and professional occupations would help to emphasise the opportunities available in the Borough, especially in relation to the integration and progression of young people, the unemployed and the inactive. There is also greater scope to encourage existing employees to consider upskilling as part of their career development beyond those firms and organisations which have already identified the need.
- The emerging digital-based Workplace Health Award could be a possible way of making initial contact with a larger number of employers, with a view to bringing them into the skills training and employability framework in the Borough. This could act as a gateway into other avenues such as joint working with schools, the colleges and training providers. Mutual appreciation of the respective situations of teachers and employers would seem to require some kind of forum for discussions to take place, with an emphasis on developing practical actions that might begin to bridge some of the gaps.



- This approach may also be used to develop a more collective approach to meeting individual firms' needs (where they would be unlikely to take such steps on their own). For example, the establishment of an Apprenticeship Hub (as in Greater Manchester) would involve the pooling of apprentices between firms in the same sector. This should then allow a greater number of firms to gain some benefit from paying the Levy, even though they might not be able to justify or support a trainee for the full two years. However, to gain full economies of scale (not to mention the permissible basis on which the Levy might be pooled), this initiative would probably have to cover the whole of South Yorkshire or even SCR.
- Labour market participation (work trials, placements, training, job search, etc.) should be seen as just one part of the process, with a lot of different preparatory activities put in place as a precursor or launching pad. Other public sector employers (e.g., the NHS) might be persuaded to follow the Borough Council's 'Access All Areas' model, which provides placements and trials for disabled and disadvantaged jobseekers in spheres such as business administration, grounds maintenance, buildings repair, street cleaning, etc. At the same time it should also be recognised that certain participants may never progress to paid employment, but that this is seldom predictable at the outset, and for those who do not engage with the labour market they may still be able to lead enhanced lives.