

OVERVIEW AND SCRUTINY MANAGEMENT BOARD

Date and Time :- Wednesday 15 March 2023 at 10.00 a.m.
Venue:- Rotherham Town Hall, Moorgate Street, Rotherham.
Membership:- Councillors Clark (Chair), Bacon (Vice-Chair), Baker-Rogers, Baum-Dixon, Browne, A Carter, Cooksey, Elliott, Pitchley, Tinsley, Wyatt and Yasseen.

This meeting will be webcast live and will be available to view [via the Council's website](#). The items which will be discussed are described on the agenda below and there are reports attached which give more details.

Rotherham Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair or Governance Advisor of their intentions prior to the meeting.

AGENDA

1. Apologies for Absence

To receive the apologies of any Member who is unable to attend the meeting.

2. Minutes of the previous meeting held on 14 December 2022 and 19 January 2023 (Pages 5 - 22)

To consider the minutes of the previous meeting of the Overview and Scrutiny Management Board held on 14 December 2022 and 19 January 2023 to approve them as a true and correct record of the proceedings.

3. Declarations of Interest

To receive declarations of interest from Members in respect of items listed on the agenda.

4. Questions from Members of the Public and the Press

To receive questions relating to items of business on the agenda from members of the public or press who are present at the meeting.

5. Exclusion of the Press and Public

To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.

Items for Pre-Decision Scrutiny

In accordance with the outcome of the Governance Review in 2016, the following items are submitted for pre-scrutiny ahead of the Cabinet meeting on 20 March 2023. Members of the Overview and Scrutiny Management Board are invited to comment and make recommendations on the proposals contained within the report.

6. Climate Change Action Plan and Annual Report (Pages 23 - 70)

Report from the Strategic Director for Regeneration and Environment.

Recommendations:

It is recommended that Cabinet:

1. Approve the Climate Change Action Plan in Appendix 2 including nature crisis and adaptation actions, noting the key achievements and opportunities summarised in Appendix 1 and sections 2 and 5 of this report.
2. Approve the Single Use Plastic Action Plan in Appendix 4.

7. Modern Slavery Annual Transparency Statement (Pages 71 - 97)

Report from the Strategic Director for Regeneration and Environment.

Recommendations:

1. Cabinet notes the progress made to date.
2. Cabinet agrees for the current Transparency Statement 2022/23 to remain in place in 2023/24.

8. Social Value Annual Report (Pages 99 - 134)

Report from the Assistant Chief Executive.

Recommendations:

1. That the annual report is received noting the increased social value commitments along with outcomes achieved.
2. That Cabinet agree the following key priorities for 2023 include:
 - a. Continue to embed the foundations of strong social value delivery through contract manager and supplier learning and development, tools and evaluation.
 - b. Support new and existing businesses to enter into new markets,

from which the Council buys goods and services through the work of Rotherham Investment and Development Office and meet the buyer events.

- c. Hold a Social Value celebration event for suppliers to showcase impact and inspire others.
- d. Formally launch Rotherham Social Value Anchor Networks to raise awareness and engagement of more partners.

9. Fleet Replacement Plan (Pages 135 - 156)

Report from the Strategic Director for Regeneration and Environment.

Recommendations:

That Cabinet:

- 1. Approves the approach to fleet replacement, which refreshes 35% of the current fleet by 2025/26 that works towards the Council's strategic objective of achieving 'Net Zero' status by 2030, and Borough wide by 2040.
- 2. Notes the intention to strengthen centralised fleet management, including Council-wide requests for additional vehicles, acquisition, disposal, maintenance and redeployment of assets to ensure best utilisation and value.
- 3. Delegates authority to the Strategic Director of Regeneration and Environment, in consultation with the S.151 Officer, and Cabinet Member for Transport and the Environment to enter into the necessary procurement agreements to effect the delivery of the report objectives.

For Information/Monitoring:-

10. Local Government Association Customer Services Peer Challenge (Pages 157 - 180)

To consider a report providing a summary of the recommendations arising from Council commissioned Local Government Association Customer Services Peer Challenge.

11. Work Programme (Pages 181 - 182)

To consider the Board's Work Programme.

12. Work in Progress - Select Commissions

To receive updates from the Chairs of the Select Commission on work undertaken and planned for the future.

13. Forward Plan of Key Decisions - 1 March 2023 to 31 May 2023 (Pages 183 - 190)

To review and identify items for pre-decision scrutiny from the Forward Plan of Key Decisions covering the period from 1 March 2023 to 31 May 2023.

14. Call-in Issues

To consider any issues referred for call-in from recent Cabinet meetings.

15. Urgent Business

To determine any item which the Chair is of the opinion should be considered as a matter of urgency.

16. Date and time of next meeting

The next meeting of the Overview and Scrutiny Management Board will be held on Wednesday 19 April 2023 at 10:00am at Rotherham Town Hall.

A handwritten signature in black ink that reads "Sharon Kemp". The signature is written in a cursive, flowing style.

SHARON KEMP,
Chief Executive.

OVERVIEW AND SCRUTINY MANAGEMENT BOARD
Wednesday 14 December 2022

Present:- Councillor Clark (in the Chair); Councillors T. Collingham, Baker-Rogers, Baum-Dixon, A Carter, Cooksey, Wyatt, Yasseen and Tinsley.

Apologies for absence:- Apologies were received from Councillors Elliott and Pitchley.

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

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

123. DECLARATIONS OF INTEREST

Cllr Collingham declared a personal interest as Clerk to Thurcroft Parish Council in relation to Item 8 (Council Plan 2022-2025 and Year Ahead Delivery Plan Progress Update). He remained present in the meeting and participated in the Board's consideration of the issue and decision.

124. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no questions from members of the press or public.

125. EXCLUSION OF THE PRESS AND PUBLIC

There were no exempt items on the agenda.

126. SAFER ROTHERHAM PARTNERSHIP ANNUAL REPORT 2021-22

The Board considered the Safer Rotherham Partnership's Annual Report in its role as the Council's Statutory Crime and Disorder Committee. This was in line with Section 19 of the Police and Justice Act 2006 and the Crime and Disorder (Overview and Scrutiny) Regulations 2009, which stated that annual scrutiny was required of decisions made and actions taken by responsible authorities in connection with the discharge of crime and disorder functions.

The partnership assessed local crime priorities annually, consulting with partners and the local community and monitor progress in achieving them. The Probation Service, Rotherham Metropolitan Borough Council, South Yorkshire Fire and Rescue, South Yorkshire Integrated Care Board and South Yorkshire Police were the five responsible authorities who made up the partnership. In addition, Voluntary Action Rotherham, Victim Support and the Police and Crime Commissioner were represented on SRP Board meetings.

The overarching priorities referred to in the annual report were agreed by the SRP Board in 2018, following an enhanced assessment and consultation process to develop 3-year priorities from 2018 to 2021.

Annual “light touch” reviews had taken place since, focussing on high-risk threats and areas presenting an increasing or changing risk level. A comprehensive and enhanced priority review process was carried out from May 2021 to March 2022 to inform new priorities and a new SRP Plan from 2022 to 2025. This included a comprehensive review of Police and partner data and information, wide ranging consultation, use of the Management of Risk in Law Enforcement (MoRiLE) tool to assess risks and workshops with strategic leads and professionals with relevant expertise.

The Chair welcomed the Cabinet Member for Customer Services, Community Safety and Finance, the Assistant Director for Community Safety and Streetscene, the Interim Head of Safety and Streetscene and Chief Superintendent Kosckiewicz, South Yorkshire Police to the meeting.

The Cabinet Member introduced the report and outlined that the Safer Rotherham Partnership (SRP) was the Borough's Community Safety Partnership, set up under the Crime and Disorder Act 1998. Responsible authorities had a duty to work together to protect their local communities and help people feel safer, dealing with crime and local issues such as anti-social behaviour, drug or alcohol misuse and reoffending.

The Assistant Director outlined that the report provided a high-level overview of partnership activities over the previous 12 months. The Assistant Director referred to the priority areas which were detailed in the report. These included:

- child sexual exploitation and child criminal exploitation;
- prevention of online offending;
- prevention of re-offending;
- protecting vulnerable people being drawn into extremism;
- managing community tensions;
- reducing repeat victims of crime;
- tackling domestic abuse and violence against women and girls;
- and
- preventing serious and organised crime.

The report detailed action in respect of each of these issues in turn, highlighting successes and acknowledging areas of challenge.

The Chair invited the Chief Superintendent to comment on the report. She highlighted that the partnership worked well together, citing the example of the externally validated work on Child and Criminal Exploitation of this positive approach.

The Chair invited questions from the Board. A discussion on the following issues ensued:

- In reference to measures to address serious and organised crime, the success of ‘Operation Grow’ to disrupt cannabis production and distribution was noted. It was noted that organised crime also

affected the rural areas of the Borough, the Chief Superintendent detailed some of the actions taken to tackle crime in these areas including rural crime officers and off-road biking teams.

- In respect of the impact of community payback on rates of re-offending, it was outlined that data was not gathered on reoffending rates. It was observed that no young people who had attended the scheme had re-offended. It was noted that community payback had a positive impact in communities, building trust and confidence. It was outlined that the scheme was offered by the Police and Crime Commissioner across South Yorkshire, with Rotherham adding additional resources to enhance provision.
- Clarification was sought of the process of accessing community payback within wards to complete projects. It was advised that changes to the Probation Service were being made and that staff involved in the CAP process should be contacted. It was noted that that a newsletter was being issued which would clarify the work of the partnership more widely to ward members and local communities.
- Details was sought about levels of participation of licenced premises in initiatives to address drink spiking.
- An example was given regarding public perception and informing affected communities of actions taken when crimes had been committed. Assurance was given that police were actively investigating the crimes outlined.
- Clarification was given about the new approach to tackling violence against women and girls which addressed prevention and improvements to women's safety.
- Attendance of senior officers neighbourhood meetings was discussed. It was outlined that PSCOs had good local knowledge and understanding of issues.
- In reference to protecting vulnerable adults, the Chair mentioned the recent spotlight review into modern slavery and thanked the Cabinet Member and officers for their contributions.

Resolved:

1. That the progress of the Safer Rotherham Partnership in tackling crime and disorder in 2021-22 against its key priorities be noted.
2. That consideration be given by the Safer Rotherham Partnership to improving public perceptions of its activity and actions related to this activity be reported to this Board in the 2022-23 Annual Report and progress updates.

127. SCRUTINY REVIEW RECOMMENDATIONS - COVID-19 CARE HOME SAFETY

The Senior Governance Adviser introduced the report and outlined the outcomes of the spotlight review undertaken by Members of Health Select Commission. The review sought assurances around the safety of care home workers and residents during the pandemic and onward. It was noted that this work ran parallel to work undertaken on a national and regional level.

Resolved:

1. That the report be noted.
2. That the following recommendations from the review be submitted to Cabinet for consideration and response:
 - a. That the learning from the pandemic and ongoing needs in respect of care home safety be noted.
 - b. That the service consider how the Council may help support recruitment and retention within the care sector.
 - c. That consideration be given to how best to retain, where possible, the benefits of supportive models such as regular engagement, access to training/guidance and Interdisciplinary Management Team (IMT) approach, which were adopted during the pandemic.
 - d. That outcomes of forthcoming reviews by the Health and Wellbeing Board on learning from the Pandemic be considered for scrutiny.

128. ESTABLISHMENT OF A FINANCIAL ABUSE AND EXPLOITATION SERVICE FOR ROTHERHAM

This report set out proposals for a new service to help prevent the financial abuse and exploitation of Rotherham residents. The proposed service would include the recruitment of a specialist investigator dedicated to Rotherham to investigate cases where crime was suspected, the review of historic exploitation cases and the delivery of financial exploitation and abuse awareness training for key staff and partners. The service would add to the existing safeguarding offer within the Council's Adults Safeguarding Service and the Council's Trading Standards Service to provide a more comprehensive response.

Discussions had been held with West Yorkshire Joint Services Trading Standards Team to support the development of options for a service offer for Rotherham. This illustrated the key aspects of work to supplement and enhance a procured Rotherham service offer. The activity would be supported by existing resources within Council services such as Adults Safeguarding, Trading Standards and key partners. The new service offer would include the appointment of a specialist investigator to deal with

Rotherham casework; a review of historical cases; delivery of awareness raising; and development of processes and procedures.

The Leader introduced the report and outlined that this initiative was cross-cutting but would sit in the Adult Care Service. An overview of what was meant by financial exploitation was given and it was noted that this was one of the most frequent concerns raised with adult safeguarding. It was outlined in respect of this type of criminal exploitation, older people were often victims, however, it was not limited to this group.

The Chair invited questions from the Board and a discussion on the following issues ensued:

- Further details were sought of the options considered. It was outlined that there were benefits to not commissioning the service from 'scratch'. The West Yorkshire team had developed considerable expertise and a local investigator would add to this.
- The recommended hybrid option was welcomed. It was noted that it was likely that a number of investigations would focus on financial abuse of people with care packages. A concern was expressed that the narrative around successful investigations or convictions should be managed carefully so as not to deter carers. In response, it was noted that there was a challenge about the where the new service was positioned, although as the concerns were reported as safeguarding issues, it was felt that it was located appropriately. Assurance was given that the messages about convictions and progress would be managed sensitively.
- It was noted that an evaluation would be carried out after the first year. The Chair requested that a briefing be circulated to the Board on progress.
- It was noted that vulnerable children and young people in receipt of care packages or payments could also be victims of financial exploitation. It was outlined that there was no intent in the design to limit the service to one section of the community.

In conclusion, the Chair welcomed this initiative as part of the Council's wider safeguarding responsibilities.

Resolved:

1. That Cabinet be advised that the following recommendation be supported.
 - 1) Approve the establishment of a Financial Exploitation and Abuse Service for Rotherham as detailed at Section 3 – Option 2.
2. That a briefing is circulated to update OSMB on the outcomes of the first year of delivery following appointment of a specialist service provider.

129. COUNCIL PLAN 2022-2025 AND YEAR AHEAD DELIVERY PLAN PROGRESS UPDATE

The Chair welcomed the Leader of the Council, the Chief Executive and members of the wider Senior Leadership Team to the meeting.

The Leader of the Council introduced a report which set out the Council's vision for the Borough and priorities for residents and communities. The Plan provided the medium-term basis for targeting resources, informing the budget-setting process and planning cycles, and ensuring that residents can hold the Council to account for delivery.

Formal progress reports were considered by Cabinet every three months, with the first report presented in June 2022. This third report focussed on activities in the Year Ahead Delivery Plan for Quarter 2. It was noted that of the 92 priorities, 88% were achieved or on target with eight being delayed.

The Leader outlined some areas of successful delivery including the re-opening of Keppel's Column, the programme of events supporting the Women's Euro football tournament and development of day services for learning disabled people in Canklow.

Of the areas behind schedule, the following issues were outlined:

- Community Protection Notices – progress was being made and capacity of the team had been increased.
- Thurcroft Library – issues beyond the control of the Council had delayed progress but this was being resolved.
- Delays to Town Centre housing schemes – there had been slight delays but this was reflective of the national picture.
- Flood defences – the land ownership issues which had delayed progress had been resolved.

It was noted that 32% of performance measures were on target, with a corresponding 32% off target. It was explained that a number of these were annual measures and the annual survey results were lower than the previous year.

The Leader referred to call answer times and customer service targets which had been raised previously by Board Members. It was outlined that recruitment to vacant post was now on track and it was anticipated that average call time would be below six minutes.

The Chair invited questions and a discussion on the following issues ensued:

Clarification was sought on what actions were being taken in response to complaints about street cleaning. It was explained that staffing pressures particularly in respect of driver shortages for waste collections, were being addressed. It was anticipated that this would ease overall pressures for

services.

It was noted that planning permission had been granted to expand Meadowhall. Considering this, comments were invited on the potential impact on the Forge Island development. In response, it was noted that there was confidence that there was a market for this provision at Forge Island.

Clarification was sought if the most recent Resident's Satisfaction Survey had been added to the website. It was confirmed that this had been actioned.

In respect of consultation and engagement, a view was expressed that there were improvements to be made, particularly in respect of engagement with Black, Asian and Minority Ethnic (BAME) communities. It was outlined that a new consultation and engagement framework had been developed. It was acknowledged that the Council was engaging with more people than before, however tailored engagement with specific communities was an area for development. The Chair suggested that this could be added to the Board's work programme for 2023/24.

With regards to contact wait times, clarification was sought of what other mechanisms were available to communicate with the Council. It was outlined that most contact could be made through the website. However, alternatives were available for those who did not have online access to contact services by phone and there were options for face-to-face appointments to assist as necessary.

Further details were sought about performance in respect of housing repairs. It was outlined that if the repair was not fixed on the first visit (for example if replacement parts were required), it counted against performance. A further question was asked regarding incidents of mould and damp. It was outlined that there was a process in place to address requests. Alongside this was a prevention programme publicised through tenant's publications such as "Home Matters".

Details was requested of what action had been taken to address environmental crime and fly-tipping. It was noted that Improving Places Select Commission had undertaken scrutiny activity in this area. In response, it was noted that there were ambitious enforcement targets outlined in the report, with the authority performing well against its comparators. Assurance was given that alongside enforcement, the authority undertook education and awareness raising of how materials could be disposed of safely and legally. Recent work to address the illegal waste site in Kiveton was referenced, including work with South Yorkshire Fire and Rescue Service and the Environment Agency.

Clarification was sought on the number of children in need. It was outlined that the number of children in care was reducing, however, in doing this it was anticipated that there may be an increase in the number of children in

need as staff were working with families differently.

In respect of engagement with domestic abuse services. There had been a structural transformation in commissioned services and in-house delivery. Officers were working with delivery partners and it was anticipated that performance would improve.

Adult Care, Housing and Public Health challenges were outlined in respect of discharge from hospital and meeting support needs.

The challenge of meeting call-handling targets and customer waiting times was referenced. It was noted that there was an ongoing programme to ensure that resources were in place, manage turnover and vacant posts recruited to.

Resolved:

1. That Cabinet be advised that the following recommendations be supported.

That:

- 1) The overall position in relation to the Year Ahead Delivery Plan activities.
 - 2) The Quarter 2 2022-23 data for the Council Plan performance measures.
 - 3) The performance reporting timetable for the remainder of the 2022-2023 year.
2. That Cabinet notes the intention of OSMB to undertake a spotlight review of the effectiveness of the Consultation and Engagement Framework as part of its 2023/24 work programme.

130. WORK PROGRAMME

The Board considered its Work Programme.

The Chair agreed to expedite the scrutiny activity relating to bye-laws and life saving equipment following the motion to Council considered on 30 November 2022.

Resolved: - That the Work Programme be approved.

131. WORK IN PROGRESS - SELECT COMMISSIONS

This item was deferred.

132. FORWARD PLAN OF KEY DECISIONS - 1 DECEMBER 2022 TO 28 FEBRUARY 2023

The Board considered the Forward Plan of Key Decisions 1 December 2022 to 28 February 2023.

Resolved: - That the Forward Plan be noted.

133. CALL-IN ISSUES

There were no call-in issues.

134. URGENT BUSINESS

There were no urgent items.

135. DATE AND TIME OF NEXT MEETING

Resolved: - That the next meeting of the Overview and Scrutiny Management Board will be held at 10.00am on Thursday 19 January 2023 at Rotherham Town Hall.

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OVERVIEW AND SCRUTINY MANAGEMENT BOARD
Thursday 19 January 2023

Present:- Councillor T. Collingham (in the Chair); Councillors Baker-Rogers, Cowen, Baum-Dixon, Cooksey, Elliott and Wyatt.

Apologies for absence:- Apologies were received from Councillors Clark, A Carter, Pitchley and Yasseen.

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

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

136. MINUTES OF THE PREVIOUS MEETING HELD ON 16 NOVEMBER 2022 AND 1 DECEMBER 2022

Resolved: - That the Minutes of the meeting of the Overview and Scrutiny Management Board held on 16 November 2022 and 1 December 2022 be approved as a true record.

137. DECLARATIONS OF INTEREST

There were no declarations of interest.

138. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS

There were no questions from members of the public or press.

139. EXCLUSION OF THE PRESS AND PUBLIC

There were no exempt items on the agenda.

140. FUTURE PROVISION FOR HOUSEHOLD WASTE RECYCLING CENTRES

The Vice-Chair welcomed the Cabinet Member for Transport and Environment, The Strategic Director for Regeneration and Environment, Assistant Director, Community Safety and Streetscene and the Head of Environmental Services to the meeting.

The report recommended an in-sourced delivery of customer facing sites and facilities, with these being supported by contracted haulage and disposal when the current Household Waste Recycling Centre (contract expires in October 2023).

Options considered include the contracting out of the services, alongside a range of internal delivery models. There were significant complexities attached to developing an in-house service in a highly regulated industry. However, there were also a range of potential benefits in terms of new services and more flexibility in delivering existing services, to meet the

needs of residents and the Council. The report recommended an in-sourced delivery of customer facing sites and facilities, with these being supported by contracted haulage and disposal. The procurement of a delivery partner to provide the HWRC service for up to three years, whilst also supporting the Council to develop and implement its in-house delivery model was also recommended. The haulage and disposal aspects of the contract would continue to be provided by the market beyond the in-sourcing of the front-end of this service.

The Cabinet Member for Transport and Environment introduced the report. He outlined that current arrangements were to end in October 2023 and therefore, alternative arrangements were needed. It was proposed that the service followed a different operating model. It was stressed that it was a good performing area.

It was noted that Rotherham retained good relationships with Barnsley and Doncaster Councils. However, it was difficult to deliver Rotherham Council commitments such as the Real Living Wage, Social Value priorities and enhance re-use/ recycling targets in the current contractual arrangements.

Should the preferred option be approved, there would be a transition period of three years, with staff becoming directly employed by the Council at that stage. A contractor would retain onward movement of waste.

There had been some public engagement on service delivery and soft market testing had been undertaken to establish if the option was viable.

The Vice-Chair invited questions from the Board and a discussion on the following issues ensued:

Clarification was sought of the level of risk attached to bringing the service in-house and what mitigations were being put in place to manage these. It was outlined that there was a range of technical competences required but this was being addressed. It was also recognised that work was needed to support staff to acquire technical skills. It was noted that there was a level of operational and financial risk in the waste disposal market that needed to be understood.

The commitments to the to the real living wage and re-use processes were welcomed. Clarification was sought if there was flexibility within contractual arrangements to stipulate that these could be delivered without taking on TUPE liabilities, training requirement and future pay awards. A view was expressed that the preferred option would cost more to the Council, with the authority assuming all of the risks. It was questioned if this option provided best value.

In response, it was outlined that the difference between the options was approximately £21k and the level of risk was not significantly more than

the current contract. It was felt important that the public engaged with staff who would be directly employed by the Council. It was noted that in-sourcing provision would give flexibility to the service longer term to make changes that may require contractual negotiations if the service was to remain outsourced.

In response to a query regarding staffing, it was outlined that there were no plans to change to change staffing levels but this would be subject to review. It was noted that safety would be a primary consideration.

Clarification was sought if there were any reciprocal arrangements with neighbouring authorities to allow use of recycling facilities. It was outlined that Rotherham collaborated with other Councils on issues but the decision to extend use to non-residents lay with the respective authority.

Resolved:

1. That Cabinet be advised that the following recommendation be supported.
 - 1) That Cabinet approve Option 3, which will provide for an in-sourced delivery of customer facing sites and facilities, with these being supported by contracted haulage and disposal, following an initial fully contracted service, and authorises the Strategic Director of Regeneration and Environment in consultation with the Cabinet Member for Transport and Environment (subject to confirmation by the Strategic Director for Finance and Customer Services) to agree the final delivery arrangements and subject to Council approval through the budget process.
2. That Cabinet be requested to explore the feasibility of having reciprocal arrangements for use of Household Waste Recycling Centres with neighbouring authorities

141. ROTHERCARD REVIEW

The Vice-Chair welcomed the Cabinet Member for Social Inclusion, the Strategic Director for Finance and Customer Services and the Assistant Director for Customer, Information and Digital Services to the meeting.

The Rothercard scheme was launched as an anti-poverty initiative in 1993 to prioritise support for Rotherham people living on a low-income by offering a discount on a range of Council services, as well as discounts on goods and leisure activities from a small number of other organisations. The current scheme had not been developed or promoted for some time which was likely to mean that some of the people who could most benefit from the scheme, were missing out. A review of the Rothercard scheme by a cross party Rothercard Working group had been completed. The findings from the review were set out in Appendix 1. The purpose of this

report was to set out the changes identified from the outcome of the review, which, once implemented, would deliver an improved Rothercard scheme.

The Cabinet Member introduced the report and outlined that the work undertaken to maximise the benefits for those residents eligible. He thanked members of the working group for their contribution to the review.

The Assistant Director noted that the scheme was originally introduced in 1993 and had not been reviewed in some time in line with technological developments or relevance of the range of offers. Applications for Rothercard were logged in 2017 to gain an understanding of what it was being used for. The report set out proposals to be implemented from April 1, 2023. It was intended that the working group would be reconvened on an annual basis to ensure that the scheme evolved and remained relevant for those who needed it.

The Vice-Chair invited questions from the Board and a discussion on the following issues ensued:

Clarification was sought about how the scheme would be publicised. A suggestion was made to add it to ward newsletters and publicise via school networks, social media pages, housing information etc. It was outlined that it would be targeted at residents in receipt of Council Tax support, including people receiving state pension. It was noted that further promotion was planned with under 21s.

It was noted that disabled people were often less physically active than non-disabled people and if scheme eligibility was extended, whether this may incentivise disabled people's access to leisure facilities. Further consideration would be given to how the scheme could be expanded and what discounts were available. A piece of work was being undertaken with Children and Young People's Service to look at gaps in provisions and how these could be addressed. It was suggested that consideration could be given to extending eligibility automatically to those in receipt of Education, Care and Health Plans (EHCPs) or other Council services.

Plans to engage local with businesses to offer discounts were welcomed. Details were sought of whether there were plans to undertake discussions with neighbouring authorities to expand provision. It was noted that this may take place in the future.

Clarification was sought about the application process and if this would exclude people without digital access. It was outlined that customer service advisers would complete the application on behalf of the customer should they be eligible and give consent. There would not be an online application and cards would be issued for those who did not have access to a smart phone.

Details were sought of the links to the wider cost of living workstreams. It

was noted that this was a consideration of the working group to ensure that discounted services were available to low-income households. It was also noted that the intention was to ensure that these were available across the Borough not just in the town centre. It would be possible to analyse ward data, category of user, what discounts are being taken up and frequency of use.

In response to a query about the level of discount for garden waste (proposed at 5%), it was outlined that this was a new discount. The level of take up and impact on the business model would be reviewed by the service in due course.

It was noted that some other local authorities ran discount schemes. The Assistant Director indicated that these had been considered in drawing together proposals and the service was committed to learning from good practice elsewhere.

Resolved:

1. That Cabinet be advised that the following recommendations be supported:
 - 1) That Cabinet approves the recommended changes set out in this report to deliver a new Rothercard scheme as detailed at **Section 3 (*Options considered and recommended proposal*)**.
 - 2) That Cabinet note the changes to the eligibility criteria and the improvements that will be delivered to make it easier for customers to apply for/benefit from the scheme by:
 - Automatically providing residents who qualify for Council Tax Support (with consent) with a Rothercard
 - Raising awareness of the scheme with those who have already qualified for Council Tax Support so they can be provided with a Rothercard should they wish to have one.
 - 3) That Cabinet approve the proposal to offer the following new discounts to Rothercard holders:
 - 10% reduction off the cost of a hot drink effective from 1 April 2023, at the following locations:
 - Clifton Park Museum Café,
 - Thrybergh Country Park Café
 - Rother Valley Country Park Café
 - 5% reduction on the cost of the 2024/25 garden waste collection service (1st bin only). This reduction will be applied from December 2023 when residents are invited to renew/subscribe for the collection service that will commence from 26th February 2024.
 - 4) That Cabinet approve the intention to engage with businesses

to explore the potential for developing a universal discount scheme that supports local businesses and retailers to benefit all Rotherham residents.

- 5) That Cabinet approve the intention to introduce an electronic alternative to a paper based Rothercard.
 - 6) That Cabinet notes the intention to undertake an annual review to assess how the scheme is benefiting residents and helping deliver improved outcomes.
2. That consideration be given to extending the eligibility criteria to include:
 - i. young adults (up to the age of 24 years) with Education, Health and Care Plans (EHCPs); and
 - ii. care leavers.
 3. That further work be undertaken to ensure that the initiative aligns with the 'cost-of-living' workstream and neighbourhood agenda and ward priorities.
 4. That as part of the planned Rothercard annual review, consideration be given to:
 - i. the number of disabled people participating in the scheme and if extending the eligibility criteria could encourage more disabled people to apply; and
 - ii. the feasibility of increasing the level of discount on garden waste collections.

142. MEDIUM TERM FINANCIAL STRATEGY UPDATE

The Vice-Chair introduced the Strategic Director for Finance and Customer Services and Head of Finance to the meeting. The Chair had requested them to give a technical update in advance of the Committee's consideration of the 2023/24 Council Tax and Budget proposals. A copy of the presentation had been circulated to Board Members.

The Strategic Director outlined that she had previously reported to Cabinet in November on planning assumptions and the impact that inflationary pressures, rising energy costs, the pay award and market volatility had had on the Council's medium term financial planning. An £18m overspend was forecast at that point. Prior to this, it was assumed that the previously approved budget savings remained deliverable within the agreed profile. It was noted that through temporary savings and other measures, the forecast overspend had been reduced to £9.5m. Any overspend at year end would be funded from reserves. It was noted that most Councils were facing similar pressures.

In respect of the Government's Autumn Statement, it was noted that the adult social care grant had increased. Funding earmarked for adult social

care reform would be retained and made available for wider social care inflation and demand pressures. The council was also allowed to retain the estimated £3m Fair Cost of Care grant. The statement gave capacity to uplift Council Tax to 2.99% and the Adult Social Care Precept to 2%, creating a maximum increase of 5% for 2023/24 and 2024/25. The Household Support Fund would continue for a further year which would result in £4.9 million for the Council.

Following the Provisional Financial Settlement, revisions had been made to the MTFS. The key headlines from the settlement were the New Homes Bonus had been extended for a further year, the Adult Care Grant was higher than anticipated and there had been an inflation increase in the Revenue Support Grant. Additional funding was also provided to adult services to support pressures within domiciliary care.

In order to balance remaining gap, the Council needed to consider savings, fees and charges, council tax and reserves. It was noted that there was a shortfall over the next three years between the Council's expenditure and income. This equated to £6m shortfall each year

The Vice-Chair invited questions from the Board and a discussion on the following issues ensued.

Clarification was sought on the increased fees and charges if these were in line with the rate of inflation. It was outlined that this would be in the region of 10%. It was noted that the pay award had been determined nationally.

In preparing the MTFS, all assumptions were checked to ensure that they were reasonable. Adjustments would be made depending on circumstances. The current pressures could not be anticipated.

Clarification was sought about the nature of temporary savings and if any of these could be longer term. In response it was outlined that all options were being considered. An example was given that temporary savings may be made through delays to recruitment and on review a decision may be taken to delete the post, achieving longer term savings.

Details were sought on the level of Council Tax rise required to meet the budget gap. Each percentage rise to the base accrued approximately £1m and therefore, to balance the £6m gap through increases to Council Tax, it would require an 8% increase per year over the next three years. This level of increase would require a referendum.

Clarification was sought if consideration had been given to capital projects that could give revenue savings or asset sales to raise funding. The Strategic Director outlined that such actions were longer term and savings for 2023/24 would not be realised within those timeframes. Assurance was given that invest to save schemes were delivered as quickly as possible and were under constant review.

The current assumption was that £9.5m would be required from reserves to balance the budget. However, it was anticipated that this would reduce further as the temporary savings were realised.

The Vice-Chair thanked Officers for their presentation.

Resolved:

That the presentation be noted.

143. WORK PROGRAMME

The Board considered its Work Programme.

Resolved: - That the Work Programme be approved.

144. WORK IN PROGRESS - SELECT COMMISSIONS

This item was deferred.

145. FORWARD PLAN OF KEY DECISIONS - 1 JANUARY 2023 - 31 MARCH 2023

The Board considered the Forward Plan of Key Decisions 1 January 2023 to 31 March 2023.

Resolved: - That the Forward Plan be noted.

146. CALL-IN ISSUES

There were no call-in issues.

147. URGENT BUSINESS

There were no urgent items.

148. DATE AND TIME OF NEXT MEETING

Resolved: - That the next meeting of the Overview and Scrutiny Management Board will be held at 10am on Wednesday 8 February 2023 at Rotherham Town Hall.

Committee Name and Date of Committee Meeting

Cabinet – 20 March 2023

Report Title

Climate Emergency Annual Report

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

No, but it has been included on the Forward Plan

Strategic Director Approving Submission of the Report

Paul Woodcock, Strategic Director of Regeneration and Environment

Report Author(s)

Louise Preston, Climate Change Manager, louise.preston@rotherham.gov.uk

Callum Innes, Principal Climate Change Officer, Callum.innes@rotherham.gov.uk

Ward(s) Affected

Borough-Wide

Report Summary

On 30th October 2019, the Council declared a Climate Emergency and set out its action plan covering the following seven policy themes of Energy, Housing; Transport; Waste; Built & Natural Environment; Influence and Engagement.

At its meeting on 23rd March 2020, Cabinet resolved to establish the targets of:

- The Council's carbon emissions to be at net zero by 2030 (NZ30)
- Borough-wide carbon emissions to be at net zero by 2040 (NZ40)

A Climate Emergency Action Plan was established, and this report outlines progress towards the updated Climate Emergency Action Plan reported for the 2022/2023 period and includes an emissions report for both Council operations 2019 – 2022 and borough wide for 2019 – 2020. Borough-wide data is 2 years behind due to lags in published data availability.

On 25th May 2022, the Council declared a Nature Crisis. Climate change, alongside deforestation and habitat destruction, is a key driver of biodiversity loss and in many cases, nature can provide solutions to the impacts of climate change on people, property, and infrastructure.

This report therefore identifies opportunities for joint action on the climate and nature crises in 2023 and expands this programme's remit to include climate change adaptation and cohesion with a nature restoration programme.

Recommendations

It is recommended that Cabinet:

1. Approve the Climate Change Action Plan in Appendix 2 including nature crisis and adaptation actions, noting the key achievements and opportunities summarised in Appendix 1 and sections 2 and 5 of this report.
2. Approve the Single Use Plastic Action Plan in Appendix 4.

List of Appendices Included

Appendix 1 Climate Change Progress Report
Appendix 2 Climate Change Action Plan 2023/2024
Appendix 3 Baseline Carbon Emissions Data
Appendix 4 Single Use Plastic Action Plan
Appendix 5 Equalities Impact Assessment
Appendix 6 Carbon Impact Assessment

Background Papers

[Rotherham Council \(2020\). Responding to the Climate Emergency. Cabinet 23 March 2020:](#)

[Rotherham Council \(2021\). Climate Emergency Annual Report. Cabinet 22nd March 2021:](#)

[Rotherham Council \(2022\). Climate Emergency Annual Report. Cabinet 25th April 2022:](#)

[Rotherham Council \(2022\) Climate Emergency Action Plan 2022/23. Cabinet 17th October 2022.](#)

[Flood Alleviation Update. Improving Places Select Commission 25th October 2022.](#)

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

No

Climate Emergency Annual Report -2022/2023 Climate Emergency Annual Report

1. Background

- 1.1 The Council declared a Climate Emergency on 30th October 2019 and since then has committed to driving down carbon emissions with a view to achieving the following targets:
- The Council's carbon emissions to be at net zero by 2030 (NZ30)
 - Borough-wide carbon emissions to be at net zero by 2040 (NZ40)
- 1.2 The Council also declared a Nature Crisis for Rotherham on 25th May 2022. It is also recognised that the decline in nature is intrinsically linked with the climate emergency, and this is reflected within the action plan detailed in Appendix 2.
- 1.3 This report details the progress and an indicative forward plan for 2023.
- 1.4 An update on the Council's use and reduction of Single Use Plastics (SUP) is also included within this report. Single Use Plastics are of public interest and contribute to the Council's carbon emissions (Scope 3). It is therefore important that the Council continue to reduce their use where feasible within its operations and to encourage good practice locally.

2. The Climate Change Action Plan Update

- 2.1 A full progress report and indicative action plan for 2023/2024 is detailed within Appendix 1. Key progress is highlighted below with respect to the specific themes of:
- Monitoring and measurement
 - Energy decarbonisation
 - Transport
 - Housing
 - Waste
 - Built & Natural Environment
 - Influence & Engagement
 - Adaptation

2.2 Programme Highlights 2021/2022

- 2.2.1 The establishment of the new Climate Change Team was successfully implemented in October 2022, including the addition of three new employees alongside existing staff within the Energy, Environment and Data Team. A Climate Change Manager, Principal Climate Change Officer and a Climate Change Officer are now in post. This increased resource will also allow further progress to be made on other aspects of climate change mitigation such as adaptation and engagement. An informal gap analysis has also been undertaken to the new climate change guidance (ISO standard IWA 42:2022) launched at COP27, highlighting potential areas of work for the future and opportunities for engaging the wider public.

- 2.2.2 The Climate Change Team are also delivering Carbon Literacy Training to critical staff, with a pilot cohort that commenced in January 2023. This course is designed specifically for public sector employees and will be particularly relevant to those staff responsible for key operational decisions, the Climate Change Leads and those responsible for procurement.
- 2.2.3 The inclusion of carbon impact assessments within the cabinet reporting process has also been implemented to inform decision making. These assessments are designed to qualitatively identify changes in carbon emissions, either positive or negative, so that decision makers can consider the implications of a prospective policy or operational change.

2.3 **Energy Decarbonisation**

- 2.3.1 Substantial work has been undertaken to survey and prepare for decarbonisation activities within Council buildings. This work is important to both inform Public Sector Decarbonisation Scheme funding bids but also to assess feasibility of measures on a per property basis. A bid covering five Council buildings has since been submitted and is awaiting the results.
- 2.3.2 A significant highlight of this year's work is the completion of a proof-of-concept design for a solar photo-voltaic farm (solar panels) within the Borough. This project aims to increase local renewable energy, reduce the Council's carbon footprint, and improve energy resilience. A separate Cabinet report will be submitted for approval of the next phase of this project.
- 2.3.3 The Community Energy Support Scheme was launched on 1st March 2021. The Scheme is intended to provide support for Rotherham residents to reduce energy costs, improve energy efficiency and access future Government grants. This scheme has supported over 580 appointments with residents and improved the energy efficiency of homes through the retrofitting of over 275 properties within the Borough via the Energy Company Obligation (ECO) 4 Scheme.

2.4 **Transport**

- 2.4.1 The Rotherham Borough baseline for transport has been established and reported via the Joint Strategic Needs Assessment. This will allow for appropriate targets to be drawn up in the future.
- 2.4.2 a) **Active Travel**
Active Travel infrastructure measures have been progressed to full business case level. Projects at Moor Road Manvers and Broom Road were approved for delivery in late 2022; the project for Sheffield Road will be submitted with a funding decision anticipated in March 2023.
- 2.4.3 b) **Fleet**
A telematics system has been trialled with results available for use and driver training roles are now in position to roll out delivery of the "Safe Fuel-efficient Driver" scheme which aims to reduce carbon emissions through improved driving technique.

A fleet plan covering the vehicle replacement program is being developed considering the available technology and financial implications. A separate report will be submitted to Cabinet in relation to this.

c) Electric Vehicle Charging Infrastructure

- 2.4.4 The UK Climate Change Commission suggests that the transition to electric passenger vehicles from the current fossil fuel driven alternative will be a key driver in the UK's transition to net zero.

- 2.4.4.1 As such, the demand for local charging points will increase. A number of schemes are currently ongoing with a view to increasing electric vehicle charging infrastructure around the Borough.

- 2.4.4.2 The Council is currently collaborating with South Yorkshire Mayoral Combined Authority and Arup to deliver joint projects for the implementation of electric vehicle charging infrastructure. At present a scheme is in progress for the delivery of up to six sites offering an increase of six fast and twelve rapid charging bays.

- 2.4.4.3 Further analysis has been done internally to select appropriate sites with a view to the delivery of two residential charging hubs plus further installations are planned in collaboration with the Towns & Villages projects.

- 2.4.4.4 However, it is expected the demand for charging units is unlikely to be fully serviced by Council initiatives so places of work will also need to consider their own provision to support staff access to work alongside homeowner personal charging installations. Relevant planning policies are already adopted to support these changes.

2.5 Housing

- 2.5.1 Council owned social housing currently has a target to reach EPC Band C by 2030. The average EPC of Council housing stock has now increased from a Band D to a C and a high-level housing focussed assessment of the requirements of reaching zero carbon for Council housing has also been undertaken which considers prospective short, medium and long term actions.

- 2.5.2 Funding has been secured for the delivery of energy efficiency measures including external, cavity or loft insulation and window improvements for 142 properties in Maltby. Retrofitting assessments have been undertaken to date and cavity wall insulation has commenced.

- 2.5.3 Improvements to 217 properties in The Lanes, East Herringthorpe have been delivered successfully through the Green Homes Grant - LAD1B funding which has also contributed to the improvement in average EPC observed. These improvements in The Lanes and the impacts on tenants were reported as part of the 2022 Climate Emergency Report.

2.6 Waste

- 2.6.1 The Rotherham Bin app was launched in November 2022 and whilst its function is primarily for supporting residents to put out the correct bin, the app also links to

website information about what is allowed in each bin and as such may have some positive benefit from a contamination perspective. Engagement activities have also been undertaken to improve recycling rates and drive down waste contamination.

- 2.6.2 The Council has also taken part in consultations with central Government relating to the Waste and Resource Strategy for England and the impacts of the Environment Act 2021. The response to this will inform future operational plans at both the local and regional level.

2.7 Built & Natural Environment

Planning Policy

- 2.7.1 Throughout 2022 Supplementary Planning Documents have been adopted or proposed including additional measures in support of this workstream, relating to the need for travel plans, transport assessments, natural environment, and parking standards.
- 2.7.2 From November 2023, planning applications will need to consider the provision of at least 10% biodiversity net gain under the Environment Act 2021. This is a key action that will begin to interlink the biodiversity and climate crises into the Rotherham Climate Change Action Plan.

2.8 Trees and Green Spaces

- 2.8.1 Trees provide a variety of ecosystem services or benefits to local communities, including increasing pride of place and wellbeing, increasing air quality and biodiversity but also act as a carbon sink within the natural environment. The Green Spaces Team have made good progress with tree planting, having planted 21,000 woodland trees and 390 urban trees in the 2021/2022 planting season and 7,166 woodland and 257 urban trees for the 2022/2023 season.
- 2.8.2 Funding has now been awarded by the Woodland Accelerator Fund for the undertaking of an i-tree ECO survey which will support the documentation of Rotherham's natural assets specifically trees, but also significant hedgerows and other assets which may be of natural value to the Borough. This funding will also allow for a tree planting strategy to be written in 2023.

2.9 Climate and Nature

- 2.9.1 Alongside its existing climate emergency, Rotherham Council has declared a nature crisis which recognises the separate, though complimentary crisis affecting the natural world resulting in biodiversity loss, habitat fragmentation and the degradation of natural habitats or 'natural assets' upon which humanity depends.
- 2.9.2 It is recommended that the nature crisis be given the same credence as the climate emergency but be managed in an integrated and complimentary way. This can be achieved by initial integration into the climate change programme of works with a focus on a neighbourhood, place-based approach which puts nature-based solutions at its heart. A substantial case already exists for an integrated approach, where nature recovery schemes that engage communities realise greater benefits where

wellbeing and local ownership of places are concerned. Several Wards also list the environment as a priority within their 2023 plans and an integrated management plan may support local needs by providing both actions to mitigate climate change, increase biodiversity and increase the number of positively managed wildlife sites for safe public use increasing local wellbeing and pride of place.

- 2.9.3 The recent landmark agreements at COP15 in Canada to halt and reverse biodiversity loss by 2030 will likely have implications for policy and action. It is not yet clear what these commitments mean at the local level, but it is expected that in the months following this conference, the UK will consider the package of targets and policy needed to support this commitment which will need to be managed appropriately.

2.10 **Influence and Engagement**

- 2.10.1 It is recognised that the Council cannot work alone to meet its net zero targets, nor should it, as the public interest in the climate and nature emergencies increases on the back of national and localised awareness campaigns. The influence and engagement section of the action plan has been enhanced to consider the increased resource and to widen the scope for partnership working. 2022/23 saw a continued engagement through the Rotherham Youth Cabinet as is set to continue into 2023/24 as Climate Change is a priority for the Youth Cabinet.

2.11 **Adaptation**

- 2.11.1 A changing climate brings with it associated risks for people, places, and infrastructure. For the UK, these are largely associated with increased temperatures and high rainfall events though global effects will have significant impacts on supply chains of food and goods. There is the potential for significant public health risks, especially when faced with increasing fuel poverty.
- 2.11.2 To date, work has focussed on the flood risk associated with the river network surrounding the borough, after significant floods in June 2007 and November 2019, and a number of other “near miss” flood events over the last two decades. The most recent update from this workstream is available within the background papers section of this report.
- 2.11.3 Notably, a wider view of potential adaptation workstreams and its effects on individual services will be considered by the new Climate Change Team, including how this links with UK Government Strategy and the wider Yorkshire and Humber catchment.
- 2.11.4 The Rotherham Renaissance Flood Alleviation Scheme has identified 6 key projects which will reduce the risk of flooding and work is on-going for delivery. This work is reported separately via the Improving Places Select Committee.

3. **Council Operations – Net Zero by 2030**

- 3.1 Rotherham Council’s baseline has been recalculated following further analysis of its Scope 3 (indirect) emissions. This calculation now includes emissions from Council staff commuting, working from home, EV charging, fuel used in on-site electricity generation and water supply emissions for Council buildings. This has refined the

original baseline model to more accurately reflect carbon emissions arising from Council emissions in 2019 and subsequent years.

- 3.2 Annual reporting procedures have been introduced and comprehensive annual emissions reports have now been produced for the years 2020, 2021 and 2022.
- 3.3 An initial “business as usual” forecasting model and carbon budget have also been introduced. As more data becomes available, this model will act as the framework upon which future short and long-term emissions projections will be built, measuring progress and creating a clear and quantifiable “roadmap to net zero.” This model is detailed within Figure 1 below.
- 3.4 Between 2019 and 2022, carbon emissions arising from Council operations fell by over a quarter (26%). This was largely due to a reduction in electricity consumption from Council owned buildings (1,272 tCO₂ reduction) and streetlighting (1,033 tCO₂ reduction). However, the biggest reduction in emissions came from staff commuting (2,296 tCO₂ reduction) as more staff have moved to hybrid working arrangements.

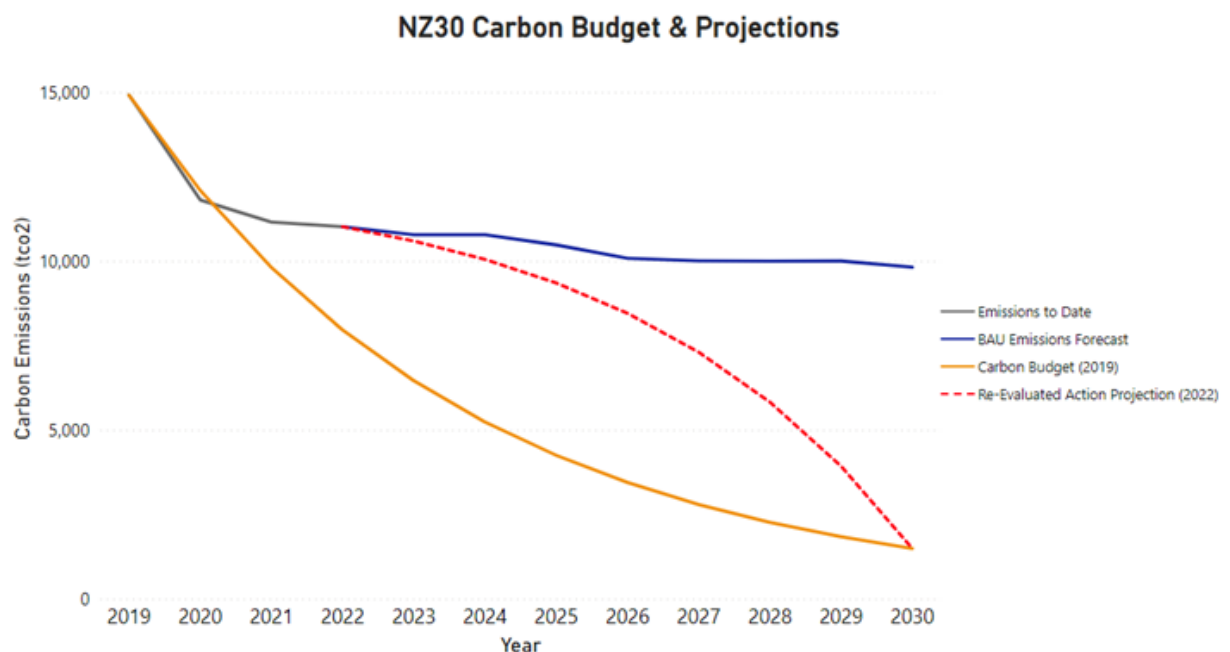


Figure 1: Emissions to date and forecasted to 2030 following re-evaluation.

- 3.5 Modelling indicates that a reduction of 22% annually would be required to reach net zero by 2030. However, this has been re-evaluated to include the fact that carbon savings as a result of decarbonisation activity under way will be shown retrospectively following implementation. In addition, activities towards electrification where in-house green generation of power is not appropriate (e.g., solar panels) will produce carbon emissions until the national grid becomes decarbonised thereby creating a lag before positive impact. In these cases, the localised air quality benefits of removing gas combusting appliances will be observed before an impact on the carbon footprint is realised. This scenario has therefore been included within the above modelling which shows a smaller initial decrease in carbon emissions (3.84% in year 1) followed by a greater decrease as project benefits are realised.

4. Borough-wide emissions: Net Zero by 2040

- 4.1 Calculation of borough-wide emissions utilises the Department for Business & Industrial Strategy (BEIS) estimates of territorial carbon emissions. There is a two-year lag on the release of data, meaning the latest publication relates to emissions from 2020.
- 4.2 2021's BEIS data publication was used to inform the 2018/19 baseline for the Council's NZ40 target. Each annual release will be used to create an annual report to measure Rotherham's progress towards NZ40.
- 4.3 Waste Management and Agriculture sectors have been added to the latest BEIS data release in 2021, as well as being retrospectively added to the data from previous years. This has allowed us to both include it within our most recent annual report and to retrospectively modify our 2018/19 baseline model.
- 4.4 To support the Council's efforts to drive down local emissions, the Housing Team has also established the Council's housing stock emission baselines by utilising Parity software with existing data on Council owned housing stock. (As of April 2022 - 57,000 tonnes of carbon across 20,040 residential assets). Understanding this baseline is important as it provides a starting point for action in the areas of most need, where increased energy efficiency will most benefit Rotherham's residents.
- 4.5 Overall CO₂ emissions between 2019 and 2020 decreased by 173 KtCO_{2e} – a 10.14% decrease. This is over three times the average annual reduction in emissions, which is largely due to the effects of the pandemic and subsequent lockdown measures put in place across the UK.
- 4.6 As would be expected, considering the lockdown rules which were introduced in February 2020, the sectors which saw the largest decline between 2019 and 2020 were those of transport (17% decrease) and commercial (12%). However, domestic Gas and transport remain the largest carbon emitting sub-sectors within the borough. This reflects national data.
- 4.7 With the existence of a two-year time lag on the data, there is much speculation as to how these figures may have changed as lockdown measures have eased. It is expected that there could be a substantial rise in emissions arising from transport as activity returns to pre-pandemic levels.

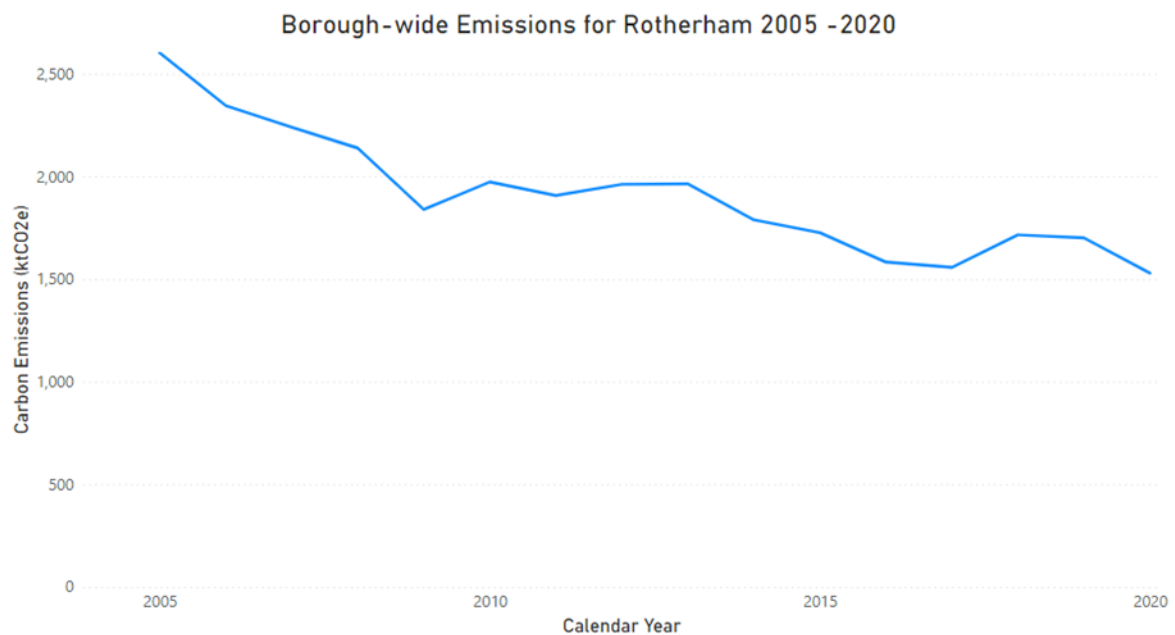


Figure 2: Borough-wide emissions have reduced by 41% between 2005 and 2020, with an average annual reduction of 3%.

4.8 Further information on the make-up of Rotherham Borough's carbon emissions is presented in Appendix 3.

5. Opportunities and key objectives for 2023/2024

5.1 The increase in resource within the Climate Change Team widens the breadth of actions that can be undertaken and will allow for greater progress towards Rotherham's Net Zero targets. It also provides an opportunity to support community level projects, though Council wide decarbonisation plans should remain a focus initially.

5.2 The following cross-Council objectives are recommended for the 2023- 2024 work programme:

1. Creation of an asset-level roadmap to net zero alongside asset management, and other parts of the Council to establish a framework for climate change action within Rotherham Council ensuring that the Council records CO₂ reductions from projects that are delivered.
2. Continued delivery of buildings and fleet decarbonisation where funding is available.
3. Identification of additional and future funding opportunities to support decarbonisation, offsetting, and engagement activities.
4. Roll out carbon literacy training to all key officers and interested internal stakeholders (as identified by the training plan) by November 2023.

5. Creation of a short, medium and long-term integrated climate and nature action plan for Rotherham by April 2024 based on scenario-based projection modelling to achieve Rotherham's net zero targets.
6. Involvement in the Yorkshire & Humber Climate Commission adaptation pathway work to develop plans to tackle potential climate changes impacts within the borough by April 2024.
7. Undertake a review of procurement policy against best practice sustainability guidelines to identify changes to support both reductions in single use plastics and achieving net zero targets. This should include embodied carbon reductions as well as operational carbon. Plan to be in place by end of 2023.
8. If approved, deliver proof of concept solar PV farm by the end of 2024.
9. Continue to support the private sector led Templeborough heat network if funding bids are successful.
10. Production of a net zero standard for decarbonisation of new and refurbished Council owned buildings with a demonstration model utilising current and emerging technologies by end 2023.
11. Continued delivery of Council housing net zero plan via leveraging funding opportunities and reporting on progress towards delivery of EPC C for all Council houses by 2030.
12. Develop commercial waste recycling offer.
13. Plant 10,000 new woodland trees and 500 new urban trees throughout the 2023/24 planting season.
14. Commission i-tree ECO survey of the whole borough to document the value of Rotherham's natural resources, including carbon sequestration potential by August 2024.
15. Roll out communication and engagement plan throughout 2023 and 2024 to develop internal and external awareness of climate change.
16. Implement planning policy to ensure Biodiversity Net Gain compliance.

5.3 Progress will continue to be reported annually to Cabinet and monthly as part of the Climate Change Project Board, with the Big Hearts Big Changes: One Council Project governance structure providing strategic and operational oversight.

6. Single Use Plastics

6.1 This is the first year that single use plastics monitoring has been incorporated into the wider climate change reporting structure following its handover in November 2022.

6.2 A full property audit has been undertaken by Asset Management Building Managers to scope out the baseline for this work and to identify opportunities for improvement.

- 6.3 Work has already been undertaken to reduce single use plastics within cleaning supplies and other Council services including through the provision of paper (or re-useable) rather than plastic cups where necessary. Covid-19 has served to increase the use of single use plastics, particularly from a cleaning perspective and therefore consideration may need to be given to the impact of removal versus hygiene.
- 6.4 The audit has highlighted the following areas for focus during 2023; disposable catering supplies and condiment sachets, cling film, hand soap, disposable protective equipment such as gloves and aprons. Some of these pieces may be required by service users and as such a direct and immediate removal would not be appropriate, especially when considering personal protective equipment where replacing with launderable alternatives would have financial and logistical costs. The program of works for 2023 will therefore involve consultations with individual services, supply chain and where appropriate the union to identify appropriate solutions.
- 6.5 The building audit indicates that plastic bottles and cups are less prevalent within Council operated sites, and where present are largely for visitor use. This is positive as it shows an overall awareness of the need to reduce single use plastics across the Council.
- 6.6 The action plan sets out that the Council will therefore work towards:
- Ending the provision of unnecessary single use plastics across council buildings and events
 - Providing a supportive internal policy environment to allow appropriate purchasing with reducing single use plastics in mind
 - Using recycled or re-usable plastics where plastics use is currently unfeasible
 - Developing internal and external awareness campaigns to reduce the use of single use plastics across the Borough
 - Supporting our residents to take action
 - Working in partnership with our supply chain and partners to develop innovative solutions to reduce single use plastic use.
- 6.7 See Appendix 4 for planned action for 2023.

7. Options considered and recommended proposal

- 7.1 It is recommended that Cabinet:
1. Approve the Climate Change Action Plan in Appendix 2 including nature crises and adaptation actions, noting the key achievements and opportunities summarised in Appendix 1 and sections 2 and 5 of this report.
 2. Approve the Single Use Plastic Action Plan in Appendix 4.
- 7.2 No alternative options are recommended, as it has been agreed that an Annual Report will be produced to ensure effective monitoring of actions, in response to the Climate Emergency. Larger projects and procurements will be submitted for separate consideration.

8. Consultation on proposal

- 8.1 The creation of the action plans contained in Appendix 2 and 4 continue to be collaborative and have been developed by Climate Change Leads from the relevant departments across the Council. The Climate Change Project Board is still operational and forms part of the wider Big Hearts, Big Changes programme of work
- 8.2 The Rotherham Youth Cabinet have also demonstrated their interest in becoming more involved with Rotherham's climate change agenda, particularly from an education and awareness perspective. The Youth Cabinet have set out some key recommendations which have been incorporated within this plan.

9. Timetable and Accountability for Implementing this Decision

- 9.1 Actions contained within this report will be monitored monthly by the Climate Change Board and reported upon annually to Cabinet.

10. Financial and Procurement Advice and Implications

- 10.1 There are no direct financial implications arising as a result of this update report. The work to be undertaken as outlined within the report will be funded within the Council's existing revenue and capital budgets. Where additional Council funding is required to deliver the objectives of the Climate Change workstream, this will need to be identified as part of the Council's annual budget setting process.
- 10.2 As projects are developed with an intention to engage third party organisations, it is imperative that Services give appropriate consideration in the development of the specification to climate change and the Council will need to ensure all procurement activity is undertaken in compliance with Public Contracts Regulations 2015 (as amended) and the Council's own Financial and Procurement Procedure Rules.

11. Legal Advice and Implications

- 11.1 There are no direct legal implications arising from this report.

12. Human Resources Advice and Implications

- 12.1 Human resource implications are detailed within section 2.2 of this report. A Human Resources representative is included within the Climate Change Project Board to ensure any human resources implications are captured early.

13. Implications for Children and Young People and Vulnerable Adults

- 13.1 There are no specific impacts of this report on Children, Young People or Vulnerable Adults, though climate change in general can have a disproportionate impact on these groups.
- 13.2 In addition, 'Climate Anxiety' is on the rise, with a recent global study by the University of Bath indicating that approximately 45% of the children and young people studied felt their feelings about climate change negatively impacted their daily life and 75% felt the future was frightening. 83% thought that previous generations had failed

to take care of the planet. The key findings of this study identify an urgent need for further research and climate action but also for continued engagement with these groups to offset the impact of negative media. The need for educational psychologists to understand this area may increase in the future. Therefore, Children's and Young People's Services and the Rotherham Youth Cabinet are considered important stakeholders for children and young people within the borough and will continue to be involved where they wish to be so with the climate programme.

- 13.3 From late 2023, the Care Quality Commission will require the Council to evaluate and seek to reduce its environmental impact in relation to Adult Care. The Climate Change Team will engage with Adult Care to ensure that these requirements are fulfilled.

14. Equalities and Human Rights Advice and Implications

- 14.1 As per the Equalities Impact Assessment in Appendix 5 there are no direct implications for equalities and human rights as part of this report due to its administrative nature. However, climate change impacts have the potential to adversely affect certain groups to a greater degree than others. For example, those benefitting from higher incomes will be able to recover from flooding events and increasing food and energy prices through the procurement of 'solutions' whereas those on low incomes will not be able to.
- 14.2 Equality impacts may arise as the programme of works develops and as such consideration of equalities and human rights at the project level should continue throughout development, consultation, and engagement to understand the potential impacts. Equality Impact Assessments will be undertaken before implementation of change or significant programmes of work particularly when planning adaptative measures for Council services or buildings in relation to climate change impacts.

15. Implications for CO2 Emissions and Climate Change

- 15.1 Climate change poses a significant threat to environments, individuals, communities, and economies on local, national, and international scales. In recognition of this the Council has aimed to be net zero as an organisation by 2030, and for Rotherham as a whole to achieve the same position by 2040. The intention of this document is to report upon progress towards these commitments and to provide a high-level plan for activities within 2024.
- 15.2 The report itself will have no impact on carbon emissions but the identified actions either have already or will result in a reduction of Rotherham Council's and the Rotherham Borough's carbon emissions. This includes actions designed to raise awareness of climate change and the personal actions that can be taken to reduce carbon emissions.
- 15.3 The associated Carbon Impact Assessment is available within Appendix 6.

16. Implications for Partners

- 16.1 Stakeholder interest in climate change is increasing generally. RMBC already has partner organisations focussed on developing relationships and regional programmes

of work within the climate change arena. Connections with these networks including several formal partnerships including the South Yorkshire Mayoral Combined Authority, Yorkshire and Humber Climate Commission, Rotherham Together Partnership, the Regional Sustainability Partnership and the Rotherham Food Network.

- 16.2 However, as plans develop it is expected that further partners, local businesses, supply chain and community groups may be identified with a keen interest that will further the climate agenda and increase impact Borough wide. Partnership working should be encouraged to increase knowledge, sharing of best practice, potential for successful application for grant funding and increases in the availability of local green jobs.
- 16.3 Stakeholder mapping will form a portion of the work programme for each workstream to ensure appropriate partners are selected.

17. Risks and Mitigation

- 17.1 Climate change is one of the greatest challenges of our time, which is reflected in the Council's declaration of climate and nature emergencies and its subsequent ambitious net zero commitments.
- 17.2 Decarbonisation will have immediate financial implications, though with long term gains regarding pollution reduction, energy stability and regional resilience. To mitigate this, part of the early activity for 2023 will include research into funding options covering both Council decarbonisation, ecological regeneration and community grant funding which will support a more holistic approach to climate change management Borough wide.
- 17.3 There are also several areas where there may not yet be widely available technologies or financially feasible options for retrofit or replacement. These risks include housing retrofit, HGV and large fleet vehicles, and decarbonisation of the national power grid. It is important for the climate change team to manage these risks by continued regional engagement with academics and other local authorities so that timely implementation can be undertaken when needed.
- 17.4 The impacts of climate change will increase in severity as the earth warms. Changes in the prevalence of flooding, extreme heat events and storms may pose a risk to infrastructure and public health throughout the UK and globally. Mitigation for this risk will be in the form of application of learning taken from research and planning for extreme events. The Climate Change Manager will take part in the Yorkshire and Humber Climate Commission's Adaptation Programme to learn best practice that can be applied to Rotherham in the future.

18. Accountable Officers

Paul Woodcock, Strategic Director of Regeneration & Environment
Jonathan Marriott, Head of Asset Management
Louise Preston, Climate Change Manager

Approvals obtained on behalf of Statutory Officers: -

	Named Officer	Date
Chief Executive	Sharon Kemp	06/03/23
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	02/03/23
Assistant Director, Legal Services (Monitoring Officer)	Phillip Horsfield	02/03/23

Report Author(s):

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This report is published on the Council's [website](#).

Appendix 1: Climate Change Action Plan Progress Report

A short-term action plan was created in October 2022 as an interim measure to maintain momentum whilst the new Climate Change Team was onboarded. A summary is provided of the actions and progress to date is provided below.

BRAGG STATUS DEFINITIONS	
Not yet due to start	Action not yet scheduled to start
On track	Action started and on track to be delivered by the original deadline
Known delays	Action has some risk/delay to delivery or is behind the original schedule by less than three months
Will not be met	Action will not be/has not been met within three months of the original target date
Complete	The action is fully complete and/or operational

OVERARCHING ACTIVITY

Summary: The primary focus for 2022/23 has been the establishment of a dedicated climate change team and the further development of existing baseline carbon emissions data, reporting and planning across Council services.

PRIORITY AREA	KEY ACTIONS 2021/22	TARGET DATE	SERVICE AREA	PROGRESS UPDATE	BRAGG RATING
Monitoring and Reporting	Continue to develop baseline data	Ongoing	Climate Change Team	<p>A carbon emissions baseline for the 2018/19 reporting year has been established.</p> <p>A Scope 3 Data Action Plan has been created and is in progress, setting out a guide to capturing Scope 3 emissions. Baseline data further developed to include scope 3 carbon emissions arising from Council staff commuting, working from home and water usage.</p> <p>Year-on-year carbon budget established and BAU emissions forecasting introduced, creating the foundations for future data projection modelling of a “roadmap to net zero.”</p>	
	Introduce carbon impact assessments for all Cabinet reports	March 2022	Policy	<p>It is now standard practice for Cabinet reports to include a carbon impact assessment.</p> <p>A review and evaluation of carbon impact assessments is planned for 2023/24.</p>	
	Recruitment of a new Climate Delivery Team	Sept 2022	Asset Management	The Principal Climate Change Officer, Climate Change Officer and Climate Change Manager have been recruited and are embedded within the Asset Management Service.	
Awareness Raising	Monitor and report CO ₂ emissions publicly	March 2022	Climate Change Team	The Council's carbon emissions baseline is now published on the Rotherham Data Hub.	
	Deliver climate change and	March 2023	Climate Change Team	Briefings have been delivered, to support officers completing carbon impact assessments.	

	energy awareness training for Council staff			An initial trial of Carbon Literacy training has been successfully piloted, with a view to roll out this trial training to priority groups imminently. The new Climate Delivery Team will take this forward. This action, including assessment of a wider workforce roll out has been carried forward to 2023/2024 delivery.	
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ENERGY

Summary: Decarbonisation activity continues across the Council property portfolio including two bids for PSDS funding which are currently awaiting a response.

PRIORITY AREA	KEY ACTIONS 2021/22	TARGET DATE	SERVICE AREA	PROGRESS UPDATE	BRAGG RATING
Decarbonising Buildings	Develop a site decarbonisation plan and implement energy efficiency upgrades	Ongoing	Energy Team	Plan developed and detailed site surveys. Undertaken for the application for PSDS funding to decarbonise operational buildings. Currently awaiting results. A Rotherham renewable energy concept to supplement renewable energy use and offset increased electrification of Council buildings has been developed. A business case to award a service delivery contract for decarbonisation has also been developed.	
	Continue to support the private sector led development of Templeborough heat network	Ongoing	Energy Team	Continued support provided to the private sector led development of Templeborough heat network / Rotherham Energy Network (REN).	

TRANSPORT

Summary: Extensive transport research and development has been the main focus in the last year, exploring the feasibility of making the Council's own fleet greener, identifying suitable locations for EV charging infrastructure and using data-driven solutions to better understand the sources of transport emissions across Rotherham.

PRIORITY AREA	KEY ACTIONS 2021/22	TARGET DATE	SERVICE AREA	PROGRESS UPDATE	BRAGG RATING
Promote Electric Vehicle Charging	Further expansion of electric vehicle infrastructure and support for uptake.	Ongoing	Energy & Transport Teams	Quality analysis of customer experience at existing public installations and change of Management System provider for improved customer satisfaction. Collaboration with SYMCA / ARUP on joint MCA project, scoping, sites and procurement. Scheme in progress for the delivery for up to 6 sites offering 6 Fast + 12 Rapid charging bays.	

				Final analysis of site selection to deliver 2 residential charging hubs, plus further installations planned in collaboration with Towns & Villages projects.	
Transport Planning and Data	Delivery of cycling and public transport infrastructure: £12m worth of improvements for public transport, walking and cycling	As per project plan.	Transport planning	<p>Baselining work was completed in Summer 2022, and is now published as an attachment to the Joint Strategic Needs Assessment (https://www.rotherham.gov.uk/data/downloads/file/7/transport-co2-emissions-in-rotherham).</p> <p>Cycleways on Broom Road, Sheffield Road and between Wath and Manvers have been developed to Full Business Case. Projects at Moor Road Manvers and Broom Road were approved for delivery in late 2022, with funding decisions expected from South Yorkshire Mayoral Combined Authority in March 2023 for Sheffield Road.</p> <p>Work has commenced on the improved footbridge to Forge Island, with opening to the public forecast as part of the wider Forge Island redevelopment to occur in 2024.</p>	
Fleet transport	Rollout of telematics	March 2023	Fleet Transport	Telematics package trialled, with data now available Driver training team roles now recruited and work underway to develop a "Safe, fuel-efficient driver (SAFED) training programme" with a view to rolling out across the Council's fleet of drivers throughout 2023.	
	Timeline for fleet for a low carbon fuel fleet conversion	March 2023	Fleet Transport	<p>Work to assess the current condition of the fleet has been undertaken to understand the extent of the initial replacement phase required.</p> <p>Fuel data has been obtained and analysed, to baseline the carbon impact of the existing fleet of vehicles.</p> <p>A separate Fleet Plan cabinet report will be submitted in 2023.</p>	
HOUSING Summary: Progress continues to be made in increasing energy efficiency within Council housing. The coming year will build upon these achievements through the development of delivery plans to dramatically increase Council housing energy efficiency by 2030.					
PRIORITY AREA	KEY ACTIONS 2021/22	TARGET DATE	SERVICE AREA	PROGRESS UPDATE	BRAGG RATING
Zero carbon housing	Implement the high-level plan to zero carbon for Council housing	Ongoing	Housing	Development of a high-level plan for Council housing which considers short, medium, and longer term actions. Initial targets set for EPC C by 2030 for all council housing.	

				<p>There has been an overall increase of average stock EPC rating from a Band D to Band C.</p> <p>Secured funding of £1.2m to assist with the delivery of energy efficiency measures (External/Cavity Wall/Loft Insulation, A rated windows and doors, draft proofing, ventilation) to 142 properties in Maltby. Retrofit assessments have been undertaken and work to cavity wall insulation has commenced, the remainder of works will be undertaken in 2023. The aim of the project is for all properties to meet at least an EPC Band C rating.</p> <p>Successful delivery of a scheme of works to 217 properties in The Lanes, East Herringthorpe under LAD1B funding. The Council secured £1.14m through the Green Homes Grant – Local Authority Delivery (LAD) scheme to bring 217 properties up to a “Band C” Energy Performance Certificate rating.</p>	
	Establish housing stock emissions baseline	March 2022	Housing	Established the Council's housing stock emission baselines by utilising Parity software with existing data on Council owned housing stock. (As of April 2022 - 57,000 tonnes of carbon across 20,040 residential assets)	
Community energy support scheme	Continue to run the Community Energy Support Scheme	Ongoing whilst funding is available	Energy Team	<p>Through the scheme the Council has now established a community energy network in Rotherham with several partner organisations.</p> <p>Over 530 1 to 1 support appointments conducted in the last 12 months with Rotherham residents.</p> <p>Improvements to be signed off on over 250 properties in the borough via the ECO 4 scheme.</p>	

WASTE

Summary: 2022/23 has been focussed on the exploration of future strategies and technologies which will optimise the way in which commercial and household waste is processed.

PRIORITY AREA	KEY ACTIONS 2021/22	TARGET DATE	SERVICE AREA	PROGRESS UPDATE	BRAGG RATING
Waste from households	Review the South Yorkshire Waste Strategy	March 2022	Waste	Review of the South Yorkshire Waste Strategy conducted to ensure reflection of the Council's NZ30 and NZ40 ambitions. Progress over the last year has been limited due to delays at a central government level in responding to consultations on the Waste and Resource Strategy for England. Detailed work on the development of a new strategy is on hold.	

				Route optimisation is being progressed to ensure maximum efficiency of rounds and routes.	
	Recycling improvement and contamination reduction	Ongoing	Waste	Pilot for behaviour change undertaken by HUBBUB across BDR, the results of which are currently being analysed. Actions to be determined as a result of the analysis.	
Commercial waste	Set out and deliver plans to introduce recycling to the Council's commercial waste offer	March 2023	Waste	Continued review of current services, including process mapping and commencement of digitisation of existing service. Pilot launched in Hellaby for internal customers. Additional recycling offer is currently in development and will be rolled out in 2023/2024	

BUILT AND NATURAL ENVIRONMENT

Summary: The planting of new trees across Rotherham continues to be a priority, alongside the revision of key planning documents relating to climate change adaptation and mitigation.

PRIORITY AREA	KEY ACTIONS 2021/22	TARGET DATE	SERVICE AREA	PROGRESS UPDATE	BRAGG RATING
Planning	Partial update to the Local Plan Core Strategy	August 2022	Planning	Critical friend review of the Core Strategy Partial Update draft consultation document completed. Uncertainty around government reform of the planning system presents a lack of clarity over the strategic direction of national policy, risking abortive work.	
	Introduction of Supplementary Planning Documents (SPD's)	August 2022	Planning	Supplementary Planning Documents (SPDs) relevant to climate change adopted: <ul style="list-style-type: none"> Natural Environment Transport Assessments, Travel Plans and Parking Standards Further SPD enhancement including, Biodiversity Net Gain, Trees, and Soils SPDs will be included in the 23/24 plan.	
Green spaces and trees	Appointment of a Trees and Woodlands Engagement Officer	March 2022	Green spaces	A Trees and Woodlands Engagement Officer was appointed early in 2021/22 and has since led public engagement on tree planting and administration of new woodland creation.	

	Adoption of the Tree Management Policy	March 2022	Green spaces	<p>The Council's Tree Management Protocol & Guidance was adopted in 2021. It sets Key Targets for tree planting.</p> <p>Targets were 500 urban trees and 10,000 woodland trees to be planted on average annually. 390 urban trees and over 21,000 woodland trees were delivered. As per February 2023 trees planted during the 2022/2023 planting season include 7166 woodland and 257 urban trees.</p>	
	Development of a Tree Planting Strategy	March 2023	Green spaces	Funding has been awarded for an I-tree survey which will detail carbon sequestration potential for the borough and for the development of the Tree Planting Strategy.	

INFLUENCE AND ENGAGEMENT

Summary: This year has focussed on developing relationships with external partners and stakeholders which have a bearing on the strategic Climate Change Communications Plan developed.

PRIORITY AREA	KEY ACTIONS 2021/22	TARGET DATE	SERVICE AREA	PROGRESS UPDATE	BRAGG RATING
Procurement	Develop Emissions Considerations as part of the procurement process	March 2023	Procurement and Climate Change Team	<p>Carbon emissions have been developed as a consideration under the Council's Social Value policy. Climate change is also included in the Council's pre-procurement business case for Service Areas to give consideration this agenda. Non-scored questions are built into tender documents to help build an understanding of where the Council's supply base are with supporting the climate agenda.</p> <p>Further approaches to reducing emissions through procurement are to be explored. Next steps to be included in 23/24 plan.</p>	
Communication	Develop a climate emergency communication plan	March 2023	Climate Change Team	<p>A Climate Emergency Communication and Engagement Plan has now been developed.</p> <p>Whilst engagement to date has been largely via the climate change leads and discussions via the Carbon Impact Assessment process the Communications Plan will promote good climate, low emission practice within the Council and amongst, groups, businesses, residents, partners.</p>	

Regional Engagement	Continue to play an active role regionally and nationally on the climate agenda	Ongoing	Climate Leads	<p>The Council is engaged with regional and national partners through the, the South Yorkshire Mayoral Combined Authority, South Yorkshire Sustainability Centre, the Yorkshire and Humber Climate Change Commission, the Local Government Association and other groups at the local and regional level.</p> <p>Initial engagement and interest gauged with Youth Cabinet on a more collaborative engagement to support the provision of appropriate communications and education to young people across various settings.</p>	
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Appendix 2: Climate Change Action Plan 2023/24

The action plan below details climate change actions planned during the 2023/2024 period. Where actions are expected to overlap financial years, these are indicated in the 'Target date' section.

PRIORITY AREA	KEY ACTIONS 2023/2024	TARGET DATE	SERVICE AREA
Monitoring and Reporting	Further develop accounting for scope 3 emissions arising from procurement activities and waste generated from Council operations in baseline and annual reporting data.	Dec 2023	Climate Change Team
	Use of scenario-based projection modelling to create a “roadmap to net zero,” outlining future projects/initiatives, their annual carbon savings, financial costs and projected future energy savings.	March 2024	Climate Change Team
	Development of an internal Climate Change Power BI Report Server to house and share key Climate Change Data including baselines, annual reports and projections.	March 2024	IT
Training	Investigate whether changes to the climate change impact assessments could improve accuracy of completion, general awareness and user friendliness.	March 2024	Climate Change Team
	Carbon literacy training to be rolled out across the Council , including in-person workshops and e-learning modules.	Ongoing	Climate Change Team
Management	Develop a mid to long term action plan scoping the full programme of decarbonisation works from 2023 to 2030 and 2040. This will allow for identification of gaps and should also consider work required in relation to the nature crisis and climate adaptation works necessary.	March 2024	Climate Change Team & Climate Change Leads
	Ensure Nature Crisis workstreams are fully integrated within the Climate Change work programme for reporting in 2024.	March 2024	Climate Change Team and Partners

Appendix 2: Climate Change Action Plan 2023/24

PRIORITY AREA	KEY ACTIONS 2023/24	TARGET DATE	SERVICE AREA
Decarbonising Buildings	Continued delivery of the proof-of-concept self-generated green electricity scheme to the Rotherham portfolio to enable a reduction in grid supply reliance; installation and operation to be completed in the coming years.	Ongoing	Energy Team
	Develop a building decarbonisation standard and working group for new and refurbishment of existing Council buildings to achieve delivery of NZ30.	March 2024	Energy Team
	Continue to support the private sector led development of Templeborough heat network	Ongoing – Private sector led.	Energy Team
Net Zero Modelling	Undertake a full decarbonisation modelling on a selected building to fully demonstrate the process utilising current and emerging technologies. This will allow assessment of indicative impact on costs subject to market changes.	TBC	Energy Team
Community Energy Support Scheme	Continue to promote and support the Energy Company Obligation 4 (ECO4) scheme and support residents to reduce energy and cost.	Ongoing whilst funding lasts.	Energy Team
PRIORITY AREA	KEY ACTIONS 2023/24	TARGET DATE	SERVICE AREA
Promote Electric Vehicle Charging	Further analysis required to target areas of need for EV charging in relation to housing/EV density.	Ongoing	Energy & Transport Teams
	Continue roll out of EV charging infrastructure	Ongoing	Energy / Transport Teams
Transport Planning and Data	Funding options to be explored to facilitate a review of baseline model and allow further analysis and bridging of gaps in data	March 2024	Transport planning
	Delivery of Sheffield Road cycleways (phases 2 & 3)	As per project plan	Transport Planning

Appendix 2: Climate Change Action Plan 2023/24

	Delivery of Broom Road cycleway	As per project pan	Transport Planning
	Delivery of Wath to Manvers cycleway	As per project plan	Transport Planning
PRIORITY AREA	KEY ACTIONS 2023/24	TARGET DATE	SERVICE AREA
Zero carbon housing	Delivery of 3 zero carbon new build properties in Thrybergh (2x 2bed houses 1x 1bed bungalow). This project will help establish an energy efficiency specification for new Council homes to be carbon neutral. (This action is carried forward from 2022 to 2023)	Ongoing	Housing
	Develop delivery plan for achieving Band C for all Council houses by 2030.	March 2024	Housing
	Complete Maltby SHDF project	March 2024	Housing
	Gain approval for and implement a policy for tenants wanting to install renewable technologies to their homes at their cost.	March 2024	Housing
PRIORITY AREA	KEY ACTIONS 2023/24	TARGET DATE	SERVICE AREA
Waste from households	Development of high-level plan to deliver the new South Yorkshire Waste Strategy by April 2024.	April 2024	Waste
	Contamination policies to be reviewed to assist in the reduction of contamination.	March 2024	Waste
	Roll out of behaviour change campaign based on 21/22 HUBBUB Analysis	March 2024	Waste
Commercial waste	Completion of route optimisation for commercial rounds and develop recycling offer	March 2024	Waste

Appendix 2: Climate Change Action Plan 2023/24

PRIORITY AREA	KEY ACTIONS 2023/24	TARGET DATE	SERVICE AREA
Planning	Partial update to the Local Plan Core Strategy including policies related to climate change. To be informed by the Council's October 2019 climate emergency declaration and May 2022 nature crisis declaration, and taking account of the critical friend review recommendations: <ul style="list-style-type: none"> • Refresh of the 2019 Core Strategy Review • Consultation on a draft revised Core Strategy 	March 2024	Planning
	Introduction of further SPDs relevant to climate change – SPDs elaborate on Local Plan policies, giving developers additional technical guidance, speeding up applications and resulting in better quality development for the community and environment. Adoption of further SPDs relevant to climate change: <ul style="list-style-type: none"> • Biodiversity Net Gain • Trees • Preparing a Soils Strategy 	March 2024	Planning
Green spaces and trees	Development of tree planting Strategy giving consideration to appropriate species delivery. Planting schemes should be more focussed on native plant species to enhance biological diversity but also needs to recognise the importance of non-natives in climate change resilience and disease tolerance.	March 2024	Green spaces
	Planting 10,000 new woodland trees and 500 new urban trees.	March 2024	Green spaces
	Commissioning of an i-tree ECO survey via Woodland Accelerator Funding.	August 2024	Green spaces
PRIORITY AREA	KEY ACTIONS 2023/24	TARGET DATE	SERVICE AREA
Employee Engagement	Deliver additional opportunities for internal awareness via the creation of an employee climate change sub-group for the change champions employee network.	March 2024	Climate Change Team
Local & Regional engagement	Continue to engage with Yorkshire and Humber Climate Commission , exploring ways in which the Council can contribute to the borough's Circular Economy Initiatives.	March 2024	Climate Change Team

Appendix 2: Climate Change Action Plan 2023/24

	Further explore other local and regional engagement opportunities to share knowledge and resources for climate change mitigation and adaptation initiatives. Ensure local groups and individual wards needs are captured with regards to the climate agenda.	March 2024	Climate Change Team
Children and Young People's Participation	Continue to engage the Youth Cabinet to hear their thoughts on the Council's plan and works in to 2023/2024. Involvement of Youth Cabinet in reviewing the climate change action plan. Feedback from cabinet on wider recommendations to be incorporated into workstream plan where feasible.	Ongoing	Climate Leads
Communication	Develop the website and intranet to include up to date and useful information to residents and employees.	March 2024	Climate Change Team/ Communication Team
	Involvement in the Rotherham show to showcase progress made and increase climate awareness.	October 2023	Climate Change Team/ Events
PRIORITY AREA	KEY ACTIONS 2021/22	TARGET DATE	SERVICE AREA
Flood risk	Further development of the 6 priority Flood Alleviation Schemes as per existing reported plan.	Various - as per project plan	Drainage & Flood Risk Teams
Climate adaptation	Develop an updated risk assessment and climate adaptation work plan alongside other local authorities participating in the YHCC's Adaptation Work programme. Include a plan for monitoring and evaluating effectiveness.	Pilot by March 2024	Climate Change Manager & Service Leads

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Appendix 3: Baseline Carbon Emissions – Data Summary 2022

Net Zero 2030 – Council Emissions

Background

- In January 2022 the first baseline model was created for carbon emissions arising from Council operations during the reporting year 2019.
- Over the last year the initial baseline has been further developed and improved with the inclusion of water supply emissions, fugitive emissions, EV charging, fuel used in on-site electricity generation, staff commuting and home working emissions. See Table 1 for more detail.
- Annual reporting procedures have been introduced and comprehensive annual emissions reports have now been produced for the years 2020, 2021 and 2022.
- An initial “business as usual” forecasting model and carbon budget have also been introduced. As more data becomes available, this model will act as the framework upon which future short and long-term emissions projections will be built, measuring progress and creating a clear and quantifiable “roadmap to net zero.”

Scope	Definition	Included in baseline/annual reporting	To be added to baseline/annual reporting
Scope 1	Emissions arising from sources that an organisation directly controls and is directly responsible for	<ul style="list-style-type: none"> • Gas used in Council buildings • Petrol & diesel used in Council fleet vehicles • Fugitive emissions 	
Scope 2	Emissions arising from the energy that an organisation purchases.	<ul style="list-style-type: none"> • Electricity used in Council buildings • Streetlighting • EV charging 	
Scope 3	Emissions arising from sources that are not directly under an organisation’s control, but that they are indirectly responsible for.	<ul style="list-style-type: none"> • Business travel • Staff Commuting • Home working • Water supply 	<ul style="list-style-type: none"> • Purchased goods and services • Waste generated from operations

Figure 1: Overview of scope components for calculation and reporting of Council operational emissions and progress on reporting inclusion.

RMBC Emissions in 2022

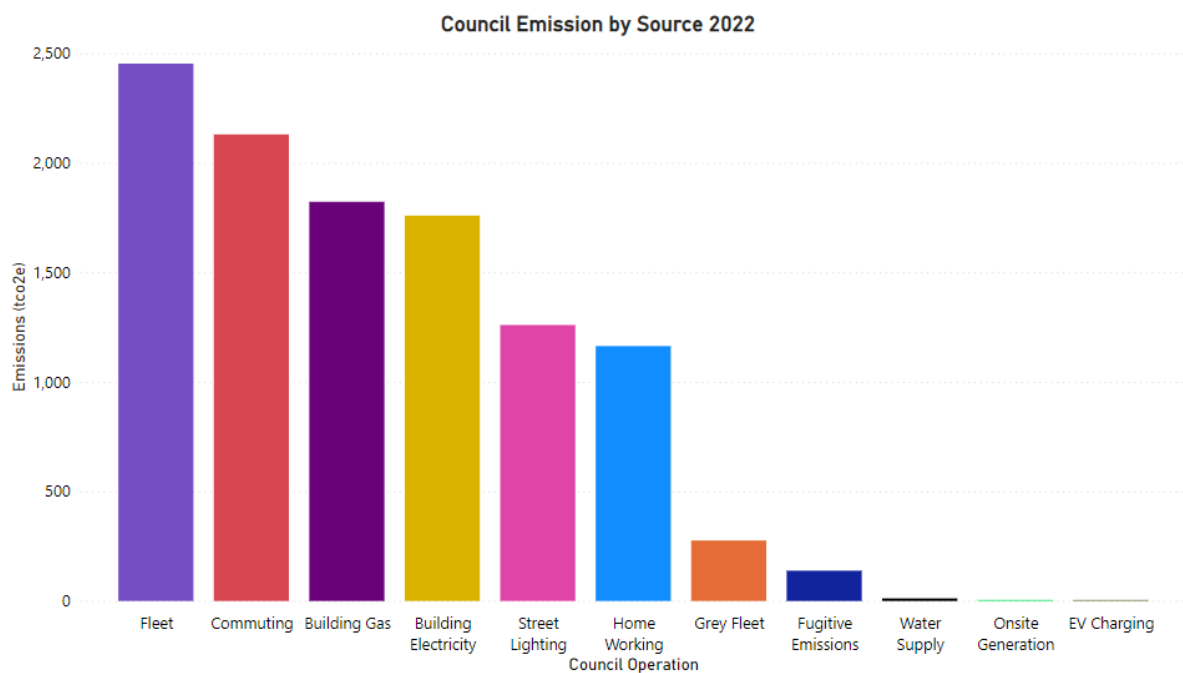


Figure 2: Council emissions by source.

Figure 2 identifies the primary emissions which are linked to the core operation of Council services. These include fleet, gas and electricity for building and street lighting. The inclusion of commuting and home working within the data has shown the significant impact of getting to work on Council emissions.

RMBC Emissions 2019 - 2022

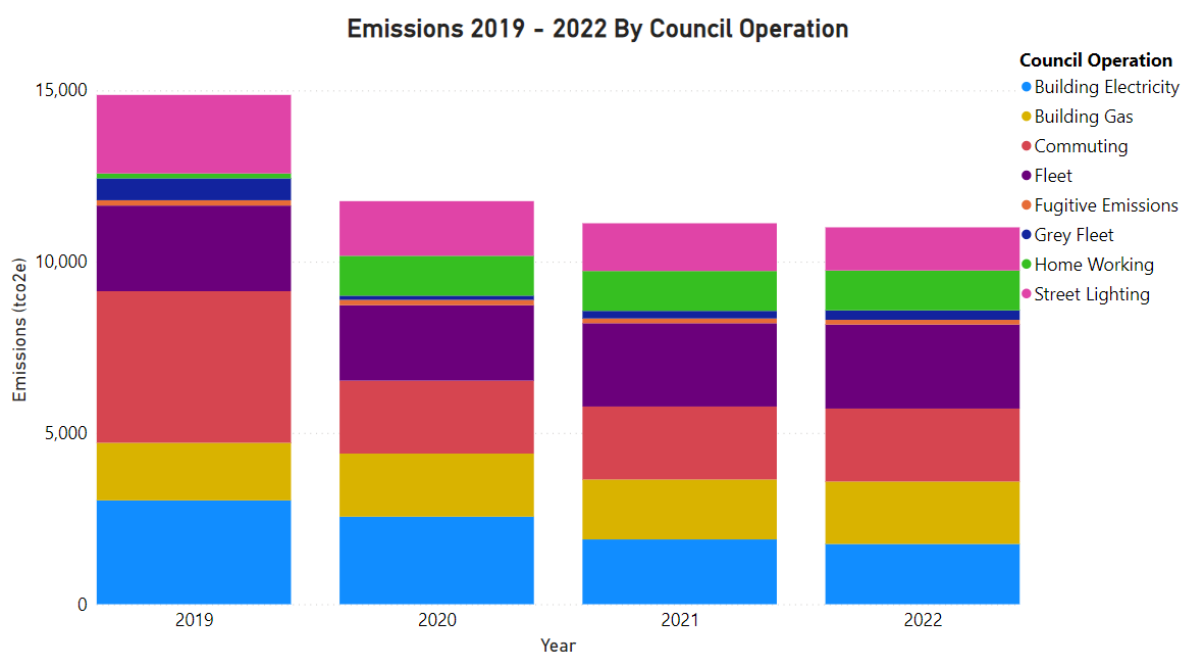


Figure 3: Council emissions by source between 2019 and 2022.

Total Council operational emissions have reduced since 2019 though this reduction has slowed slightly between 2021 and 2022 to approximately 1.2%.

Emissions Scope	Emissions Source	2019 Baseline Emissions (tco2)	2022 Emissions (tco2)	Emissions Reduction 2019 – 2022 (tco2)	Fluctuation % 2019- 2022
SCOPE 1	Building Gas	1680.95	1822.42	-141.47	+8%
	Fleet	2499.18	2453.20	45.98	-2%
	Fugitive Emissions	156.07	138.19	17.88	-11%
	Onsite Electricity Generation	13.99	3.04	10.95	-78%
SCOPE 2	Building Electricity	3031.67	1759.23	1,272.44	-42%
	Street Lighting	2292.47	1259.82	1032.65	-45%
	EV Charging	-	0.51	-0.51	-
SCOPE 3	Grey Fleet	639.35	276.17	363.18	-57%
	Home Working	142.37	1163.63	-1021	+52%
	Staff Commuting	4425.92	2129.8	2296.12	-66%
	Water Supply	30.63	11.70	18.93	-62%
	TOTAL	14898.87	11002.46	3865.78	-26%

Figure 4: A comparison of emissions between 2019 and 2022. Overall emissions are reduced by 26%

Between 2019 and 2022, carbon emissions arising from Council operations fell by over a quarter (26%). This was largely due to a reduction in electricity consumption from council owned buildings (1,272 tCO₂ reduction) and streetlighting (1,033 tCO₂ reduction). However, the biggest reduction in emissions came from staff commuting (2,296 tCO₂ reduction) as more staff have moved to hybrid working arrangements (see Figure 3 and 4).

There has likely been a substantial impact of COVID-19 on these figures as the years of 2020 and 2021 are considered anomalous due to the unusual government led policy changes in place. These restrictions have now been lifted and between 2021 (11,151.55 tCO₂) and 2022 (11,017.17tCO₂), total emissions have reduced by 1.2%. This provides a more accurate representation of the likely trajectory of emissions as the Council returns to pre-pandemic conditions.

Emissions Forecasting

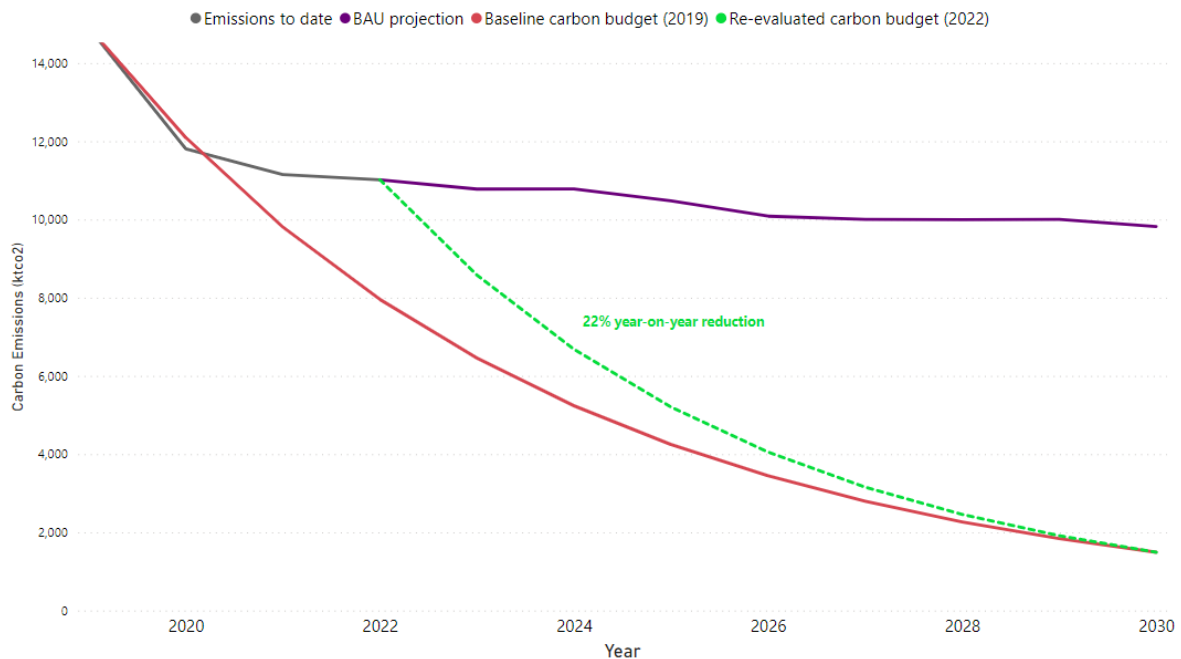


Figure 5: Emissions forecast considering 'business as usual' operations and carbon budget based on 2022 emissions data.

A carbon budget is recommended by the Green House Gas Protocol to place a restriction on the recommended annual carbon dioxide an organisation should emit between its baseline year and net zero target year. Carbon budgets (or cumulative multi-year goals, as they are often referred to) are recommended by the Greenhouse Gas Protocol's Mitigation Goal Standard, which is the most commonly used international standard for greenhouse gas reduction. The UK Government have adopted one for the UK's Net Zero by 2050 target. This budget also provides an indication as to whether the Council remains on track to meet its net zero targets and supports planning activities for the year ahead.

Although RMBC remained within the carbon budget in 2020, emissions in 2021 and 2022 have risen above the advised budget. Although emissions arising from Council building gas and electricity are expected to see a steeper drop in certain years than others (following specific decarbonisation activity due to allocation of funding), remaining within a refined carbon budget for the current year would require an average carbon saving of 22% each year between now and 2030.

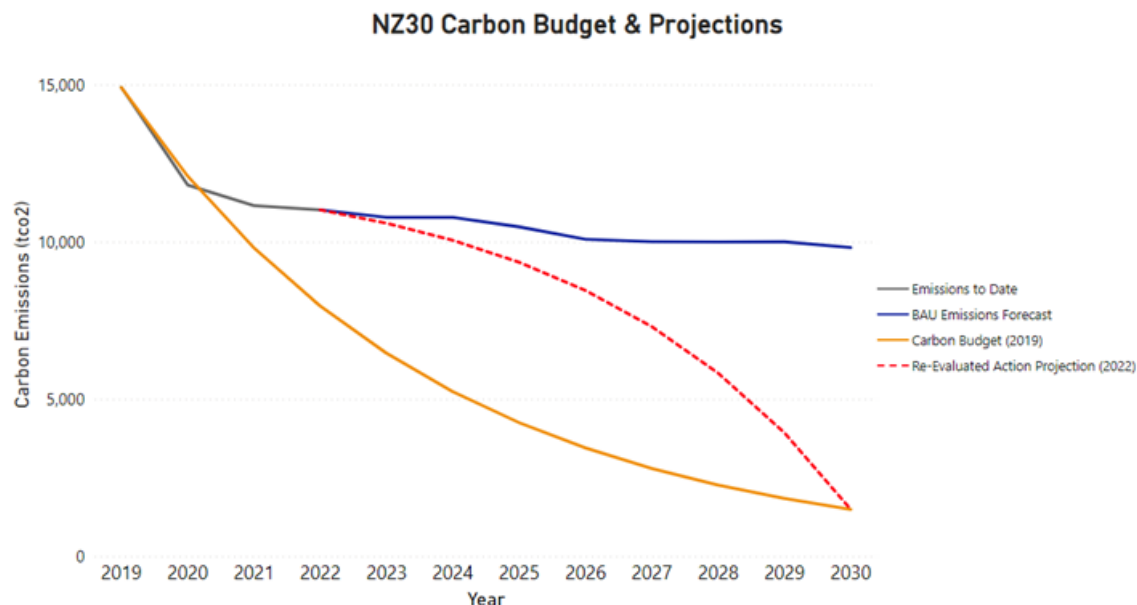


Figure 6: A re-evaluated action projection model based on realistic project implementation.

Figure 6 shows a more realistic projection modelling based on decarbonisation project plans and implementation time frames. This is based on the likelihood that carbon savings of each project will be realised retrospectively post project go-live and not necessarily in the year of implementation or payment. In addition, activities towards electrification where in-house green generation of power is not appropriate (e.g., solar panels) will produce carbon emissions until the national grid becomes decarbonised thereby creating a lag before positive impact. In these cases, the localised air quality benefits of removing gas combusting appliances will be observed before an impact on the carbon footprint is realised.

Net Zero 2040 – Borough-Wide Emissions

Background

- Since 2005 BEIS (Department for Business, Energy & Industrial Strategy) have annually published UK local authority and regional estimates of territorial carbon emissions.
- There is a two-year lag on the release of data, meaning the latest publication relates to emissions from 2020.
- 2021's BEIS data publication was used to inform the 2018/19 baseline for the Council's NZ40 target. Each annual release will be used to create an annual report to measure Rotherham's progress towards NZ40.
- Waste Management and Agriculture sectors have been added to the latest BEIS data release in 2021, as well as being retrospectively added to the data from previous years. This has allowed us to both include it within our most recent annual report and to retrospectively modify our 2018/19 baseline model.

Borough-Wide Emissions 2005 – 2020

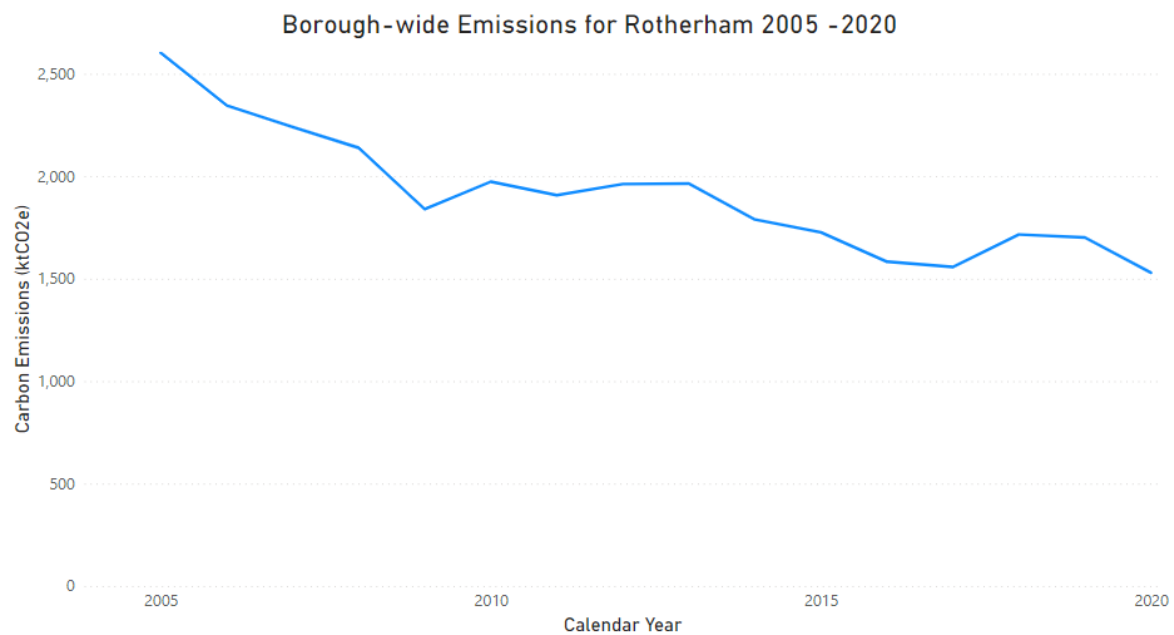


Figure 7: Emissions from within the Rotherham Borough between 2005 and 2020.

In the 15 years between 2005 and 2020, carbon emissions decreased by 41% from 1,529.07 ktCO₂e to 2,603.33 KtCO₂e with an average annual reduction of 3%.

Borough-wide Emissions 2019 vs 2020



Figure 8: Sector based emissions 2019 vs 2020.

Overall CO₂ emissions between 2019 and 2020 decreased by 173 KtCO₂e – a 10.14% decrease. This is over three times the average annual reduction in emissions, which is largely due to the effects of the pandemic and subsequent lockdown measures put in place across the UK.

As would be expected, considering the lockdown rules which were introduced in February 2020, the sectors which saw the largest decline between 2019 and 2020 were those of transport (17% decrease) and commercial (12%).

With the existence of a two-year time lag on the data, there is much speculation as to how these figures may have changed as lockdown measures have eased. It is expected that there could be a substantial rise in emissions arising from transport.

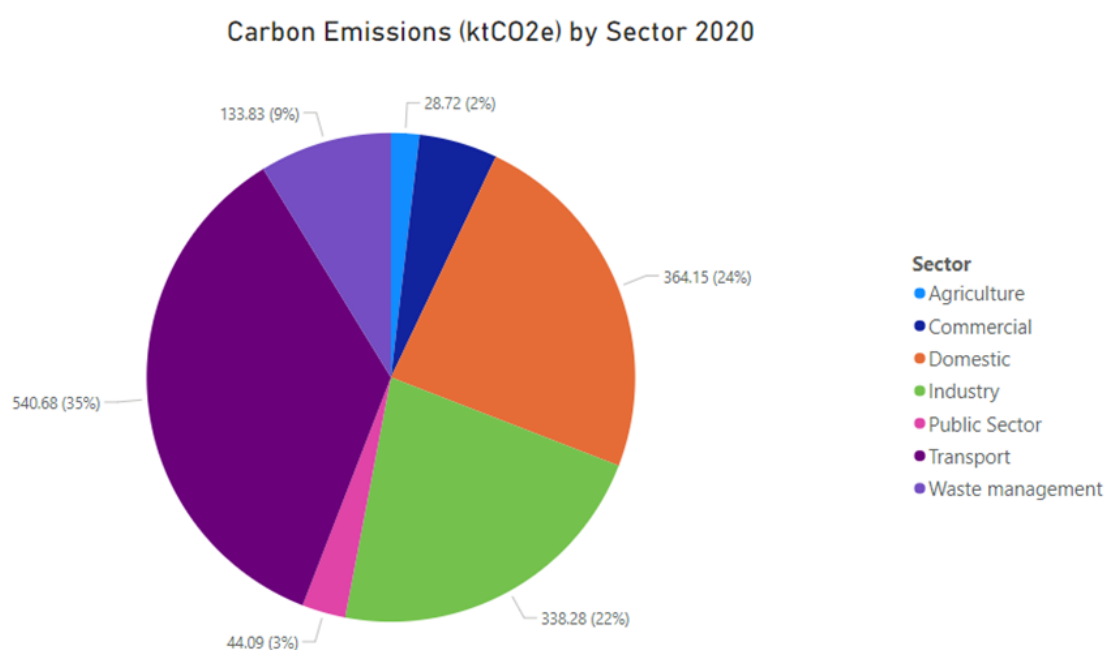


Figure 9: Sector make up of Rotherham's Carbon Emissions from 2020.

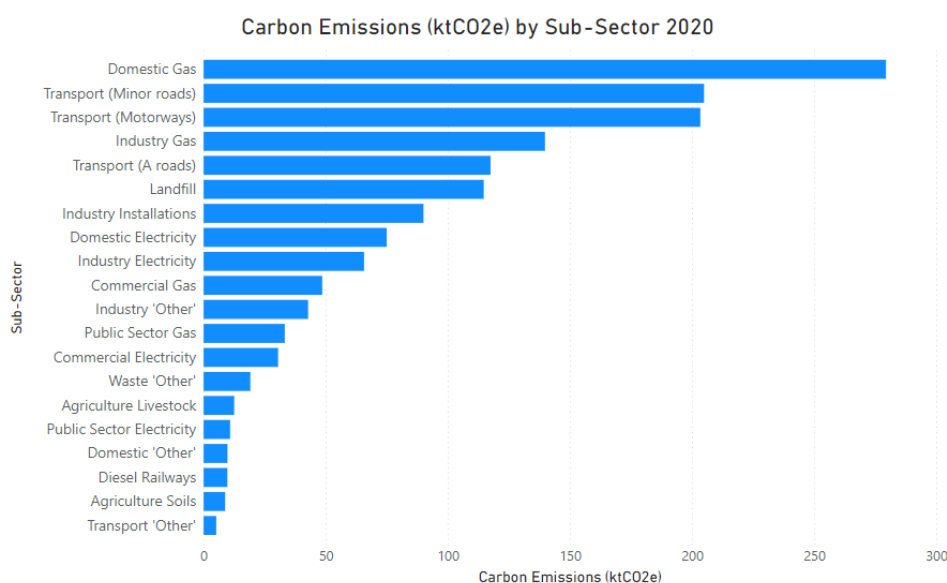


Figure 10: Sub-Sector Carbon emissions for Rotherham.

Figures 9 and 10 provide further information on the sector make-up of Rotherham Carbon emissions, including percentage composition of the total footprint for the borough. Transport, Domestic and Industry form the largest components indicating where action towards Rotherham Borough Net Zero 40 targets would be best placed.

Appendix 4 Single Use Plastic Action Plan 2023/24

Rotherham Metropolitan Borough Council recognises that single use plastics (SUP) are a threat to our natural environment and reducing such plastics are a key factor in reducing the Council's impact on the environment. This work is being aligned with the Council's Climate Change Action Plan as a reduction in single use plastics will also reduce the Council's indirect (scope 3) carbon emissions. This workstream also looks at recycling and waste management and as such this is not included within this plan. It is also recognised that some single use plastics may need to remain within certain services as suitable, economically viable replacements may not exist. For example, where PPE is used in caring for those in need. In these cases the Climate Change Team will document and continue to research these products so that innovations can be captured and brought into use at the earliest feasible opportunity.

The Council will therefore work towards:

- Ending the provision of unnecessary single use plastics across council buildings and events
- Providing a supportive internal policy environment to allow appropriate purchasing with reducing single use plastics in mind
- Using recycled or re-usable plastics where complete removal of plastic is currently unfeasible
- Developing internal and external awareness campaigns to reduce the use of single use plastics across the Borough
- Supporting our residents to take action
- Working in partnership with our supply chain and partners to develop innovative solutions to reduce single use plastic use.

Key progress 2022/23

- Asset management have undertaken an audit of all single use plastic within all 68 Council buildings.
- Replacement of plastic cups for paper alternatives throughout key locations within Council Buildings. Examples already implemented include paper cups for water at the Town Hall and re-usable cups at the Civic Theatre.
- Options for alternative products are currently being assessed for Rotherham's events.
- At present reducing single use plastic may be included within procurement activity if identified as a priority ad hoc by individual service areas. This is not currently monitored or reported upon as this is managed by individual services.
- Initial investigation into current the policy landscape has been undertaken.
- A Climate Change Communication Plan has been developed which will support work to increase awareness and communication across the Council in relation to SUP use.
- Work has been undertaken throughout 2022 via the BDR Community Education and Liaison Officer program to increase community awareness of various topics relating to recycling and reducing waste.

The action plan below sets out the longer term objectives, and actions planned for 2023/24.

COUNCIL USE			
Objective	Key actions 2023/24	Service	Target Date
Understand the Council's SUP provision.	Extend audit of buildings to include Council services and analyse results to identify specific departmental targets for reduction and removal.	Climate Change Team/ Service Leads	August 2023
Remove use of any unnecessary SUP where feasible from Council use.	Set targets and monitoring for immediate removal or run down of specific unnecessary single use plastics where feasible alternatives exist. There may be situations where it is not yet feasible to remove some types of SUP e.g., PPE. These should be documented, justified and periodically reviewed.	Climate Change Team/ Service Leads	March 2024
Work towards Council events being SUP free.	Work with supply chain to identify suitable options for replacement and calculate impact. Options available for delivery of this target may be limited by suppliers available and their supply chains.	Climate Change Team/ Events	March 2024
Council contracts are free from unnecessary SUP provision	Work with individual services and suppliers to review and implement changes to new contracts where SUPs are provided e.g. vending machines through Facilities Management.	Climate Change Team/ Service Leads / Procurement support	March 2024
	Procurement support may be required for advice on altering existing contract terms and conditions and on the best way to improve moving forward.		
	Ensure single use plastic plates, trays, bowls* are no longer procured through Council contracts by October 2023. *Excluding pre-packaged food items at present.	Climate Change Team/ Facilities	October 2023
POLICY			
Objective	Key actions 2023/24	Service	Target Date
Council policies complement our ambition to eliminate SUPs	Integrate SUP into Climate Change Plan, ensuring that SUP objectives are embedded into other relevant policies and plans.	Climate Change Team	August 2023

	Develop and allow for consultation on a Single Use Plastic Policy to enhance measures already recommended within the Council's Social Value Policy.	Climate Change Team/ Policy	March 2024
INTERNAL ENGAGEMENT			
Objective	Key actions 2023/24	Service	Target Date
Ensure staff understand the impact of SUPs	Develop an e-learning module / toolbox talk for all staff about the impact of SUPs and how to minimise their usage.	Climate Change Team	December 2023
Encourage staff to make informed decisions about what they use, and what they bring to their working environment	Create an internal Single Use Plastic Campaign to support staff to reduce their SUP use at home and at work.	Climate Change Team/ Communications	March 2024
	Keep staff informed of best practice and initiatives through internal communications, e.g., by taking part in WRAP Recycling campaigns.	Climate Change Team/ Communications	March 2024
ENGAGEMENT WITH OUR COMMUNITIES			
Objective	Key actions 2023/24	Service	Target Date
Promote awareness of sustainable waste management practices	Continue to work with schools to provide educational workshops relating to waste and SUPs through linking into existing programmes	Waste via BDR Partnership	Ongoing
	Encourage schools to commit to reductions in single use plastic through awareness raising and signposting to appropriate schemes e.g., 'Plastic Free Schools' or 'Eco-schools'.	CYPS	March 2024
Encourage communities to develop Single Use Plastic-free initiatives	Continue to promote community initiatives such as Love Where You Live.	Neighbourhoods	Ongoing
	Continue to utilise the BDR Community Education Liaison Officer (CELO) initiative.	Waste via BDR Partnership	Ongoing
	Develop a programme of works to encourage local businesses to sign up to go plastic free, ready for roll out in 2024/2025.	Climate Change Team	March 2024

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Appendix 5

PART A - Initial Equality Screening Assessment

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality and diversity.

A **screening** process can help judge relevance and provide a record of both the process and decision. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality and diversity
- whether or not equality and diversity is being/has already been considered, and
- whether or not it is necessary to carry out an Equality Analysis (Part B).

Further information is available in the Equality Screening and Analysis Guidance – see page 9.

1. Title	
Title: Climate Emergency Action Plan	
Directorate: Regeneration & Environment	Service area: Asset Management
Lead person: Louise Preston, Climate Change Manager	Contact: Louise.preston@rotherham.gov.uk
Is this a:	
<input type="checkbox"/> Strategy / Policy	<input type="checkbox"/> Service / Function
	<input checked="" type="checkbox"/> Other
If other, please specify	
Annual report on Climate Emergency and indicate forward Climate Change Action Plan.	

2. Please provide a brief description of what you are screening
This report outlines progress to date and includes actions for the 2023/2024 period in relation to Rotherham's action on climate change. This involves a cross-directorate working group targeting physical decarbonisation, awareness raising and plans to reduce impacts of climate change on the Rotherham Borough and Council services.

Climate change has the potential to impact all people, and actions to mitigate these risks are likely to have a positive impact on communities and the individuals within them.

3. Relevance to equality and diversity

All the Council's strategies/policies, services/functions affect service users, employees or the wider community – borough wide or more local. These will also have a greater/lesser relevance to equality and diversity.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, disability, sex, gender reassignment, race, religion or belief, sexual orientation, civil partnerships and marriage, pregnancy and maternity and other socio-economic groups e.g. parents, single parents and guardians, carers, looked after children, unemployed and people on low incomes, ex-offenders, victims of domestic violence, homeless people etc.

Questions	Yes	No
Could the proposal have implications regarding the accessibility of services to the whole or wider community? <i>(Be mindful that this is not just about numbers. A potential to affect a small number of people in a significant way is as important)</i>		X
Could the proposal affect service users? <i>(Be mindful that this is not just about numbers. A potential to affect a small number of people in a significant way is as important)</i>		X
Has there been or is there likely to be an impact on an individual or group with protected characteristics? <i>(Consider potential discrimination, harassment or victimisation of individuals with protected characteristics)</i>		X
Have there been or likely to be any public concerns regarding the proposal? <i>(It is important that the Council is transparent and consultation is carried out with members of the public to help mitigate future challenge)</i>		X
Could the proposal affect how the Council's services, commissioning or procurement activities are organised, provided, located and by whom? <i>(If the answer is yes you may wish to seek advice from commissioning or procurement)</i>		X
Could the proposal affect the Council's workforce or employment practices? <i>(If the answer is yes you may wish to seek advice from your HR business partner)</i>		X

If you have answered no to all the questions above, please explain the reason

This report is primarily an update to existing plans with overarching themes of work included for moving forward which is required as part of Rotherham Council's commitment to reaching net zero by 2030, and the borough by 2040. Individual activities within these work streams will be reassessed as they arise.

Due to the need to reduce scope three emissions (indirect emissions through the goods the council procures) the report suggests a review of procurement policies and procedures to identify opportunities to bring procurement into line with sustainable procurement best practice. Any recommendations resulting from this assessment will be reported separately following its completion and an impact assessment on the proposals will be completed.

There is also the possibility that future components of the climate programme may result in equality impacts as the programme progresses. These will be assessed as they arise.

If you have answered **no** to **all** the questions above please complete **sections 5 and 6**.

If you have answered **yes** to any of the above please complete **section 4**.

4. Considering the impact on equality and diversity

If you have not already done so, the impact on equality and diversity should be considered within your proposals before decisions are made.

Considering equality and diversity will help to eliminate unlawful discrimination, harassment and victimisation and take active steps to create a discrimination free society by meeting a group or individual's needs and encouraging participation.

Please provide specific details for all three areas below using the prompts for guidance and complete an Equality Analysis (Part B).

- **How have you considered equality and diversity?**

- **Key findings**

- **Actions**

Date to scope and plan your Equality Analysis:	
Date to complete your Equality Analysis:	
Lead person for your Equality Analysis (Include name and job title):	

5. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening:

Name	Job title	Date
Louise Preston	Climate Change Manager	21/12/2022

6. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given.

If this screening relates to a **Cabinet, key delegated officer decision, Council, other committee or a significant operational decision** a copy of the completed document should be attached as an appendix and published alongside the relevant report.

A copy of **all** screenings should also be sent to equality@rotherham.gov.uk For record keeping purposes it will be kept on file and also published on the Council's Equality and Diversity Internet page.

Date screening completed	21/12/2022
Report title and date	Climate Emergency Action Plan – 20 th March 2023
If relates to a Cabinet, key delegated officer decision, Council, other committee or a significant operational decision – report date and date sent for publication	20 th March 2023
Date screening sent to Performance, Intelligence and Improvement equality@rotherham.gov.uk	09/01/2022.

Appendix 6

Will the decision/proposal impact...	Impact	If an impact or potential impacts are identified			
		Describe impacts or potential impacts on emissions from the Council and its contractors.	Describe impact or potential impacts on emissions across Rotherham as a whole.	Describe any measures to mitigate emission impacts	Outline any monitoring of emission impacts that will be carried out
Emissions from non-domestic buildings?	Decrease	Decarbonisation plan highlights 2023 changes expected to realise reductions in carbon emissions from council assets.			
Emissions from transport?	Decrease	Decrease in emissions expected through fleet replacement either by more efficient vehicles where ULEV are not suitable yet, or to ULEV where possible.	Providing further opportunities for active travel will reduce emissions making it easier for residents to choose low carbon modes of transport.		
Emissions from waste, or the quantity of waste itself?	Decrease		Small decrease expected through contamination management.		
Emissions from housing and domestic buildings?	Decrease	2023 forward plan has a small operational carbon reduction expected.	This will result in decreased overall carbon emissions from social housing stock and moving towards the borough NZ40 target.		

Emissions from construction and/or development?	Decrease	Measures to standardise building construction will result in a decrease in emissions when compared with current national guidelines.			All council owned properties are included within scope of the decarbonisation plan based on priority.
Carbon capture (e.g. through trees)?	Increase		Tree planting expected to continue to high volumes.		I-tree eco survey to be undertaken to understand better the value of Rotherham's natural assets.

Identify any emission impacts associated with this decision that have not been covered by the above fields:

The report itself will have no impact on carbon emissions as its purpose is to report progress to date and suggest a program of works for the 2023 onwards period. However, the progress and future actions contained within will have substantial impact on the council's ability to achieve net zero by 2030 and the borough by 2040 respectively. An overview of the impacts of these changes is included in the table above.

A detailed report on Rotherham's baseline and current carbon emissions is included within the report.

Please provide a summary of all impacts and mitigation/monitoring measures:

A comprehensive monitoring of all council carbon emissions is underway including scope 3 which is becoming more accurate as more data becomes available.

Supporting information:	
Completed by: (Name, title, and service area/directorate).	Louise Preston Climate Change Manager
Please outline any research, data, or information used to complete this [form].	N/A
If quantities of emissions are relevant to and have been used in this form please identify which conversion factors have been used to quantify impacts.	N/A
Tracking [to be completed by Policy Support / Climate Champions]	Approved R. Cranch 10/10/2023 CIA026

Committee Name and Date of Committee Meeting

Cabinet – 20 March 2023

Report Title

Modern Slavery Update and Transparency Statement 2023/24

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

No, but it has been included on the Forward Plan

Strategic Director Approving Submission of the Report

Paul Woodcock, Strategic Director of Regeneration and Environment

Report Author(s)

Steve Parry – Community Safety Officer

Steve.parry@rotherham.gov.uk

Ward(s) Affected

Borough-Wide

Report Summary

This report provides the annual update in relation to the activities of the Council and its partners, in seeking to both address and prevent modern slavery. The report focusses on actions following the resolution passed by Council to adopt the Co-operative Party Charter against Modern Slavery on the 25th July 2018 and in-particular on actions since the last annual report presented to Cabinet on 24th January 2022.

On 1st November 2022, the Council's Overview and Scrutiny Management Board (OSMB) held a 'Spotlight Review' into the Council's and Partners' responses to tackling Modern Slavery and Human Trafficking in Rotherham, attended by a wide range of partners.

At the time of submission of this report the findings and recommendations from the OSMB review have not been received; once considered and approved, these will be incorporated into the action plan.

Recommendations

1. Cabinet notes the progress made to date.
2. Cabinet agrees for the current Transparency Statement 2022/23 to remain in place in 2023/24.

List of Appendices Included

- Appendix 1 Transparency Statement 2022/23 (Current Statement)
- Appendix 2 Modern Slavery Action Plan
- Appendix 3 Initial Equality Screening Assessment Part A
- Appendix 4 Carbon Impact Assessment

Background Papers

[Modern Slavery Act 2015](#)

[Co-operative Party Modern Slavery Charter](#)

[Rotherham Metropolitan Borough Council's Current Transparency Statement
Cabinet Report, January 2022](#)

Consideration by any other Council Committee, Scrutiny or Advisory Panel

No

Council Approval Required

No

Exempt from the Press and Public

No

Modern Slavery Update and Transparency Statement 2022Modern Slavery
Update and Transparency Statement 2023/24

1. Background

1.1 At a meeting of the Council on 25th July 2018, Council resolved:

- That the Co-operative Party's Charter against Modern Slavery be adopted to ensure that the Council's practices do not support slavery.
- That the Corporate Procurement Team be trained to understand modern slavery issues through the Chartered Institute of Procurement and Supplies (CIPS) online course on Ethical Procurement and Supply.
- That contractors be required to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.
- That any abnormally low-cost tenders should be challenged, to ensure that they do not rely upon the potential contractor practising modern slavery.
- That suppliers be advised that contracted workers are free to join a Trade Union and should not be treated unfairly for belonging to one.
- That the whistleblowing system, to enable staff to blow the whistle on any suspected examples of modern slavery, be publicised.
- That tendered contractors be required to adopt a whistleblowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
- That contractual spending be reviewed regularly to identify any potential issues with modern slavery.
- That suppliers be advised of any risk identified concerning modern slavery and refer them to the relevant agencies to be addressed.
- That any contractor who is identified as a cause for concern regarding modern slavery be referred for investigation via the National Crime Agency's national referral mechanism.
- That a report on the implementation of this Policy be published annually.

1.2 Following this commitment, detailed reports were presented to Cabinet on 22nd October 2018, 10th June 2019, 25th January 2021 and 24th January 2022. These reports provided updates about the activities of the Council and its partners, in seeking to both address and prevent modern slavery. The reports

included a refreshed transparency statement, which was formally agreed by Cabinet for publication and is available on the Council's website.

2. Key Issues

2.1 Following the commitment made by the Council a range of activities were undertaken within an established action plan, focussing on the Modern Slavery Charter requirements.

2.2 Training

Staff within the procurement team have received appropriate training. It is recognised that to maintain necessary skill levels and address changes in personnel, the training needs to be provided on a regular cycle and as such the procurement team will undertake the training every three years.

2.3 In addition to what is already in place, relevant training is also to be provided to the Council's Commissioning Officers and Contract Managers.

2.4 Compliance

Where the Council undertakes a tender that is above the threshold where the Public Contracts Regulations 2015 applies, it is mandated to use the Selection Questionnaire (SQ) set by Central Government. One of the sections within this SQ is compliance with the Modern Slavery Act and publication of modern slavery transparency statements. Failure to satisfy compliance in this area will result in the bidding company not being shortlisted.

2.5 Work has taken place with Legal Services to ensure termination linked to non-compliance with Modern Slavery is now included in Council contracts.

2.6 Where the Council buys through Professional Buying Organisations, it has also started to use contract clauses within their agreements and specifications in respect of Modern Slavery.

2.7 Abnormally low bids

In accordance with Regulation 69 of the Public Contracts Regulations the Council has a duty to challenge abnormally low bids received.

2.8 Abnormally low bids are not a regular occurrence in procurement activity, but there is a recent example which did lead to conversations around modern slavery, however it was established that the bid was rejected on other grounds from a quality perspective, which contributed to the abnormally low bid.

2.9 Trade Unions

In respect of a requirement to inform the Council's suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one, the procurement team has ensured that this requirement is included in the specification for all contracts.

2.10 **Whistleblowing Policy**

The Council's Whistleblowing Policy includes a specific reference to modern slavery.

2.11 **Ethical Procurement Policy**

The Council's Ethical Procurement Policy includes reference to the adoption of the Modern Slavery Charter.

2.12 **Safeguarding and Modern Slavery**

A comprehensive Safeguarding and Modern Slavery section is included in the Council's Template Tender Documentation and is applicable to all suppliers who bid for contracts above the regulatory threshold.

2.13 All suppliers and their staff delivering a contract must adhere to the safeguarding and modern slavery requirements including that:

2.14 *"They have an up-to-date Modern Slavery Transparency Statement (where required by law) and are registered on the 'Transparency in Supply Chains Platform' (<https://TISCreport.org>)"*

2.15 All awarded contracts contain a modern slavery clause as below or similar wording to the same effect:

Modern slavery and trafficking

The Provider must comply with all of the following obligations regarding modern slavery and trafficking

Comply with Law

Supply chain

Breaches of item 66.1 by the Provider which are to be a Termination Default Event of the Provider

Keep informed

The Provider must comply with relevant Law, including the Modern Slavery Act 2015.
The Provider must use reasonable endeavours (to the extent it is within its reasonable powers to do so) to ensure its supply chain used in connection with the Services complies with the rest of this item 66.1.
<ul style="list-style-type: none"> Any breach of the Modern Slavery Act 2015 (or any reasonable equivalent Law applicable to the Provider or its Affiliate at the time) by the Provider and/or its Affiliate. This applies even if the breach is minor.
<p>The Provider must keep the Council informed in a proper and timely manner if the Provider becomes aware of any incident involving slavery and/or trafficking in connection with the Services.</p> <ul style="list-style-type: none"> Within the Provider's own organisation, and/or Within the Provider's supply chain.

- 2.16 The Council has continued to deliver improvements in relation to processes around modern slavery through the raising of awareness and the provision of training. At a strategic level the Council continues to develop its role within the South Yorkshire Modern Slavery Partnership and operationally as a member of both the South Yorkshire Modern Slavery Practitioners group and the local multi-agency Fortify Bronze Group, which tackles serious and organised crime.
- 2.17 Tackling Modern Slavery and Serious and Organised Crime continue to be key priorities for the Safer Rotherham Partnership (SRP) and activity is managed through the Protecting Vulnerable Adults and Serious Organised Crime theme groups with oversight by the SRP Board which is chaired by the Cabinet Member for Corporate Services, Community Safety and Finance.
- 2.18 The Council has 9 employees from across directorates who have received the necessary training to be successful in becoming modern slavery Single Point of Contact Officers (SPOCs). This has significantly improved knowledge and expertise across the Council in respect of the identification and response to modern slavery cases and in the provision of support to the victims of modern slavery. The development of these officers continues through the provision of information from the South Yorkshire Modern Slavery Partnership. It is planned that extra officers will receive this training during 2023.
- 2.19 The Modern Slavery Professionals Pocketbook has been updated in conjunction with the South Yorkshire Modern Slavery Partnership and partners, the charity Ashiana (Sheffield), along with access to guidance booklets published in several languages. Quarterly reports to the Safer Rotherham Partnership are also provided by the South Yorkshire Modern Slavery Partnership.
- 2.20 The National Referral Mechanism (NRM) is a framework for identifying and referring potential victims of modern slavery and ensuring they receive appropriate support. Only designated first responders can refer cases to the NRM. Local Authorities are designated 'first responder organisations' and are therefore able to refer cases to the NRM.
- 2.21 Between 1st April 2021 and 30th September 2022 there were 77 referrals from Rotherham (all First Responders) into the National Referral Mechanism. All referrals are reported to the Safer Rotherham Partnership Board via the Performance Management framework.
- 2.22 Support from the NRM continues to be provided to potential victims of modern slavery through safe house accommodation and on an outreach basis. Whilst outreach is provided to people across South Yorkshire; outreach clients will live either in council accommodation, National Asylum Support Service (NASS) accommodation, with friends, family or in their own private accommodation. In addition, support outside of the NRM structure is also provided by the Snowdrop Project who provide post NRM support in Barnsley, Rotherham and Sheffield.

2.23 On 1st November 2022 the Council's Overview and Scrutiny Management Board held a 'Spotlight Review' into the Council's and partners response to Modern Slavery in Rotherham. A wide range of Council departments and partners contributed to the review including, RMBC (Adult's and Children's) Social Services, Housing Services, Community Safety, South Yorkshire Police, Gang Masters and Labour Abuse Authority, Department of Work and Pensions, the Snowdrop Project and Ashiana.

2.24 The review generated several recommendations from the OSMB which once considered and those that are approved, will be incorporated into the Council's Modern Slavery Transparency Statement Action Plan 2023/24.

3 Options considered and recommended proposal

3.1 The Council is required to produce an annual update in relation to activities associated with modern slavery. The Council is further required to update its published 'Transparency Statement' each year. The report and attached action plan discharge the requirement for an annual update on activity.

3.2 Attached at Appendix 2 is the current 2022/23 Transparency Statement Action Plan. This plan will be updated on receipt of the approved OSMB 'Spotlight Review' recommendations.

3.3 No alternative options have been considered as a result of the clear and ongoing commitment made by the Council since 2018.

4. Consultation on proposal

4.1 Officers in relevant Council services have been engaged in the production of this report and recommendations. Consultation in respect of the Transparency Statement with external partners has not taken place as this is a Council specific statement.

5. Timetable and Accountability for Implementing this Decision

5.1 Following the Cabinet approval, the refreshed Modern Slavery Transparency Statement will be published on the Council's website.

5.2 The Head of Community Safety and Regulatory Services continues to act as the Council's lead for Modern Slavery and is accountable for the implementation of the action plan.

6. Financial and Procurement Advice and Implications

6.1 Head of Finance

All costs associated with the delivery of the action plan have been contained within existing approved budgets. Whilst there are financial risks linked to Termination Default Events, the duty to act to prevent modern slavery overrides the financial consequences and, in any case, processes are in

place to re-procure and would avoid potential additional expense of non-compliance.

6.2 Head of Procurement

The key procurement implications are contained in the main body of the report. The Council's procurement team will continue to support service areas in their procurement activity and identify through the pre-procurement phase, potential market industries where modern slavery may be prevalent and ensure the tender and resulting contract are robust to address this issue.

7. Legal Advice and Implications

- 7.1 As set out in the body of this report and previous reports about this issue, the Council is required to comply with a number of duties as set out in the Modern Slavery Act 2015, including the s.52 duty to notify, the duty to cooperate with the Independent Commissioner, section 42, and the requirement to publish a transparency statement, section 54. This report sets out how the Council complies with these duties and the other requirements of the Modern Slavery Act 2015.

8. Human Resources Advice and Implications

- 8.1 The human resources implications are outlined within the body of this report.

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 Modern slavery can impact both vulnerable adults and children/young people. Both Adult and Children's safeguarding leads have been involved in both development and delivery of the work programme relating to modern slavery.

10. Equalities and Human Rights Advice and Implications

- 10.1 The publication of the statement itself, which is the decision within the report, does not represent any change in policy or delivery of function but reflects work done across a range of Council services, which are subject to their own decision-making processes and therefore equality impact assessment as appropriate. Therefore, an equality analysis is not required to accompany this report as there are no direct equality implications for the refresh of the published transparency statement.
- 10.2 Tackling modern slavery and human trafficking is a key priority for the Council and the Safer Rotherham Partnership. The potential for the exploitation of different groups is acknowledged and is monitored and managed by the multi-agency Protecting Vulnerable Adults and Children theme groups and reported to the Safer Rotherham Partnership Board.

11. Implications for CO2 Emissions and Climate Change

- 11.1 No direct implications arising from this report.

12. Implications for Partners

- 12.1 Modern slavery duties stretch across both the Public and Private sector. Statutory and other partners are actively engaged both locally, regionally and nationally. The Council has worked over the previous year on an intelligence led basis, to increase links with private industry, contractors and suppliers in relation to modern slavery.

13. Risks and Mitigation

- 13.1 No additional risks have been highlighted as a result of this report.

14. Accountable Officers

Emma Ellis, Interim Head of Service, Community Safety and Regulatory Services.

Sam Barstow, Assistant Director, Community Safety and Street Scene.

Approvals obtained on behalf of Statutory Officers:-

	Named Officer	Date
Chief Executive	Sharon Kemp	06/03/23
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	02/03/23
Assistant Director, Legal Services (Monitoring Officer)	Phil Horsfield	02/03/23

Report Author: Steve Parry,
Community Safety Officer
Steve.parry@rotherham.gov.uk

This report is published on the Council's [website](#).

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Rotherham Metropolitan Borough Council

Modern Slavery Act 2015 - Transparency Statement

INTRODUCTION

This statement sets out the Council's actions to understand and respond to risks relating to modern slavery. The statement has been drafted with broad acknowledgment of the wide-ranging role of the Council from front line staff regulating business or visiting homes through to our commissioning and procurement of works, goods or services and management of contracts.

Modern slavery can take many forms and present in many ways. Our approach to this issue is embedded within our safeguarding policy and practice and we will focus throughout the year on continuing to raise awareness through regular briefings and an increase in the number of staff trained. We will also continue to work with partners to increase the levels of intelligence and information relating to modern slavery and the operational activity that results from such intelligence. Finally, we will continue to strengthen understanding of the risk relating to modern slavery within supply chains, continuing to promote the issues with our contractors and suppliers.

This is the Council's fourth transparency statement in relation to modern slavery and is relevant for 2022/23. An annual progress report will be published on the Council's website, alongside a revised statement for the following year.

OUR COMMITMENT

The Council recognises that it has a responsibility to take a robust approach to slavery and human trafficking. In addition to the Council's responsibility as an employer, it also acknowledges its duty as a Council to notify the Secretary of State of suspected victims of slavery or human trafficking as introduced by section 52 of the Modern Slavery Act 2015. In order to support this requirement, the Council will ensure all staff are suitably trained to spot the signs and pass on relevant information for referral, monitoring numbers regularly. The Council currently has processes and procedures as a part of its Safeguarding Policy and work will continue to further raise awareness of these processes.

The Council is committed to preventing slavery and human trafficking and to ensuring that its supply chains are free from slavery and human trafficking. This is managed by officers being made aware of the potential for modern slavery risks through awareness raising and appropriate briefings, alongside establishing robust assurance. When commissioning and procuring works, goods or services, officers will aim to ensure that as part of developing the tender and the ongoing monitoring and management of the concluded arrangement. They will consider the potential and likelihood of modern slavery, and where these are deemed high, will seek to develop a clear understanding of the supplier's supply chain arrangements:

The Council's clear commitment is as follows;

- That the Co-operative Party's Charter against Modern Slavery be adopted to ensure that our practices don't support slavery.
- That the Corporate Procurement Team be trained to understand modern slavery through the Chartered Institute of Procurement and Supplies (CIPS) online course on Ethical Procurement and Supply.
- That contractors be required to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.
- That any abnormally low-cost tender be challenged to ensure that they do not rely upon the potential contractor practising modern slavery.
- That suppliers be advised that contracted workers are free to join a trade union and should not be treated unfairly for belonging to one.
- That the whistleblowing system for staff to blow the whistle on any suspected examples of modern slavery be publicised.
- That tendered contractors be required to adopt a whistleblowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
- That contractual spending be reviewed regularly to identify any potential issues with modern slavery.
- That suppliers be advised of any risk identified concerning modern slavery and refer them to the relevant agencies to be addressed.
- That any contractor who is identified as a cause for concern regarding modern slavery be referred for investigation via the National Crime Agency's national referral mechanism.
- That a report on the implementation of this policy be published annually

The Council has publicly committed to adopt the Co-Operative party Charter Against Modern Slavery, details of which can be found on the following link; [Modern Slavery Charter](#)

OUR BUSINESS AND SUPPLY CHAIN

The Council is a large employer with around 6,100 staff (including school staff) who undertake a wide variety of roles and have a variety of interactions with the public and businesses. The Council serves a population of 265,800. (Census 2021 – Office for National Statistics)

The Council spends in excess of £300m per annum with third party suppliers on a wide scope of works, goods and services ranging from catering through to care and construction. In the main these suppliers are based in the UK, with <1% of suppliers based outside of the UK. The commissioning and management of contracts occur across all departments within the Council and can vary significantly in value. A central procurement team will ensure professional support and advice to the process. Whilst the procurement of larger contracts is robust in respect of modern slavery, further work needs to be undertaken to strengthen work relating to contracts of small financial value.

OUR POLICIES

Modern slavery is clearly embedded within Safeguarding practice at the Council. Copies of the relevant policy relating to adults can be found on the following link; <https://www.rotherham.gov.uk/downloads/file/1456/south-yorkshire-safeguarding-adults-procedures>

The equivalent Policy in relation to Safeguarding children can be found on the following link;

[2.4.3 Children from Abroad, including Victims of Modern Slavery, Trafficking and Exploitation \(proceduresonline.com\)](#)

The Council's whistleblowing policy is available on the following link; <https://www.rotherham.gov.uk/downloads/download/117/whistleblowing-and-serious-misconduct-policy>

OUR GOVERNANCE AND DUE DILIGENCE APPROACH

As a public body the Council works with various statutory and non-statutory agencies around issues of local and national concern such as Modern Slavery. We will ensure that we engage with partners locally and regionally in order to strengthen our collective understanding of, and efforts to combat, Modern Slavery in all its forms.

Internally, our Strategic Leadership Team, led by the Chief Executive, will ensure operational delivery in line with the commitments made within this statement and further scrutiny will be provided by the Council's Political Leadership, through its

Cabinet. This issue may be subject to detailed scrutiny at the direction of the Chair of the relevant Select Commission.

Awareness raising, the strengthening of policies and procedures alongside detailed training where required, will seek to strengthen the Council's diligence in respect of modern slavery linked to procurement of goods and services, alongside wider contract management.

WHAT HAVE WE DONE

Following the public commitment made by the Council, to achieve the standards laid out within the Co-Operative party Charter against Modern Slavery, a significant amount of work has been delivered. This has included specialist training for procurement officers, the production of guidance for commissioners and contract managers alongside proactive contact with suppliers where compliance with the Modern Slavery Act requirements is not apparent. In many cases this has quickly led to full compliance.

The Council has updated its whistleblowing policy during the previous year to ensure explicit reference to modern slavery, its Invitation to Tender documentation in respect of requirements under the Modern Slavery Act 2015 and its Safeguarding Policy, that all suppliers and their staff delivering a contract must adhere to, in particular that they have an up to date Modern Slavery Transparency Statement (where required by law) and that these statements are registered at <https://TISCreport.org>.

To improve awareness and strengthen its ability to identify and respond to cases of Modern Slavery, during 2020 a total of 12 officers from across Council directorates received specialist training to become single points of contact for Modern Slavery. This improved expertise has resulted in improved working practices and co-ordination between the Council, Police, South Yorkshire Modern Slavery Partnership and the wider partnership. It is planned for additional officers to be trained during 2022.

Clear officer leadership has been maintained and an internal task and finish group continues to meet to support implementation of the commitment to the charter, alongside strengthening our broader engagement with tackling Modern Slavery through direct delivery functions.

Officers have further developed links with local and regional partners to ensure that intelligence and information is received in the right way and appropriately acted upon, either through responsive or proactive operational activity.

Training and awareness raising material has been made available with posters displayed around Council premises, an e-learning module available to all staff and specialist training for relevant front-line officers.

WHAT DO WE NEED TO DO

The Council will continue to seek to increase the number of Modern Slavery referrals through the National Referral Mechanism. This is also a priority for the Safer Rotherham Partnership (statutory multi-agency Community Safety Partnership for Rotherham under the Crime & Disorder Act 1998)

The Council will continue to offer training, both generic and specialist, and will continue to support this with regular efforts to raise awareness both online, through social media and within teams. The Council and its partners will also seek to raise awareness within communities, both how to spot the signs and where to report.

We will continue to support contract managers, procurement officers and commissioning staff to develop awareness and understanding in relation to modern slavery and human trafficking. We will also continue to ensure active scrutiny of tenders that appear to be abnormally low in price and in particular will focus on contracts within high-risk industries.

The Council will continue to monitor contractual spend through the Transparency in Supply Chains organisation (<https://tiscreport.org/>) to work with suppliers who have not yet demonstrated compliance and encourage greater engagement with Modern Slavery issues and responses.

This statement should be read in conjunction with the Modern Slavery Act 2015¹ and the National Referral Mechanism².

Signed

Chief Executive

Leader of the Council

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Modern Slavery Charter - Action Plan

Appendix 2

Modern Slavery and Human Trafficking Charter Action Plan

No.	Action	Lead/Owner	Deadline	Progress Note
1	Roll out a targeted learning and development offer/communications campaign to raise awareness of modern slavery, how to spot the signs, risks and how to raise concerns and make referrals to: a) Front-line staff across key agencies b) Elected Members c) General public and targeted business such as letting agencies (commercial and residential)	Emma Ellis, Head of Service, Community Safety and Regulatory Services	31 March 2024	A refreshed programme of 'Introduction to Human Trafficking' training courses for front line staff began in 2022-23, delivered by the Snowdrop Project. Three dates have been delivered to date as follows: 15th November 2022 7th December 2022 18th January 2023 Further dates will be planned in 2023-24.
2	Refresh training for Council procurement, commissioning and contracting staff	Emma Ellis, Head of Service, Community Safety and Regulatory Services / Karen Middlebrook, Head of Procurement	31 March 2024	New training programme to be designed/commissioned and delivered in 2023-24
3	Convene a cross directorate steering group to review and develop the Council's responses to modern slavery	Emma Ellis, Head of Service, Community Safety and Regulatory Services	30 April 2023	Action underway
4	Incorporate the recommendations of the Council's Overview and Scrutiny Management Board Modern Slavery and Human Trafficking Spotlight Review (November 2022) within this action plan and agree action owners to ensure timely implementation	Emma Ellis, Head of Service, Community Safety and Regulatory Services	30 April 2023	Final recommendations awaited
5	Review the approach to identifying and responding to intelligence regarding modern slavery, ensuring monitoring is robust	Emma Ellis, Head of Service, Community Safety and Regulatory Services	30 September 2023	Action underway
6	Review the compliance of Council suppliers in publishing transparency statements and promote the use of the Transparency In Supply Chains platform	Emma Ellis, Head of Service, Community Safety and Regulatory Services	31 March 2024	To commence
COMPLETED ACTIONS				
	Council Actions:	Comments	Action owner	Progress note:
1	Train its corporate procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.	Understanding of staff who will be able to deliver on this charter is important to it's successful implementation. There is already recognised accredited trainfin from the Chartered Institute of Procurement and Supply (CIPS). The training is delivered inline in a series of modules, followed by online examinations. The candidate gains a certificate valid for 12 months in 'Ethical Procurement and Supply' and the cost is relatively low at £38 + VAT for 2018	Karen Middlebrook	09/10/18 - Report prepared for strategic leadership and discussed with Assistant Chief Executive re wider workforce training. 31/01/2019 – All relevant staff now have access to the online training and 7 out of the 11 members have completed the course and passed the online exam. 01/05/2019 - All relevant officers have now completed the course and passed the exam. Will seek to renew the training on an 3-yearly cycle.

Modern Slavery Charter - Action Plan

2	Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.	Section 54 of the Modern Slavery Act is a transparency in supply chains measure that requires businesses who a) carry on a business, or part of a business in the UK; b) supply goods and services; and c) have an annual turnover of £36million or more to produce an annual statement on the steps they are taking to prevent modern slavery in their supply chains and own organisation.	Karen Middlebrook / Legal	<p>31/01/2019 - For all tenders undertaken above the EU threshold, the Council is mandated to use the Selection Questionnaire (SQ) set by Central Government. One of the sections within this SQ is compliance with the Modern Slavery Act. For these types of tender, anyone failing to comply with the Act will not be shortlisted.</p> <p>The Council has signed up to TISCreport.org to help track suppliers and their compliance with the Act. The use of this tool has identified some suppliers, where direct engagement is now taking place through the Contract Managers within service areas to put them in a compliant manner. Further work is required by Legal to strengthen the Council's Terms and Conditions in this regard.</p> <p>Processes also require development in relation to contracts that are below threshold or where they are a call off from a framework agreement.</p> <p>2020 - The Council is now addressing this as contracts expire. New terms and conditions are drafted by Legal Services and entered into by all parties.</p> <p>2021 - Now complete and in place.</p>
3	Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.	Low cost tenders can be a sign of exploitation and should be challenged. Local Authorities can use Regulation 69 of the Public Contracts Regulations 2015 (Abnormally low tenders) which means they can require tenderers to explain the price or costs proposed in the tender.	Karen Middlebrook / Sam Barstow	<p>31/01/2019 - If the Council receives an abnormally low tender it would challenge this in accordance with Regulation 69 and this is detailed in the Council's tender template documentation for above threshold tenders. Working relationships within the Council have been strengthened with Procurement and Community Safety to try and tie this link. A list of high risk industries has been gathered and an understanding between the 2 teams that where an abnormally low tender is received in any of these industries, dialogue to take place to determine an agreed course of action. Further guidance to be developed and consistently provided.</p>

Modern Slavery Charter - Action Plan

4	Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.	<p>Article 11 of the Human Rights Act 1998 means everyone has the right to freedom of peaceful assembly and to freedom of association with others, including the right to form and to join trade unions for the protection of their interests. It is also unlawful for an employer to offer a benefit to leave a trade union, treat you unfairly because you are in a trade union, refuse to employ or dismiss your employment for being part of a trade union.</p> <p>Your procurement and contract processes should ensure that suppliers comply. You may wish to engage local trade unions in raising awareness of the freedom to join a trade union and the benefits of doing so.</p> <p>Trade unions in the workplace help bring about change through negotiation and also offer their members advice, support and representation if they are having a problem with their employer.</p>	Karen Middlebrook / Sam Barstow	<p>31/01/2019 - Work ongoing to streamline standard wording around Safeguarding within the Councils template tender documentation. Consideration to be given to how to include this detail within this section.</p> <p>2020 - Transparency within supply chains is supported and positively endorsed by Trade Unions and both national and local levels. Work will progress quickly to include a section in the Council's updated tendering document that highlights to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one. Further discussions will need to take place with legal to understand if Contractual Terms and Conditions require update also.</p> <p>2021 - Complete.</p>
5	Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery	Councils have whistle-blowing policies, and these can be modified and publicised to ensure that staff know they can report concerns of modern slavery through this mechanism as well.	Karen Middlebrook / Sam Barstow	13/09/18 -The Whistleblowing policy has been updated to include explicit reference to modern slavery. The Council's whistleblowing and serious misconduct policy is publicised and available on the internet and clear reference is made within the policy to modern slavery.
6	Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery	<p>In contracts, you can require suppliers to adopt a whistle-blowing policy so there are mechanisms there for staff to raise concerns.</p> <p>Whistleblowers are protected by law and shouldn't be treated unfairly or lose their job because they have raised concerns that are in the public interest.</p>	Karen Middlebrook / Sam Barstow	<p>31/01/2019 - Work ongoing to streamline standard wording around Safeguarding within the Councils template tender documentation. Consideration to be given to how we include this detail within this section.</p> <p>2020 - The safeguarding section (8) of the Council's 'Invitation to Tender' document has been updated in respect of the policies that tendering organisations have in place. This includes the requirement for a 'Whistleblowing policy that is accessible to staff and volunteers'. (Section 8.2(i))</p> <p>2021 - Complete.</p>

Modern Slavery Charter - Action Plan

7	Review its contractual spending regularly to identify any potential issues with modern slavery.	Your Council may already have boards or audit that review spending, and modern slavery should be added to one of the issues for them to be aware of. Are you contracting in high-risk sectors such food processing, fishing, agriculture, construction, domestic and care workers and car washes?	Karen Middlebrook / Sam Barstow	<p>01/06/18 - The Council has signed up to TISCreport.org to help track suppliers and their compliance with the Act. The use of this tool has identified some suppliers, where direct engagement is now taking place through the Contract Managers within service areas to put them in a compliant manner.</p> <p>The Councils Modern Slavery Lead is a member of the Councils Commissioning Board and guidance has been developed for Commissioning Officers or those with relevant responsibilities.</p> <p>01/11/18 - Non compliant supplier identified - lack of MS statement</p> <p>01/01/19 - Non compliant list reviewed to ensure current contractor targetted of 17, 8 are current suppliers</p> <p>29/01/19 - Draft email for non-compliant companies agreed</p> <p>31/1/19 - sent to relevant contract managers</p> <p>08/02/19 - Various letters issued to supplier</p> <p>11/04/19 - Review of compliant supplier. 7 of the 8 have now demonstrated compliance following contact.</p> <p>27/03/19 - Further chaser to final non-compliant supplier</p> <p>A further review is now required to update the information on compliance and further follow-up</p>
8	Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.	It's important that suppliers also have aware of what modern slavery is, what the signs are and how they can tackle.	Karen Middlebrook / Sam Barstow	<p>04/03/19 - The Council has made systematic contact with non-compliant companies as identified through TISC-report. In many cases companies are found to be compliant however publications are not linked or verified so work is ongoing to support suppliers.</p> <p>10/04/19 - Work around initial compliance is nearing completion. Officers will seek to make contact with companies in order to request they link their business with TISC report to ensure stronger compliance withn their own supply chains.</p> <p>Linked with the action above and follow-up with companies however this now needs further review.</p>
9	Refer for investigation via the National Crime Agency's national referral mechanism any of its contractos identified as a cause for concern regarding moden slavery.	This reiterates the duty for local councils to report concerns using the national referral mechanims, and a public commitment they will do that for their own contractors too.	Sam Barstow	A system is now in place to support referrals regarding companies of concern.
10	Report publicly on the implementation of this policy annually	Whether through the council, committees or scrutiny, agreeing a way to review this charter annually will ensure that the council learns from the action taken and maintains a vigilance against modern slavery	Sam Barstow	Arrangement have been made for a report in June 2019 and then shifting to April thereafter.
11	Confirm Policy Arrangements both in relation to Childrens and Adult	Ensure that effective Policy is in place which makes clear reference to modern slavery in relation to safeguarding practice/procedure.	Vicky Schofield/Andrew Wells	Complete
12	Develop an outline plan for compliance against the MS Charter requiremenets	Ensure that the Procurement service is working toward compliance with the commitments made within the MS Charter	Karen Middlebrook / Legal	Complete

Modern Slavery Charter - Action Plan

13	Explore available specialist training with wider Safeguarding Training	Ensure that specialist training, set against wider safeguarding objectives, is available to all relevant frontline staff. Ensuring that Modern Slavery is a key feature	Sharon Clarke	17/05/19 - Confirmed adults Modern Slavery. All levels of Social Workers have had training and confirming that persons whom have "No recourse to public funds" are covered within the procedures.
14	Ensure basic e-learning is available to front line staff and manager	Where appropriate, front line staff should receive basic awareness raising around identifying modern slavery alongside ensuring referral pathways are understood	Steve Parry	30/10/18 Complete - E learning is now available on the Directions part Councils website
15	Ensure engagement in wider partnership activity to disrupt, prevent and address modern slavery	Ensure RMBC plays an active role in the Regional Modern Slavery Group and commits to regular attendance	Steve Parry	01/05/18 Complete Council in regular attendance
16	Establish operational links to support response to intelligence and information	Engage with the Home Office, Gang Master Licensing Authority, SYP and Border Force to ensure that proactive operational links are in place and that Rotherham benefits from operational partnership activity	Sam Barstow	15/08/18 - proactive visit was made following some intelligence received, whilst the action was coordinated across multiple agencies, it was delivered on the day by the home office ICE (immigration compliance and enforcement) team. There were no issues of servitude identified though some concerns over welfare which will be followed up. 08/10/18 - Two further proactive visits - 1 male was detained for illegal working and further health and safety issues were identified which will be pursued by the council. An adult safeguard form has been submitted. view to prohibition on one of the buildings that is being used for accommodation. 8 welfare questionnaires were completed. Routine reporting and engagement now established - figure monitored through Safer Rotherham Partnership
17	Develop a robust Transparency Statement on behalf of the Council	Whilst not a legal requirement for Councils, it is critical that in our capacity as a local leader we work to produce a robust transparency statement about how we intend to tackle modern slavery within our supply chain	Sam Barstow	18/06/18 - Draft interim transparency statement agreed by Cabinet/SLT 18/10/18 - Final Transparency statement agreed by Cabinet and published on the Councils website
18	Confirm Policy Arrangements both in relation to Children's and Adult	Ensure that effective Policy is in place which makes clear reference to Modern Slavery (MS) in relation to safeguarding practice/procedure.	Vicky Schofield/Andrew Wells	Complete
19	Develop an outline plan for compliance against the MS Charter requirements	Ensure that the Procurement service is working toward compliance with the commitments made within the MS Charter	Karen Middlebrook / Legal	Complete
20	Explore available specialist training with wider Safeguarding Training	Ensure that specialist training, set against wider safeguarding objectives, is available to all relevant frontline staff. Ensuring that (MS) is a key feature	Sharon Clarke	Complete 17/05/19 - Confirmed adults (MS). All levels of Social Workers have had training and confirming that persons who have "No recourse to public funds" are covered within the procedures.
21	Ensure basic e-learning is available to front line staff and manager	Where appropriate, front line staff should receive basic awareness raising around identifying (MS) alongside ensuring referral pathways are understood	Steve Parry	30/10/18 Complete - E learning is now available on the Directions part Councils website

Modern Slavery Charter - Action Plan

22	Ensure engagement in wider partnership activity to disrupt, prevent and address (MS)	Ensure RMBC plays an active role in the Regional (MS) Group and commits to regular attendance	Steve Parry	01/05/18 Complete Council in regular attendance
23	Establish operational links to support response to intelligence and information	Engage with the Home Office, Gang Master Licensing Authority, SYP and Border Force to ensure that proactive operational links are in place and that Rotherham benefits from operational partnership activity	Sam Barstow	<p>Complete - 15/08/18 - proactive visit was made following some intelligence received, whilst the action was coordinated across multiple agencies, it was delivered on the day by the home office ICE (immigration compliance and enforcement) team. There were no issues of servitude identified though some concerns over welfare which will be followed up.</p> <p>Complete - 08/10/18 - Two further proactive visits - 1 male was detained for illegal working and further health and safety issues were identified which will be pursued by the council. An adult safeguard form has been submitted. view to prohibition on one of the buildings that is being used for accommodation. 8 welfare questionnaires were completed.</p>
				November 2020 – The Council has representation on the multi-agency South Yorkshire Modern Slavery Partnership, South Yorkshire Serious & Organised Crime Forum and more operationally on the South Yorkshire Modern Slavery Practitioner Group and 'Fortify' Bronze Group. These groups include representation from key organisations involved in tackling Modern Slavery.
24	Develop a robust Transparency Statement on behalf of the Council	Whilst not a legal requirement for Councils, it is critical that in our capacity as a local leader we work to produce a robust transparency statement about how we intend to tackle (MS) within our supply chain	Sam Barstow	<p>Complete - 18/06/18 - Draft interim transparency statement agreed by Cabinet/SLT</p> <p>Complete - 18/10/18 - Final Transparency statement agreed by Cabinet and published on the Councils website</p>
25	Improve the Councils ability to identify and respond to (MS).	Working with partners, seek opportunities to enhance the expertise and ability within the Council to respond to Modern Day Slavery.	Steve Parry	<ul style="list-style-type: none"> The Council is a member of the South Yorkshire (MS) Partnership with senior officer representation on the Board. It also is represented on the South Yorkshire (MS) Practitioners Group and the county-wide and local Organised Crime Boards. A total of 11 Council officers have now been trained as (MS) Single Points of Contact Officers (SPOC's). This has significantly increased knowledge and expertise within the Council to identify and respond to (MS). Through work with the South Yorkshire (MS) Partnership, a detailed quarterly report is now to be presented to the Safer Rotherham Partnership Board to inform its activities in tackling (MS). Work is currently progressing on improving housing and accommodation pathways with the Police and other South Yorkshire local authorities to improve and standardise support for victims of MS.

PART A - Initial Equality Screening Assessment

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality and diversity.

A **screening** process can help judge relevance and provide a record of both the process and decision. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality and diversity
- whether or not equality and diversity is being/has already been considered, and
- whether or not it is necessary to carry out an Equality Analysis (Part B).

Further information is available in the Equality Screening and Analysis Guidance – see page 9.

1. Title

Title: Modern Slavery Update and Revised Transparency Statement

Directorate:
Regeneration & Environment

Service area:
Community Safety & Regulatory Services

Lead person:
Sam Barstow

Contact number:
0748143370

Is this a:

☐

Strategy / Policy

☐

Service / Function

☒

Other

If other, please specify

2. Please provide a brief description of what you are screening

The publication of the Transparency Statement itself, which is the decision within the report, does not represent any change in policy or delivery of function but reflects work done across a range of Council services, which are subject to their own decision-making processes and therefore equality impact assessment as appropriate. Therefore, an equality analysis is not required to accompany this report as there are no direct equality implications for the refresh of the published Transparency Statement.

Tackling modern slavery and human trafficking is a key priority for the Council and the Safer Rotherham Partnership. The potential for the exploitation of different groups is acknowledged and is monitored and managed by the multi-agency Protecting Vulnerable Adults and Children theme groups and reported to the Safer Rotherham Partnership Board.

3. Relevance to equality and diversity

All the Council's strategies/policies, services/functions affect service users, employee's or the wider community – borough wide or more local. These will also have a greater/lesser relevance to equality and diversity.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, disability, sex, gender reassignment, race, religion or belief, sexual orientation, civil partnerships and marriage, pregnancy and maternity and other socio-economic groups e.g. parents, single parents and guardians, carers, looked after children, unemployed and people on low incomes, ex-offenders, victims of domestic violence, homeless people etc.

Questions	Yes	No
Could the proposal have implications regarding the accessibility of services to the whole or wider community?		X
Could the proposal affect service users?		X
Has there been or is there likely to be an impact on an individual or group with protected characteristics?		X
Have there been or likely to be any public concerns regarding the proposal?		X
Could the proposal affect how the Council's services, commissioning or procurement activities are organised, provided, located and by whom?		X
Could the proposal affect the Council's workforce or employment practices?		X

If you have answered no to all the questions above, please explain the reason

The publication of the statement itself, which is the decision within the report, does not represent any change in Policy or delivery of function but reflects work done across a range of Council services, which are subject to their own decision-making processes and therefore equality impact assessment as appropriate.

If you have answered **no** to **all** the questions above, please complete **sections 5 and 6**.

If you have answered **yes** to any of the above please complete **section 4**.

4. Considering the impact on equality and diversity

If you have not already done so, the impact on equality and diversity should be considered within your proposals before decisions are made.

- **How have you considered equality and diversity?**

- **Key findings**

- **Actions**

Date to scope and plan your Equality Analysis:	N/A
Date to complete your Equality Analysis:	N/A
Lead person for your Equality Analysis (Include name and job title):	N/A

5. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening:

Name	Job title	Date
Emma Ellis	Interim Head of Community Safety & Regulatory Services.	

6. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given.

If this screening relates to a **Cabinet, key delegated officer decision, Council, other committee or a significant operational decision** a copy of the completed document should be attached as an appendix and published alongside the relevant report.

A copy of **all** screenings should also be sent to equality@rotherham.gov.uk For record keeping purposes it will be kept on file and also published on the Council's Equality and Diversity Internet page.

Date screening completed	18/11/22
Report title and date	Modern Slavery Update and Revised Transparency Statement 2023/24 – (20 th March 2023)

<p>If relates to a Cabinet, key delegated officer decision, Council, other committee or a significant operational decision – report date and date sent for publication</p>	<p>Report to be presented to Cabinet on 20th March 2023.</p>
<p>Date screening sent to Performance, Intelligence and Improvement equality@rotherham.gov.uk</p>	

Appendix 4

Will the decision/proposal impact...	Impact	If an impact or potential impacts are identified			
		Describe impacts or potential impacts on emissions from the Council and its contractors.	Describe impact or potential impacts on emissions across Rotherham as a whole.	Describe any measures to mitigate emission impacts	Outline any monitoring of emission impacts that will be carried out
Emissions from non-domestic buildings?	No				
Emissions from transport?	No				
Emissions from waste, or the quantity of waste itself?	No				
Emissions from housing and domestic buildings?	No				
Emissions from construction and/or development?	No				
Carbon capture (e.g. through trees)?	No				
Identify any emission impacts associated with this decision that have not been covered by the above fields: N/A					

Please provide a summary of all impacts and mitigation/monitoring measures:
N/A

Supporting information:	
Completed by: (Name, title, and service area/directorate).	Steve Parry, Community Safety Officer, Community Safety, Regeneration and Environment.
Please outline any research, data, or information used to complete this [form].	N/A
If quantities of emissions are relevant to and have been used in this form please identify which conversion factors have been used to quantify impacts.	N/A
Tracking [to be completed by Policy Support / Climate Champions]	

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Committee Name and Date of Committee Meeting

Cabinet – 20 March 2023

Report Title

Social Value Annual Report

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

Yes

Strategic Director Approving Submission of the Report

Sharon Kemp, Chief Executive

Report Authors

Steve Eling

Policy and Equalities Manager

Assistant Chief Executive's

Steve.eling@rotherham.gov.uk

Karen Middlebrook

Head of Procurement

Corporate Procurement Service

Finance and Customer Services

Karen.Middlebrook@rotherham.gov.uk

Ward(s) Affected

Borough-Wide

Report Summary

Since the Social Value Policy was adopted in 2019, significant progress has been made to secure social value commitments from Council's contracts alongside lifting the incomes of lower wage workers by being an accredited "Living Wage Employer".

More than £113m of Social Value commitments have now been secured from Council contracts, which at 12.6% of to the total contract value represents the most significant return since the introduction of the Policy. At the same time, more "Rotherham pounds" are being spent locally, with Council spend on the top 300 suppliers nearly doubling from £44.8m in 2019/20 to £85.2 million in 2021/22.

This report sets out the key achievements over the year to the end of November 2022 and identifies priority areas of work for 2023. These priorities will further embed social value to secure the best possible outcomes and returns for the people of Rotherham.

Recommendations

1. That the annual report is received noting the increased social value commitments along with outcomes achieved.
2. That Cabinet agree the following key priorities for 2023 include:
 - a. Continue to embed the foundations of strong social value delivery through contract manager and supplier learning and development, tools and evaluation.
 - b. Support new and existing businesses to enter into new markets, from which the Council buys goods and services through the work of Rotherham Investment and Development Office and meet the buyer events.
 - c. Hold a Social Value celebration event for suppliers to showcase impact and inspire others.
 - d. Formally launch Rotherham Social Value Anchor Networks to raise awareness and engagement of more partners.

List of Appendices Included

Appendix 1 Social Value Stories
Appendix 2 Initial Equality Screening Assessment
Appendix 3 Carbon Impact Assessments

Background Papers

Cabinet Report – Social Value Policy, 21st October 2019

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

No

Social Value Annual Report

1. Background

- 1.1 In October 2019 the Council adopted a Social Value Policy, which with its accompanying toolkit set out how Social Value would be maximised in the Borough.
- 1.2 The aim of the Social Value Policy is to maximise the local impact of the Council's spend, with key elements taking forward:
 - Raising the living standards of Rotherham residents and commitment to working towards the Living Wage Foundation Living Wage.
 - Increasing the proportion of the Council's expenditure which goes to local businesses and providers.
 - Building Social Value into all Council contracts, maximising the impact gained from every pound spent, through the introduction of a rigorous system for assessing and measuring social value.
 - Commit to the principle of co-designing services wherever possible.
- 1.3 At its meeting on 28th March 2022, Cabinet received the second Social Value Annual Report since the adoption of the Social Value Policy. The report set out the achievements to date, which at that time was securing social value commitments through procured contracts at just over 10% of the contract values.
- 1.4 As part of the report, Cabinet agreed priority activities for the coming year to advance the social value agenda. These were:
 - Launching the Social Value Commissioning Toolkit
 - Further embedding Social Value across the Council.
 - Focusing on increasing Social Value commitments for skills and employment.
 - Engaging with the South Yorkshire Mayoral Combined Authority (SYMCA) in the development and delivery of social value in the sub-region.
 - Building on anchor network development as part of the Rotherham Together Partnership Social Value Charter.
 - Further research to build local market intelligence.
- 1.5 This report provides an update on progress made towards realising social value and sets out direction for priority activities over the coming year.

2. Key Issues

2.1 Major achievements

- 2.2 The Council has either achieved or made progress against all of the commitments agreed in March 2022. Significantly, these include:
 - The Social Value Commissioning Toolkit was launched in July 2022.
 - Anchor networks development is underway with key partners building on the commitments from the Partnership Social Value

Charter. This has included working with procurement teams of local NHS Trusts and South Yorkshire Police.

- The Council is positively engaged in the development of social value policy and practice with the SYMCA. Key achievements from this include participating in the “Supply Chain Adviser” project where one in three of all participants were from Rotherham.
- All new in scope contracts let, are compliant with the real living wage.

2.3 Collectively, at a headline level this has resulted in social value commitments totalling £13.6m being secured from eligible new Council contracts in the last three years. Meanwhile, a greater part of the Council’s third-party expenditure is now concentrated in organisations based in the Borough, with more than £1 of every £4 spent going to these companies in 2021/22. As a proportion of expenditure this has increased by 10% from 16% in 2019/20, to 26% in 2021/22 and when considered in absolute terms, this has almost doubled in the last three years. This is explained in greater detail below.

2.4 Measuring the impact– the Social Value Portal

2.5 Under the Council’s adopted Policy, social value is determined and measured using the national “themes outcomes measures” (TOMS) framework. Under this framework, each measure is allocated a monetary proxy value. This enables a calculation to be made of how much social value has been secured in contracts (referred to in the framework as Social and Local Economic Value), with the delivery of this closely monitored throughout the life of the contract. This approach ensures that where contracts are multi-year, that social value is delivered over the lifetime of the contract, rather than as a single action or contribution.

2.6 The National TOMs Framework (2022) is a measurement framework that was developed by the National Social Value Task Force, a cross-sector organisation combining both public and private sector organisations. Rotherham Metropolitan Borough Council has developed its own bespoke measurement framework comprising a range of measures, across five themes, derived from the National TOMs (2022) and designed to have a positive impact on the economic, social and environmental wellbeing of the Rotherham community:

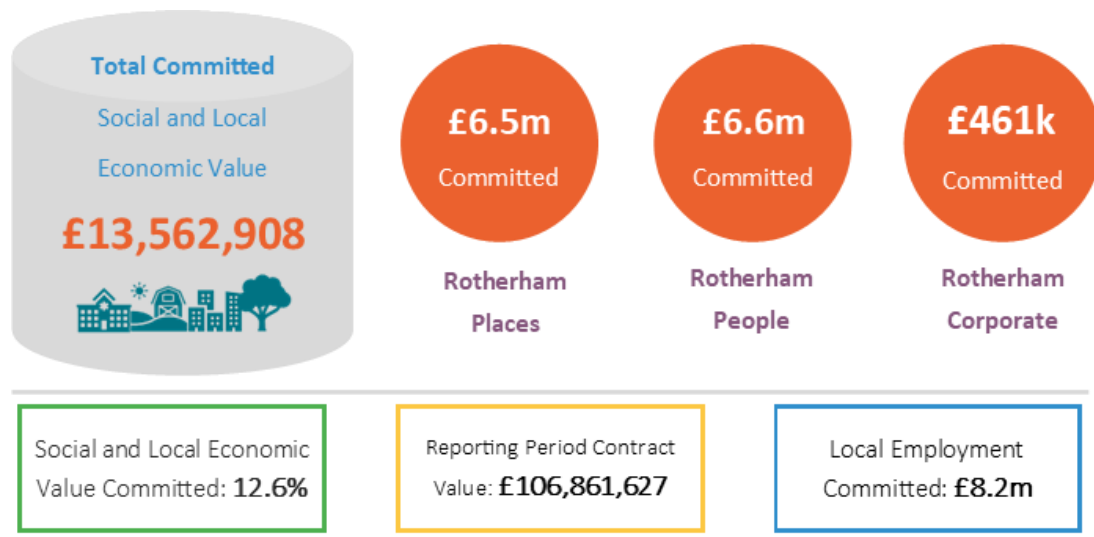
- Jobs: Promote Local Skills and Employment.
- Growth: Supporting Growth of Local and Small Business.
- Social: Healthier, Safer and more Resilient Communities.
- Environment: Protecting and Improving Our Environment.
- Innovation: Promoting Social Innovation.

2.7 The table below sets out the headline KPI measures that the Council’s suppliers have committed and delivered against on contracts that have been procured and awarded before 30th November 2022. Most current contracts were awarded prior to the implementation of the policy, so are not reflected in the table so values should not be considered exhaustive.

KPIs	Committed & Delivered Social and Local Economic Value					
	Unit	Proxy Value	Committed Number	Committed £SLEV	Delivered Number	Delivered £SLEV
No. of local employees hired or retained	No. People FTE	Localised by project	302	£8,240,839	86	£2,340,676
No. of employees hired who are long term unemployed.	No. People FTE	£19,146	12	£237,340	1	£27,499
No. of employees who are NEETs	No. People FTE	£13,889	5	£67,090	3	£40,908
No. of 16-25 y.o. care leavers	No. People FTE	£13,957	2	£28282	0	£0
No. of 18-24 y.o. rehabilitating young offenders	No. People FTE	£22,541	3	£59,747	0	£0
No. of disabled employees	No. People FTE	£15,417	4	£53,081	1	£13,953
No. of hours dedicated to support people into work (over 24 y.o.)	No. hrs (total session duration)	£116	1,903	£228,845	70	£8,793
No. of weeks training opportunities	No. weeks	£268	989	£263,212	227	£60,937
No. of weeks of apprenticeships	No. weeks	£212	611	£130,940	266	£55,167.08
No. of hours dedicated to support people into work (under 24 y.o.)	No. hrs (total session duration)	£116	6,801	£771,114	412	£49,737
No. of weeks spent on meaning work placements or pre-employment course	No. weeks	£162	310	£49,864	137	£23,640
Meaningful work placements that pay Minimum or National Living Wage	No. weeks	£162	238	£38,099	78	£12,342
Provision of expert business advice to VCSE's or MSME's	No. staff expert hours	97	339	£33,015	29	£2,787
Equipment or resources donated to VCSEs	£	£1	83,827	£83,827	20,372	£20,372
Total amount (£) spent in LOCAL supply chain	£	Localised by project	5,952,199	£3,075,791	2,387,178	£1,260,430
Monetary donation or equipment/resource in lieu to VCSEs	£	£1	14,000	£14,000	0	£0
No. of employees FTE to have a pay raise to Real living wage or higher	No. People FTE	£1,396	1	£1,605	0	£0
Savings in Co2 emissions through decarbonisation	tCo2e	£69	2,671	£186,216	1091	£75,676
Total	*2022 TOMS			£13,562,908		£3,978,965

Table 1: Progress against the Council's headline social value KPI

2.8



2.9

The infographic above shows total Social and Local Economic Value (SLEV) committed, showing an increase from £8.14 million in year two, to £13.56 million in year three, a net increase of £5.42 million over the year. The total value of the contracts attracting social value commitments shows an increase from £79.89 million last year to £106.86m up to end of November 2022, a net increase of £26.97 million over the year. This has increased the percentage SLEV committed from 10.2% (year 2) to 12.6% (year 3), which is the highest return seen since the introduction of the policy.

2.10

The use of Place, People and Corporate categories is procurement terminology. It is a way of categorising/grouping similar types of expenditure:

- Rotherham Places covers construction, facilities management, environment, and transport.
- Rotherham People covers commissioned services for delivery to residents such as health and social care provision.
- Rotherham Corporate covers contracts that support the operational running of the Council (i.e., ICT, temporary labour, print, training, PPE).

2.11

Of the three categories, “people” has seen the largest increase in social value commitments of £3.8 million over the year with “places” achieving £1.4 million increase and the “corporate” increase at £321k.

2.12 **Promote Local Skills and Employment**



12.3 FTE of long term unemployment individuals to be hired on contracts.



988 weeks of training opportunities to be offered on contracts (BTEC, City & guilds, NVQ, HNC)



£771k to be delivered in dedicated hours to support young people into work.

**Protecting and Improving
our environment**

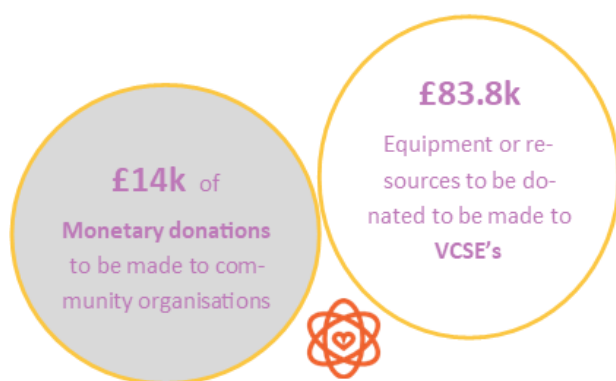
2,670 tonnes CO₂e to be saved on contract.



2.13 The infographic above shows key commitments for “promoting local skills and employment” including weeks of training opportunities to be delivered on contract (e.g., BTEC, NVQ, HNC, City & guilds etc), which increased from 397 weeks (Year 2) to 988 weeks (Year 3). The SLEV (£) of dedicated time spent supporting young people (age 16-24) entering into employment (i.e., CV writing workshops) increased from £410k to £771k as well as commitments to employ 12 full time equivalent (FTE) long term unemployed residents. It should be noted that this employment figure exclusively refers to the long term unemployed and does not represent the total number of jobs created or retained through the social value commitments made by suppliers (see Committed & Delivered SLEV table above).

2.14 Additionally, as shown in the figure above, the tonnes of carbon dioxide equivalent (CO₂e) saved have increased from 2,557 in year 2 to 2,670 in year 3 representing important progress in moving towards the Council’s “net zero” commitments and target.

2.15

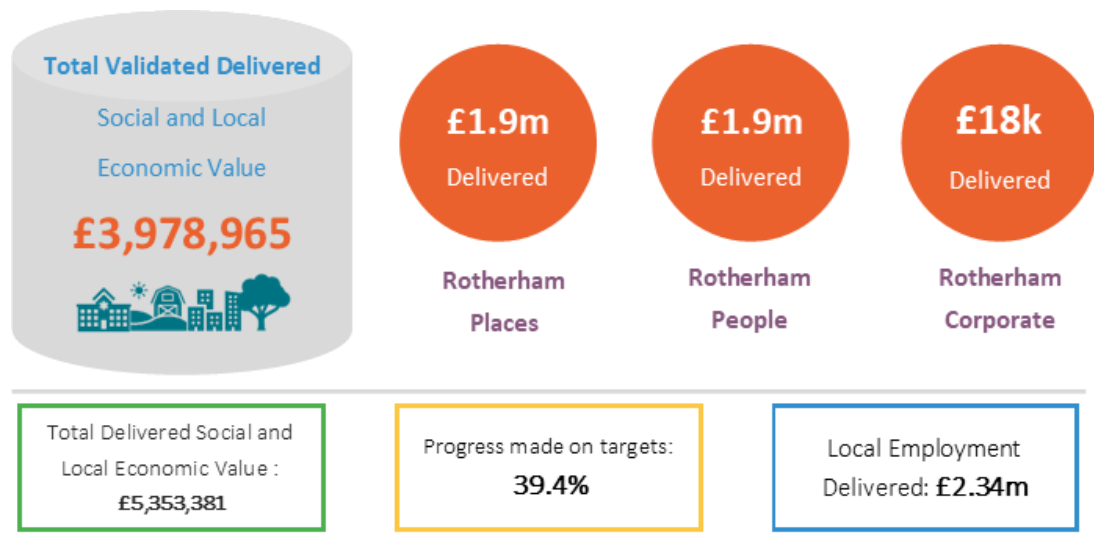


£3m of local economic value to be created as a result of local supply chain on contracts.



2.16 More support has also been committed to the voluntary, community and social enterprise (VCSE) sector, with donations of equipment and resources increasing from £63.3k (year 2) to £83.8k (year 3), as shown in the figure above. Additionally, the local economic value from the spend made within the local supply chain increased from £2.6m (year 2) to £3m (year 3), which was driven by the increased value of contracts awarded in the last year.

2.17



2.18 With the Social Value Policy having been in place three years, it is increasingly possible to see commitments being realised and outcomes and outputs delivered. As shown in the figure above, almost £4m of social and local economic value has now been delivered in the Borough in since the Social Value Policy was implemented. This year has seen a significant increase in delivery as at the end of November 2021 only £1.533m had been delivered. As a result of this increased delivery it demonstrates, progress made against targets increasing from 18.82% in 2021 to 39.4% in 2022.

2.19 This progress is driven predominantly by two procurement categories “people” and “places”, which both delivered social and local economic value of £1.9m. This represented an increase of £0.75m for “places” and £1.52m for “people” between 2021 and 2022. The other procurement category “Corporate” delivered social and local economic value of £18k. However, this must be considered relative to the smaller amount of commitments (£140k) for this category, compared to the other two, which is reflective of the types of contracts let in this area.

2.20 Promote Local Skills and Employment



227 weeks of training opportunities to be offered on contracts (BTEC, City & guilds, NVQ, HNC)



266 weeks of apprenticeships delivered on contracts Level 2,3, or 4+



£49k delivered in social value for support to assist unemployed individuals into work.

Protecting and Improving our environment

1,091 tonnes CO2e saved on contract.



2.21 The key achievements of note in “promoting local skills and employment”, that has been delivered to date linked to the figure above are:

- £2.34m of local economic value through the use of local employment.
- 266 weeks of apprenticeships, up from 43 weeks in 2021; and

- 227 weeks of training opportunities for young people.

2.22

Supporting VCSE's & Community Groups



Local Spend in Rotherham

£1.26m of local economic value created as a result of local supply chain on contracts.



2.23

Supporting VCS and community groups has seen local economic value outcomes more than double from £518k in 2021 to £1.26m in 2022, as shown in the figure above. Equipment donated has increased from £5.2k to £20k and hours advice is up from 20 to 29 hours.

2.24

Launch of Social Value Toolkit and training for contract managers

2.25

The Social Value Toolkit was formally launched in July 2022. It provides guidance and tools for those involved in preparing specifications for contracts to include social value from the beginning of planning through to letting the contract.

2.26

The Council is now working with suppliers to understand how well the toolkit is being used and whether additional support is required.

2.27

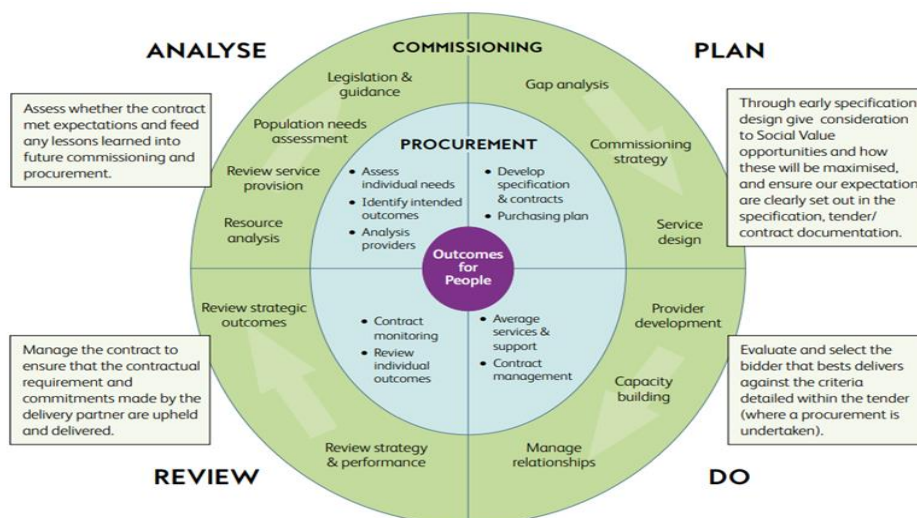


Diagram 1 The stages for social value in commissioning

2.28

Further guidance is provided around the totality of the process to ensure that all stages are captured.

2.29

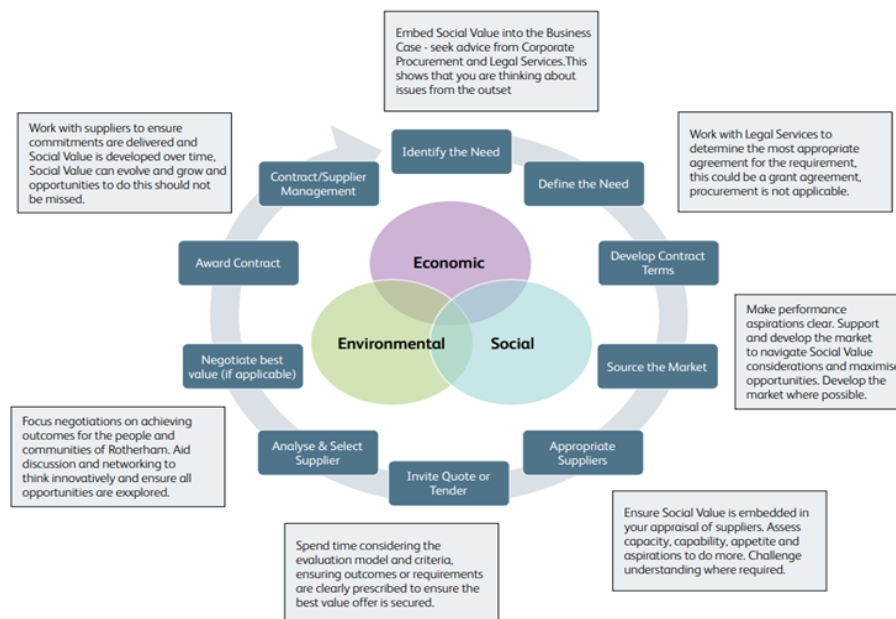


Diagram 2 Overview of the overall process commissioning process

2.30 Local Market Intelligence – Council expenditure

- 2.31 In 2021/22 the Council's overall third-party expenditure was £377.9 million, £41.2m (12%) more than the previous financial year. Spend is concentrated on our top 300 suppliers, which receive a significant proportion of expenditure. For example, in 2021/22 the Council used 3,342 suppliers, however, our top 300 accounted for 90% of total spend (same in 2020/21).
- 2.32 In 2021/22, the top 300 suppliers' expenditure accounted for £342m compared to £301.6m in the previous year, a £40.4m (13%) increase. The Council's Social Value Policy states contracts over £100k must include social value commitments and the majority of these contracts are found in our top 300 suppliers.
- 2.33 In 2021/22 60 suppliers in the top 300 were Rotherham based (up from 59 in 2020/21) with 107 located in South Yorkshire an increase of 8 from 99 in 2020/21. More local suppliers entering our top 300 suppliers list has a greater impact on the local economy by through utilising local employment which in turn helps to and keeping more of the "Rotherham pound" locally.
- 2.34 Analysis of this cohort of suppliers highlights the real impact social value commitments are having on our spend profile, in terms of supplier location. Figure 1 below shows spend made outside of South Yorkshire fell by 10% from 78% in 2019/20 to 68% in 2021/22. This fall correlates to a 10% rise in spend on Rotherham suppliers from 16% in 2019/20 to 26% in 2021/22.
- 2.35 Looking at the monetary value, Rotherham supplier spend has nearly doubled in the past 3 years. Figure 2 below shows spend on Rotherham-based suppliers within the top 300, increased from £44.8m in 2019/20 to £85.2 million in 2021/22. Similarly spend within South Yorkshire rose from

£61m to £104.5 million in 2021/22. These figures show more of the “Rotherham pound” is being spent locally and in South Yorkshire.

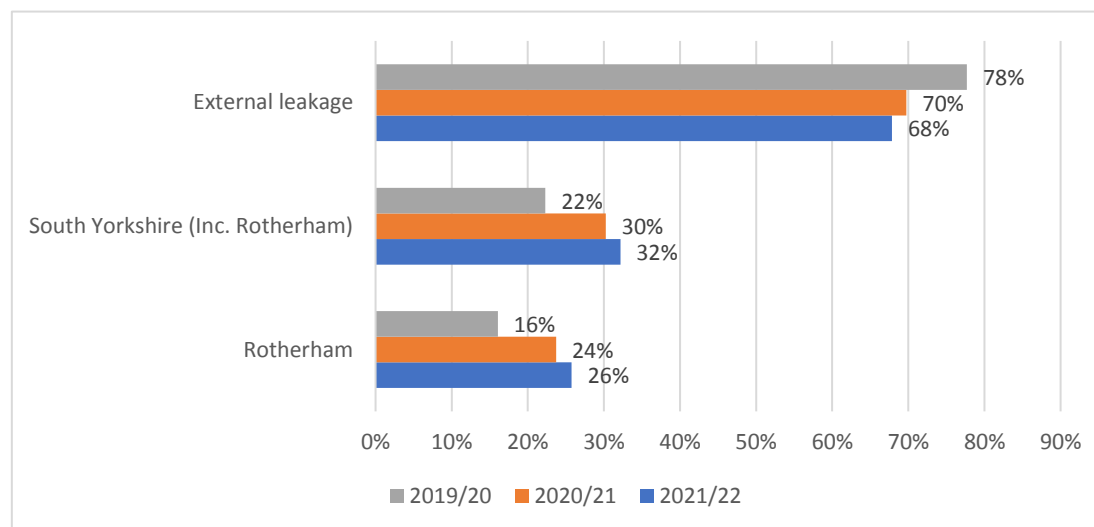


Figure 1 – RMBC percentage of total third party expenditure 2019-2022 (All Suppliers)

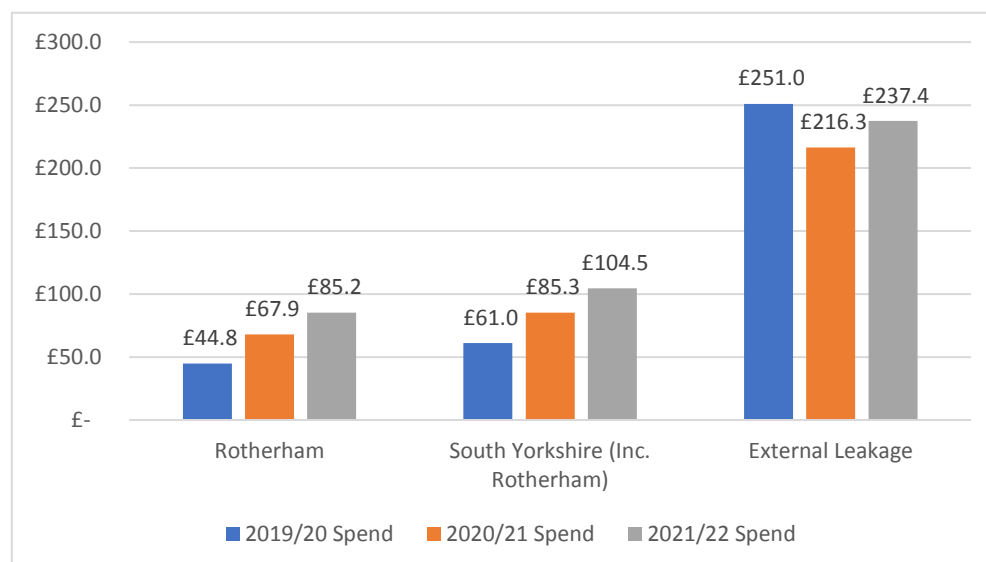


Figure 2 – RMBC third party expenditure (Top 300)

- 2.36 With many regeneration projects on the horizon, construction activities are playing a pivotal role in third-party supplier spend. Figure 3 below shows construction related spend increased from 9% of total supplier spend to 33% between 2021 and 2022, with only health spend higher (34%). These are the results of competitive procurement activity with social value requirements built into specifications. However, there is scope to use more Rotherham suppliers, as although a third of total supplier spend is directed towards construction, only 38% of this spend was contracted to Rotherham-based suppliers.

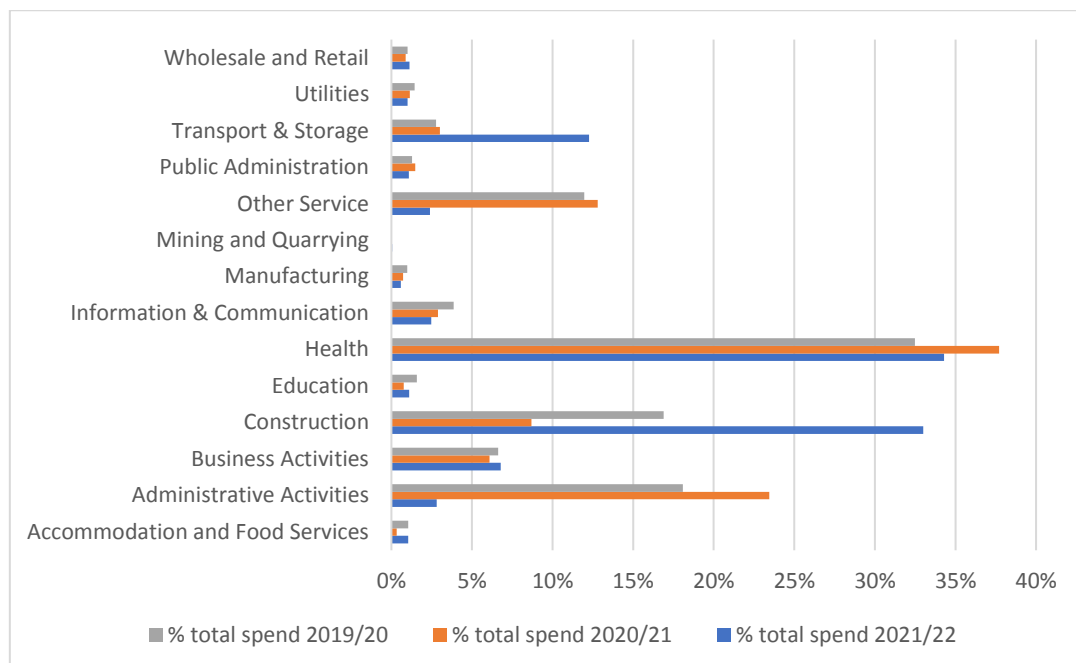


Figure 3 – Percentage spend by industry 2019-22 (All Suppliers)

2.37 Figure 4 shows other industries (similarly to construction) can also be developed through activity by RiDO to allow further local suppliers to participate in bidding for Council contracts. Council purchases good and services from local businesses shows that the Council is currently utilising 11% of the Borough's supplier base (9% in 2020/21). It should also be noted there are some industries where it is difficult or not feasible to use a Rotherham-based supplier. For example, utilities had a 0% spend on local suppliers as a local supplier base is not available. However, in all other industries, there is scope to expand purchase from the Rotherham supply base, subject to competitive procurement outcomes.

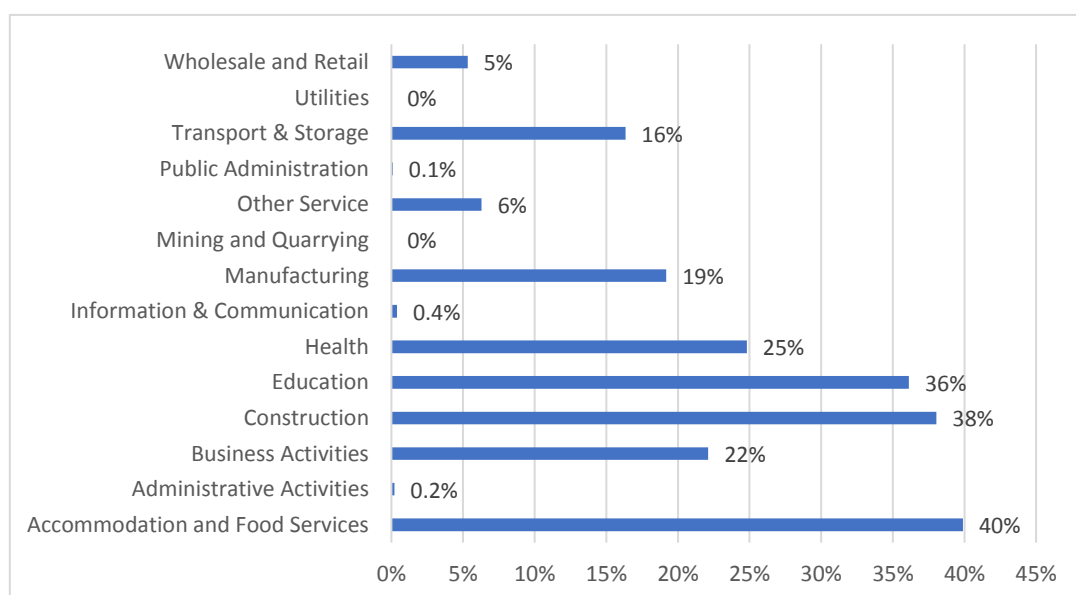


Figure 4 – Percentage total spend used on Rotherham suppliers by industry 2021/22 (All suppliers)

2.38 **Social Value Stories**

- 2.39 Suppliers and contract managers have shared a variety of positive stories to highlight the impact of social value on residents and communities. The Social Value stories set out the real-life examples of the benefits that are being brought about through the Policy and are included at Appendix 1 to this report. Work will continue to promote best practice and inspire other suppliers to deliver more social value.

2.40 **Living Wage Progress**

- 2.41 The Council received accreditation as a “Living Wage Employer” from the Living Wage Foundation in September 2021 and retained the accreditation in 2022. The reporting year for the living wage is September each year with data being prepared on that basis.

- 2.42 The Council continues to pay its own staff the real living wage, currently £9.90 per hour. This will rise to £10.90 per hour from April 2023.

- 2.43 The Council is also working to ensure that all contracts that are in scope pay the real living wage. In scope contracts cover where the contract being delivered:

- Is on Rotherham Council’s premises; and/or
- Is on Property owned or occupied by the Council (including where Rotherham Council is a tenant and is provided building related services through a Lease); and/or
- Is on Land which Rotherham Council is responsible for maintaining or on which it is required to work.

Services delivered elsewhere including on other organisations premisses are out of scope. Supply of goods contracts are also out of scope. Contracts are being brought into compliance as new contracts are let over the medium term. All in scope contracts where procurement has commenced since accreditation in September 2021 are compliant. The annual report to the Living Wage Foundation in September 2022 included all twenty in scope contracts let being compliant, together with fifteen out of scope contracts being compliant where contractors confirmed that they pay their staff the real living wage.

- 2.44 The Council is able to display the Real Living Wage logo on communications and publicity.

2.45 **Engagement and support to business**

- 2.46 Rotherham Investment and Development Office (RiDO) is actively engaging and supporting business through a number of channels. Key events and activity include:

- A presentation on social value and procurement to Rotherham Growth Board.
- A Supply Chain Adviser project ran across South Yorkshire with 33% of participants from Rotherham. This raised awareness of existing opportunities with engagement with procurement teams – the

Council, NHS, universities, etc. The project worked with local businesses to develop supply chains, develop capacity and confidence in businesses, identify new opportunities and encouraged “supply alliances” to bid for larger contracts.

2.47 Key actions / developments going forward

- 2.48 The Council has developed a detailed action plan across Directorates to maximise social value including through working with partners, alongside building on the benefits of producing the Social Value Toolkit and ensuring that securing social value delivery is integral to contract management. As part of this approach, key actions and developments are included each year to progress the social value journey. Previous key actions and developments have included securing Real Living Wage accreditation, specific actions to engage local business and the launch of the Social Value Toolkit.
- 2.49 As evidenced by the results seen to date, the increasing amount of Council funding being awarded to local contractors and social value commitments being yielded, the critical components to take forward the Social Value Policy are established and delivering. The focus now is on fully embedding social value into contract delivery and working with businesses and external agencies to grow local markets, community wealth building, and engaging partners / anchor networks.
- 2.50 RiDO are currently working on better communications around procurement and commissioning activities to local suppliers through various business forums and networks across the borough. There are plans to support new and existing businesses to enter into new markets from which the Council buys goods and services. RiDO will be holding meet the buyer events to share information about the types of future procurement to enable local businesses to consider opportunities for expansion. There will also be a celebration event to showcase social value outcomes to inspire more business to engage.
- 2.51 Several meetings have been held with partner public bodies including South Yorkshire Police and health services to develop anchor networks where collaboration will deliver more social value. It is planned to formally launch the Anchor Network approach in the coming year to raise awareness and engage more partners.

3. Options considered and recommended proposal

- 3.1 The options available are those set out as “key actions and developments going forward”.
- 3.2 Whilst it would be possible to prioritise a smaller number of actions, this is not recommended because the actions form an integral overall programme of activity to deliver the strategic outcomes of the Social Value Policy.

4. Consultation on proposal

- 4.1 Consultation was conducted both internally and externally as part of the development of the Social Value Policy and Framework.
- 4.2 The Council is building engagement with external agencies and partners to increase social value outcomes including through the development of anchor networks.

5. Timetable and Accountability for Implementing this Decision

- 5.1 This report presents progress at a point in time along a developmental journey. It sets out what has been achieved since adoption of the Policy but also further activities, each of which will have their own programme for delivery. Timescales of detailed options and recommendations will be set out in relevant reports as appropriate.
- 5.2 The Council maintains a detailed action plan for social value development and delivery.

6. Financial and Procurement Advice and Implications

- 6.1 There are no financial implications as a direct result of this report, as such this report does not have a direct financial impact on the Council's revenue or capital budgets. The report provides an update on the progress and impact of the Social Value Policy that the Council has adopted into the Council's procurement procedures. The impact that this policy has on any current or future procurement exercises will need to be factored into the decision-making process on those specific procurements.
- 6.2 All associated procurement implications are contained in the main body of this report.

7. Legal Advice and Implications

- 7.1 The Public Services (Social Value Act) 2012 allows for the consideration of added value, such as social, economic and environmental benefits, that may be secured in addition to the normal delivery of a contract. The Policy, including the Social Value Toolkit, must comply with procurement law, particularly the Public Contracts Regulations 2015. The Council must ensure its contractual and procurement documentation reflects the requirements described in this report.

8. Human Resources Advice and Implications

- 8.1 A key component of the Policy will be ensuring that officers have the necessary training and knowledge to successfully implement it. Training, including workshops, will be required. The approach for embedding social value meets this requirement. During 2022 this was done through the

introduction of the Social Value Toolkit, with the rollout of a mandatory social value e-learning in 2023/24.

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 The outcomes within the Social Value Framework support the Council's priorities: "Every child able to fulfil their potential" and "People are safe, healthy, and live well" by including support for education and employment for these groups as key Social Value outcomes.

10. Equalities and Human Rights Advice and Implications

- 10.1 The Social Value Policy, approved in October 2019, received an Initial Equalities Screening Assessment. This is still relevant to this report and is attached as an appendix
- 10.2 The Social Value Framework allows for annual reporting on several key equalities' issues, such as the number of people with disabilities that have gained employment. The policy has a positive impact with each individual procurement and commissioning activity including assessment of the impact on equality outcomes.
- 10.3 Further equalities screening and assessment will be undertaken on specific developments, especially when options for community wealth building are considered.

11. Implications for CO2 Emissions and Climate Change

- 11.1 NT 31 provides a social value outcome through savings in CO2 emissions on contracts achieved through decarbonisation, measured in tonnes of CO2.

12. Implications for Partners

- 12.1. Partners have already signed up to and made commitments to take forward social value in Rotherham. Partners are engaged in direct development and delivery of social value outcomes, especially in relation to Community Wealth Building and Anchor networks.

The Council is promoting social value through its engagement with the MCA, seeking to gain added value through the Devolution Deal and levelling up agenda. The MCA is engaged in the anchor network development with partners in Rotherham

13. Risks and Mitigation

- 13.1 In the summer of 2021, a sample audit was undertaken to ensure the Council was complying with Social Value Policy requirements for the procurement of contracts valued at £25,000 and above. As part of the audit there was a specific focus on those contracts £100,000 and above to ensure social value commitments were secured as part of the award of the

contract. The results of the audit found that the requirement has been successfully applied and provided substantial assurance that the controls in place to manage this activity are operating effectively.

14. Accountable Officers

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Approvals obtained on behalf of Statutory Officers: -

	Named Officer	Date
Chief Executive	Sharon Kemp	06/03/23
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	02/03/23
Assistant Director, Legal Services (Monitoring Officer)	Phil Horsfield	02/03/23

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Appendix 1

Social Value Stories

Story One: Esh Construction inspire young people with new career possibilities

Outcome measure/s delivered:



NT11 - Hours dedicated to support people into work (under 24 y.o.)

Between March 2021 and March 2022, Esh Construction delivered transportation infrastructure schemes. Throughout the delivery of these contracts, Esh Construction sought to provide recruitment and employment opportunities to the residents of the Rotherham Borough. They provided access to jobs and helped people to expand their career aspirations by working directly with young people within the vicinity of the construction sites. Esh have delivered a variety of social value outcomes, including hosting employability sessions, work experience preparation sessions, careers fairs, conducting site visits with students and delivering 'Construction in the Curriculum' lessons.

Delivering Social Value on the Century Way Project, the new Business Centre

Better Learners Better Workers

In total, Esh delivered 282 hours of employability guidance with Better Learners Better Workers (BLBW) at Wath Academy. Megan Roberts, Social Value Manager and Hannah Skill, Social Value Coordinator presented to a year 9 assembly of approximately 280 students. This provided students with an insight into career and study pathways within the construction industry, the variety of roles within the sector, transferable employability skills and introductory guidance



Esh Construction pictured with students at Wath Academy delivering Better Learners Better Workers

on the routes into construction. Students were also given the chance to learn how Megan progressed in her own career at Esh Construction.

Site visits

Site visits were led at the Century Way Site, for Level 1 Bricklaying Construction students from Dearne Valley College. The students were given a tour of the site and the Operations Manager and Site Manager gave them an insight into different career pathways into the industry. As a result of this visit, three students are now set to join the site team for a work experience placement.

Feedback from the college – *“Just wanted to say thank you for arranging the site visit yesterday! It was very well received by the students and Dan was really pleased that they were able to be present at a well-established building site”*

Employability sessions

Five employability sessions were delivered at Dearne Valley College to support students in making preparations for their future career. Following a session with ten Carpentry students, one student contacted Esh looking for an apprenticeship.

Feedback from the Work Placement and Employability Coordinator – *“The learners in today’s session were really engaged and asked lots of questions. They’ve been able to develop their confidence especially when discussing what they are proud of. The session also allowed them to talk more about their own skills and learn more about the construction industry and roles within the industry, especially within Esh Group.”*

Construction in the Curriculum

‘Construction in the Curriculum’ is a brand-new school programme which aims to show young people how the curriculum directly links to careers within the construction industry. The programme delivers a timetabled subject through a construction and built environment lens, in a bid to inform students about careers in the industry and how their education applies to real life job roles. This workshop involved Esh staff taking over a Maths lesson with students experiencing ‘a day in the life of a Quantity Surveyor’, to highlight the importance of maths skills in the surveying role. Students applied the curriculum that they have previously learnt to a real-life workplace scenario.



Matt, Megan and Hannah from Esh delivering a maths lesson

Testimonial from Wath Academy – *“Wath Academy were privileged to welcome Esh Construction to deliver their brand new ‘Construction in the Curriculum’ session to a group of Year 9 students.*

Students met a Quantity Surveyor, gaining an insight into the role and the relevance of their Maths topic in the world of work. Feedback was wholly positive with some students commenting that they would now consider a career in the construction sector. An informative, engaging session that we would highly recommend."

Why Social Value Matters – Megan Roberts (Social Value Manager at Esh Construction (Yorkshire))

The best part of my role is seeing the positive outcomes that are achieved through our social value initiatives. When looking at the support that we give to young people through employability and careers workshops, it is rewarding to work closely with students in small groups, or even on a one-to-one basis, as we can provide more bespoke and tailored support to each individual or group. For example, when looking at CV writing, often students are not sure what they should include in a CV when drafting for the first time, yet by spending time with them, we can help them recognise the things that they are proud of and how the day-to-day activities that they undertake as part of their normal routine can link to basic employability skills.

For any business that is considering how they can deliver social value within schools or colleges, my main advice would be to create something bespoke and personal. Research your local area, use local intelligence to consider where support may be best targeted, and work collaboratively with the education provider before delivering the sessions to really understand what the students need. For example, if there is a group of students who suffer with anxiety around work placements and what to expect, we can tailor the presentations to cover what to expect on your first day at a work placement to help reduce those anxieties. This will ensure that you capture the students attention and engage with them on a level that can meet their needs, instead of providing a generic presentation.



Esh attended a Careers Fair for 2,000 students at Wath Academy

Story Two: Target Housing support local person out of homelessness and unemployment through work placement

Outcome measure/s delivered:



NT12 – Meaningful work placements or pre-employment course

Since August 2020, Target Housing have delivered the rough sleeper initiative contract at Queens Street Hostel. As a result of this contract, Target Housing were able to provide an unemployed resident in the hostel a work placement in Cleaning Services with Target's Turnaround Team.

G.A's story

G.A came to Queen Street Hostel in 2021 with a history of complex needs including offending behaviour, substance misuse issues and mental health needs. The staff soon noticed that G.A kept his room and the communal areas of the hostel extremely clean, tidy, and organised and by doing so made him feel happier, calm and had a positive impact on his mental health and wellbeing which in turn helped G.A remain drug free.

The staff approached G.A with the idea of undertaking a placement with our Turnaround Team. He completed a four-week induction followed by four-week placement. During that time G.A worked with Targets team of Cleaners to learn skills and gain valuable employment experience.

As a result of this, G.A left the hostel to live independently. G.A left with work experience and a positive reference from Target's Turnaround team to help with his future employment and volunteering opportunities.

G. A's testimony

"Without Target Housing, I don't know where I would be. Working on the Turnaround team really helped with my head and gave me a better reason to get up in the morning".

Story Three: Mears create apprenticeships for unemployed residents

Outcome measure/s delivered:



NT1 – Number of local employees hired or retained

NT3 – Number of employees hired who are long term unemployed

NT 10 – Number of weeks of apprenticeships

NT 16 - Equipment or resources donated to VCSEs

In April 2020, Mears began delivering the repairs and maintenance contract for the council. Since the contract began, Mears have delivered a total of 520 apprenticeship weeks which equates to ten apprentices per year. One apprentice named Peter was unemployed for a period of eight months, before being offered the opportunity to join Mears through the government Kickstart scheme. As a result of this contract, Peter was offered the opportunity to begin an apprenticeship in Joinery and has now been successfully employed by Mears for a period of eighteen months.

Peter's story

In September 2021, Peter joined Mears Rotherham through the government Kickstart scheme following a successful interview with the General Manager. Peter was successful in his application to the Kickstart scheme and began a six-month paid work experience with Mears after being un-employed for a period of eight months.

Peter then began an apprenticeship in Joinery in April 2022, which he is still currently undertaking. As part of the apprenticeship Peter has been paired with a mentor which he works alongside often, Peter finds the mentoring aspect of the apprenticeship very helpful as he states, *"I get on well with my mentor, he's very supportive and we've formed a good friendship"*.

Peter enjoys the balance between on-the-job work experience and college one day a week. He states the apprenticeship has been *“a really good opportunity to form a good career whilst gaining work experience in an essential trade”*. Mears advised that *“Peter is developing well and gaining valuable experience working with his mentor in our planned team and continues to be fully committed on his journey to become a qualified Joiner”*.

Peter also volunteered his time alongside other apprentices to assist with preparing and hosting a Christmas dinner in conjunction with Age UK. The dinners were provided for elderly people who would be alone for Christmas or would not receive a Christmas dinner. Fifty guests attended the event held at Clifton Methodist Church. The apprentices also volunteered their time to make soup which was provided to Safe Haven.

Story Four: Rotherham Care Leaver offered full-time employment to recruit Foster Carers

Outcome measure/s delivered:



NT1 – Number of local employees hired or retained

NT4a - Number of 16-25 y.o. care leavers

Since April 2022, Brightsparks Agency have delivered the contract for digital marketing services for Foster Carer recruitment in Rotherham. Brightsparks is commissioned to deliver digital marketing support for recruitment of new foster carers to support its looked after children population. As a result of this contract, Brightsparks Agency has provided full time employment to a Rotherham resident who is also a Care Leaver.

Brightsparks tell the story

Brightsparks is a creative and digital agency dedicated to supporting organisations that operate for social purpose to improve their services and support, so they are better able to help people to improve their lives and prosper in society. As part of a tender exercise in 2022, Brightsparks included a social value offer to employ one full time member of staff from the Rotherham area within our agency. We chose to create a Junior Marketing Executive post which was filled from the outset of the contract in April 2022.

The individual employed is from Rotherham and is also a care leaver from RMBC.

From an employer's perspective, the experience has been largely positive. However, there have been challenges to overcome in the early stages of project, which included making sure we were providing the right type of employment opportunity for this individual, at the same time as trying to ensure that the job results in a net benefit to our business overall. We also needed to make sure that we sensitively manage what this individual works on and is exposed to in terms of the workstreams and content of our foster carer and social care recruitment programmes.

However, it is fair to say that the challenges are outweighed by the benefits that this individual has brought to our work. They are helping us to better explain to prospective foster carers the experiences that children and young people have often faced and what to expect, so that they are better prepared for their journey to becoming a foster carer. This individual is also able to articulate first-hand experience of how looked after children might interpret our marketing materials so that we can ensure we are being sensitive to their needs and experiences. This individual is incredibly keen to learn and has an excellent attitude in terms of picking up new digital marketing skills. They are still very much learning the trade of digital marketing but is already helping Brightsparks to deliver on a wide range of client projects. On a personal level, this individual is fantastic to work with and Brightsparks benefits greatly from their friendly, can-do attitude.

Brightsparks Managing Director - Andy Simpson said: *“This individual is already a fabulous asset to our organisation and we are excited about their long term potential and look forward to working with them over their duration of the RMBC contract and hopefully beyond.”*

Story Five: Synectics Security Ltd's donation to the Christmas Hamper initiative run by the Food in Crisis Partnership

Outcome measure/s delivered:



NT16 - Equipment or resources donated to VCSEs

Between 1st April 2022 and 1st November 2022 Synectics Security Ltd delivered the contract for stage one of the upgrade of public CCTV equipment and systems in Rotherham. As part of this contract, Synectics Security Ltd made a charitable donation of £3,200 to the borough's wider Christmas Hamper initiative Food in Crisis Partnership - a collection of organisations who run foodbanks, social supermarkets and projects that offer support to people in need.



Karen Shaw (Manager at The Learning Community) with the provisions bought using the Social Value donation

Synectic Security's donation resulted in Christmas dinner for fifteen families. The Learning Community in Dinnington were able to provide food parcels to families and children in need who are referred into the service by multi-agency providers such as RMBC, Children's Centres, Schools, Homeless services, and Domestic Abuse services.

Feedback from families

"Thank you for everything. We didn't want to think about Christmas because we didn't have anything and then you rang to say you had a hamper for us. I can't thank you enough, me and my son couldn't believe the stuff in the parcel and I'm finally feeling the Christmas spirit because of you"

"Wow - The hamper is fantastic thanks to all of you for everything"

"Thank you so very much from the bottom of my heart for our amazing hamper it's absolutely perfect I can't believe it thank you so much".

"It's just amazing what I've got in my hamper, even in my best days I wouldn't be able to buy so much food for Christmas. You don't realise how big this help is for somebody in my position".

"Thank you so much for the food parcel – I just don't know what we would have done without it".

"It was wonderful and a long time since I've had a Christmas dinner"

Feedback from volunteers

"Gosh, we have just taken a parcel to a lady who literally has nothing. She desperately needs help and now, at least she can give her son a decent Christmas Dinner"

"I began volunteering in November and was told about the Christmas hampers which were to be delivered before Christmas. I offered my help and quickly got involved. All the recipients had to be referred by agencies in Rotherham and we referred a few of our Community Fridge clients. Our downstairs area was packed with hampers, and it needed a high level of organisation to make sure all hampers were collected and delivered. I was amazed at the well thought out selection of food included even down to the accompanying sauces for the meat. The recipients were very varied from single parents to large families. It was a great feeling to know that many families would have a substantial Christmas lunch."

"A truly worthwhile project, so glad I was involved and hope it continues to provide for needy families in Rotherham whatever the format."

"It is heart-warming to see the little ones faces when they see they're getting a Christmas dinner and treats, they were truly overwhelmed, the kids would come to the door to see what it was, and mummy would tell them it was a food hamper so they could have a proper Xmas dinner, pull crackers together, and have some treats over Xmas, and the kids would get giddy and they would all say a sincere 'THANK YOU'

Appendix 2

PART A - Initial Equality Screening Assessment

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality and diversity.

A **screening** process can help judge relevance and provide a record of both the process and decision. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality and diversity
- whether or not equality and diversity is being/has already been considered, and
- whether or not it is necessary to carry out an Equality Analysis (Part B).

Further information is available in the Equality Screening and Analysis Guidance – see page 9.

1. Title	
Title: Social Value Annual Report	
Directorate: Assistant Chief Executive's	Service area: Performance, Intelligence and Improvement
Lead person: Steve Eling	Contact number: 01709 823618
Is this a:	
<input type="checkbox"/> Strategy / Policy	<input type="checkbox"/> Service / Function
<input checked="" type="checkbox"/> Other	
If other, please specify	

2. Please provide a brief description of what you are screening
<p>The Social Value Policy sets out how the council measures the added Social Value secured through the council's procurement and commission activity. As part of the development of the policy a set of Social Value outcomes were identified based on the Council Plan and 6 Social Value objectives. The Policy introduces a mandatory 10% consideration for Social Value for all contracts with a total value above £100,000. The Annual Report provides an update to Cabinet each year on progress achieved over the past year and priorities for the year to come.</p>

3. Relevance to equality and diversity

All the Council's strategies/policies, services/functions affect service users, employees or the wider community – borough wide or more local. These will also have a greater/lesser relevance to equality and diversity.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, disability, sex, gender reassignment, race, religion or belief, sexual orientation, civil partnerships and marriage, pregnancy and maternity and other socio-economic groups e.g. parents, single parents and guardians, carers, looked after children, unemployed and people on low incomes, ex-offenders, victims of domestic violence, homeless people etc.

Questions	Yes	No
Could the proposal have implications regarding the accessibility of services to the whole or wider community? <i>(Be mindful that this is not just about numbers. A potential to affect a small number of people in a significant way is as important)</i>		No
Could the proposal affect service users? <i>(Be mindful that this is not just about numbers. A potential to affect a small number of people in a significant way is as important)</i>		No
Has there been or is there likely to be an impact on an individual or group with protected characteristics? <i>(Consider potential discrimination, harassment or victimisation of individuals with protected characteristics)</i>		No
Have there been or likely to be any public concerns regarding the proposal? <i>(It is important that the Council is transparent and consultation is carried out with members of the public to help mitigate future challenge)</i>		No
Could the proposal affect how the Council's services, commissioning or procurement activities are organised, provided, located and by whom? <i>(If the answer is yes you may wish to seek advice from commissioning or procurement)</i>	Yes	
Could the proposal affect the Council's workforce or employment practices? <i>(If the answer is yes you may wish to seek advice from your HR business partner)</i>		No

If you have answered no to all the questions above, please explain the reason

The Social Value Policy provides for annual reporting on several key equalities issues such as the number of people with disabilities that have gained employment. The Policy has identified several key disadvantaged groups that should be supported through Social Value outcomes. As such the policy is having a positive impact regarding equalities. For each individual procurement and commissioning activity there is full consideration of the impact on equality outcomes. This is carried out by the officers involved in the procurement and commissioning activities.

If you have answered **no** to **all** the questions above please complete **sections 5 and 6**.

If you have answered **yes** to any of the above please complete **section 4**.

4. Considering the impact on equality and diversity

If you have not already done so, the impact on equality and diversity should be considered within your proposals before decisions are made.

Considering equality and diversity will help to eliminate unlawful discrimination, harassment and victimisation and take active steps to create a discrimination free society by meeting a group or individual's needs and encouraging participation.

Please provide specific details for all three areas below using the prompts for guidance and complete an Equality Analysis (Part B).

- **How have you considered equality and diversity?**

A consideration of equality and diversity was a key element in the development of the Social Value Policy. The policy's central aim is to support the employment (and education and training) of several disadvantaged groups including disabled people who are currently disadvantaged in the labour market.

- **Key findings**

Supporting these groups is central to the Social Value outcomes that have been identified – these include a wide range of groups who will be supported through increased training, school visits, employment, apprenticeships, and other training opportunities. In addition, the policy is also about changing the way the council commissions – adopting new principles will place new emphasis on co-designing services and involving service users throughout the process. This will increase the role and voice and seldom heard groups.

- **Actions**

The policy is being monitored on an annual basis. Individual officers will be responsible for considering the impacts and outcomes of each individual procurement or commissioning process. Further actions are being developed to embed Social Value in the working of the Council and develop forward looking actions. For 22, specific actions have been including taken:

- Maintain Real Living Wage accreditation with new contracts let that are living wage compliant.
- Social Value aligned to working towards "Excellent" under the Equality Framework for Local Government.
- Progressing the Rotherham Together Partnership Social Value Charter into the development of Anchor Networks.
- Working with local business and employers to develop understanding of social value and secure more social value through local letting of contracts.

The actions are further developed in 2022/23 to build on progress to date including community wealthbuilding that will work towards reducing inequalities through neighbourhood working.

The social value toolkit has been developed and launched that takes forward “Social Value by Design” through commissioning and linked directly to services which now include specific equalities detail.	
Date to scope and plan your Equality Analysis:	The Social Value Policy outcomes and actions are reviewed and monitored on an annual basis. This will capture the impacts of the policy.
Date to complete your Equality Analysis:	To be completed by officers for individual procurement and commissioning processes.
Lead person for your Equality Analysis (Include name and job title):	Individual officers are responsible for each procurement and relevant priority developments. The officer responsible for the overall analysis of the impact of Social Value will be Steve Eling, Policy and Equalities Manager.

5. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening:

Name	Job title	Date
Steve Eling	Policy and Equalities Manager	13 th February 2023
Karen Middlebrook	Head of Procurement	13th February 2023

6. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given.

If this screening relates to a **Cabinet, key delegated officer decision, Council, other committee or a significant operational decision** a copy of the completed document should be attached as an appendix and published alongside the relevant report.

A copy of **all** screenings should also be sent to equality@rotherham.gov.uk For record keeping purposes it will be kept on file and also published on the Council's Equality and Diversity Internet page.

Date screening completed	13 th February 2023
Report title and date	Social Value Annual Report
If relates to a Cabinet, key delegated officer decision, Council, other committee or a	Cabinet

significant operational decision – report date and date sent for publication	
Date screening sent to Performance, Intelligence and Improvement equality@rotherham.gov.uk	13 th February 2023

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Appendix 3

Will the decision/proposal impact...	Impact	If an impact or potential impacts are identified			
		Describe impacts or potential impacts on emissions from the Council and its contractors.	Describe impact or potential impacts on emissions across Rotherham as a whole.	Describe any measures to mitigate emission impacts	Outline any monitoring of emission impacts that will be carried out
Emissions from non-domestic buildings?	N/A				
Emissions from waste, or the quantity of waste itself?	N/A	.			
Emissions from housing and domestic buildings?	N/A				
Emissions from construction and/or development?	N/A				
Carbon capture (e.g. through trees)?	N/A				
<p>Identify any emission impacts associated with this decision that have not been covered by the above fields:</p> <p>Whilst the report does not address specific emissions / CO2 impacts actions directly, the TOMs framework at TM31 does identify savings in CO2 emissions on contracts as a social value outcome. This is measured in tonnes CO2e and given a proxy value of £69.44. Committed to date is shown as £186,216 with delivery to date at £75,676.</p> <p>The report shows figures from the Social Value Portal including 2670 tonnes of CO2e committed to be saved on contracts.</p>					

Please provide a summary of all impacts and mitigation/monitoring measures:

N/A

Supporting information:	
Completed by: (Name, title, and service area/directorate).	Steve Eling Policy and Equalities Manager Assistant Chief Executive's Directorate
Please outline any research, data, or information used to complete this [form].	Data provided by the Social Value Portal.
If quantities of emissions are relevant to and have been used in this form please identify which conversion factors have been used to quantify impacts.	N/A
Tracking [to be completed by Policy Support / Climate Champions]	

Committee Name and Date of Committee Meeting

Cabinet – 20 March 2023

Report Title

Fleet Replacement 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, Strategic Director of Regeneration and Environment

Report Author(s)

Karen Mudford, Head of Fleet & Transport Services

Tel: 07754 436548

Email: karen.mudford@rotherham.gov.uk

Sam Barstow

Assistant Director, Community Safety and Street Scene

Sam.barstow@rotherham.gov.uk

Ward(s) Affected

Borough-Wide

Report Summary

This report considers options to implement a long-term phased approach to the procurement, operation, maintenance, replacement, and disposal of Council fleet vehicles, which are essential tools in delivering services across the Borough.

The report details the current vehicle assets owned or leased by the Council and proposes a Fleet Replacement Plan to make best use of the available Capital funding, with a view to supporting the Council's commitment to net zero by 2030.

Recommendations

That Cabinet:

1. Approves the approach to fleet replacement, which refreshes 35% of the current fleet by 2025/26 that works towards the Council's strategic objective of achieving 'Net Zero' status by 2030, and Borough wide by 2040.

2. Notes the intention to strengthen centralised fleet management, including Council-wide requests for additional vehicles, acquisition, disposal, maintenance and redeployment of assets to ensure best utilisation and value.
3. Delegates authority to the Strategic Director of Regeneration and Environment, in consultation with the S.151 Officer, and Cabinet Member for Transport and the Environment to enter into the necessary procurement agreements to effect the delivery of the report objectives.

List of Appendices Included

- Appendix 1 Equalities Screening Assessment
Appendix 2 Carbon and Climate Change Assessment

Background Papers

RMBC Policy Statement – Responding to the Climate Emergency
[Responding to the Climate Emergency – Rotherham Metropolitan Borough Council](#)

Rotherham Transport Strategy
[Rotherham Transport Strategy – Rotherham Metropolitan Borough Council](#)

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

No

Fleet Replacement Plan

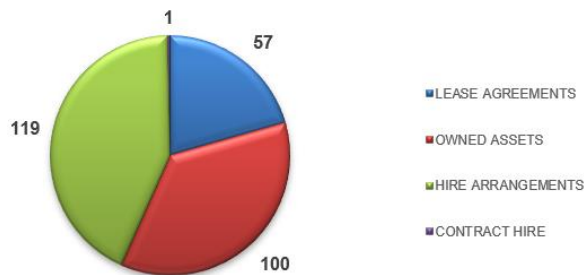
1. Background

- 1.1 The Council operates a diverse range of 337 vehicles and plant equipment across 22 departments. This includes around 60 large goods vehicles, such as refuse collection vehicles which are stipulated on a 'Goods Vehicle Operators Licence'. It is essential that all vehicles are well maintained, remaining safe and efficient to ensure the Council remains compliant with relevant obligations.
- 1.2 The 2020/21 Budget and Medium-Term Financial Strategy agreed to service capital borrowing in order to invest in the Council's fleet. A budget of £7.937m was approved, however the funding has not yet been drawn upon due largely to the response to the Covid-19 Pandemic.
- 1.3 On 30th October 2019, the Council agreed a motion to declare a climate emergency and published a policy statement in 2020 entitled, "Responding to the Climate Emergency". Within this, was a pledge to adopt the following targets:
 - RMBC: Council's carbon emissions to be at net zero by 2030
 - Rotherham: Borough-wide carbon emissions to be at net zero by 2040
- 1.4 The introduction of a 'Climate action plan' saw a requirement to, "Develop a timeline for EV fleet conversion" and this is reflected in the "Year Ahead Plan 2022-23" to "Develop a fleet conversion programme to low carbon fuel"; "The term 'Net zero' means achieving a balance between the carbon emitted into the atmosphere, and the carbon removed from it. This balance, or 'net zero' – will happen when the amount of carbon we add to the atmosphere is no more than the amount removed". *
**Energy Saving Trust*
- 1.5 Due to national and global climate objectives, the pace of change in automotive industry is rapid. Emerging technologies are resulting in a growing market of zero or ultra-low emission vehicle models from a wide range of manufacturers.
- 1.6 Whilst the Council operates some cars, most of the fleet consists of light commercial vehicles, heavy commercial vehicles, and items of 'road going plant', such as mechanical sweepers and ride on mowers and market development for these categories, has not progressed at the same pace.
- 1.7 Work towards the introduction of a Fleet Replacement Programme in 2019 stalled due to the Covid-19 pandemic, although at the time, zero or low carbon alternatives for light and heavy commercial vehicles were limited and it is these areas that need the most attention if the Council is to achieve the target of 'Net zero' by 2030.

2. Key Issues

- 2.1 The current fleet is a mixture of owned assets, lease agreements and hire arrangements. The lease agreements have either passed their end of term, or are approaching it in the next 12-24 months, and the hire arrangements in many cases due to their longevity, denote a requirement for a permanent fleet addition. Hire arrangements can often be costly, given that there is no commitment to term, and lease vehicles past their end of life can incur high-cost refurbishment charges, when returned to the lessor.

VEHICLES - BY ACQUISITION TYPE

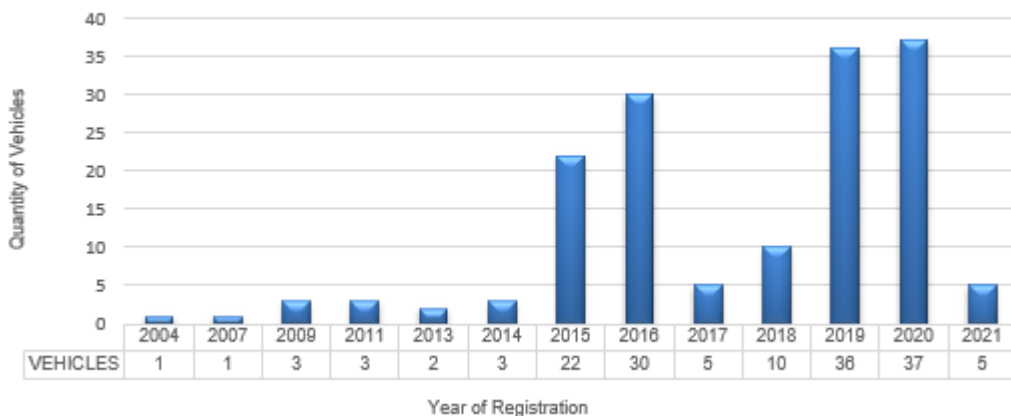


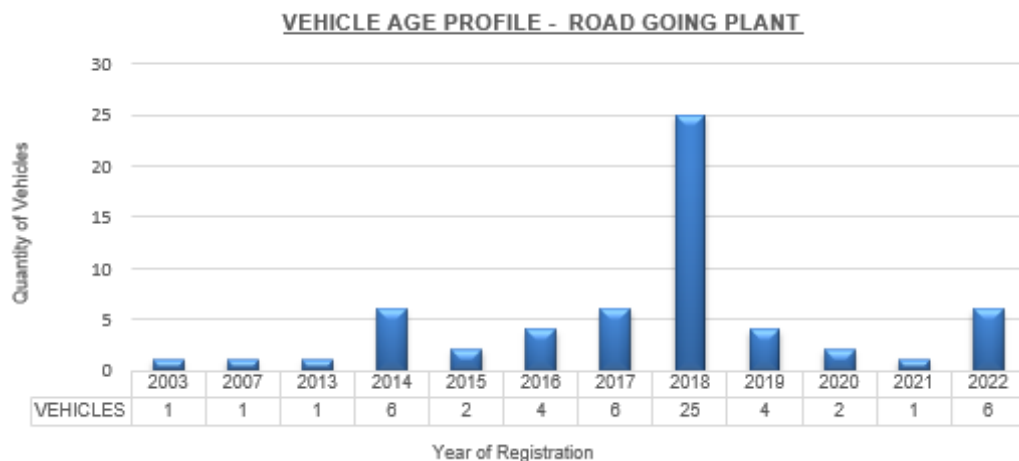
ROAD GOING PLANT - BY ACQUISITION TYPE



- 2.2 Excluding the hire arrangements which are largely vehicles registered within the last 3 years, the core fleet age profile demonstrates that there are 80 vehicles and road-going plant items that are greater than 5 years old. Current new vehicle delivery lead times from point of order, range from 12-24 months meaning that by the time replacements are ordered, these may be greater than 7 years old.

VEHICLE AGE PROFILE - VEHICLES





2.3 The fuel types of the existing fleet are:

FUEL TYPE	CORE FLEET	HIRE VEHICLES	ROAD GOING PLANT	TOTALS
DIESEL	139	114	45	298
PETROL	19	2	13	34
ELECTRIC / ULEV	0	3	2	5
TOTALS	158	119	60	337

2.4 It is critical that the Council aims to operate vehicles to an optimum life which considers vehicle reliability with age, the associated maintenance costs and predicted residual values, with the aim of replacing vehicles before they increase financial liability through age, mileage, and depreciation. A modern fleet also has benefits for employees, safety, and the Council's image.

2.5 Historically the UK market has enjoyed a healthy export pipeline, where medium and large commercial vehicles continue their lives in other countries for many years beyond the optimum life cycle.

2.6 Whilst there has been legislation in place since 1970, European wide emissions standards for vehicles were introduced in 1992 with the aim of reducing harmful exhaust gases entering the atmosphere.

2.7 Each iteration of Euro standard has delivered a gradual improvement in emissions as can be seen in the table below.

Euro Standard	Introduced on:	NOx	CO	PM	HC + NOx
1	31 st December 1992				
2	1 st January 1997				
3	1 st January 2001				
4	1 st January 2006				
5	1 st January 2011	0.18g/km	0.5g/km	0.005g/km	0.23g/km
6	1 st September 2015	0.08g/km	0.5g/km	0.005g/km	0.17g/km
7	Planned for 2025				

2.8 Diesel Particulate Filters (DPF) were introduced as part of the Euro 5 emissions standard. The particulate filters capture 99% of particulate matter and helps trucks and lorries to meet the lower total emissions. Engines that meet the standard, now emit the equivalent of one grain of sand per kilometre.

2.9 Euro 6 is the current standard for all new vehicle registrations, and for diesel trucks, the permitted emissions of NOx were reduced from 0.18g/km to 0.08g/km. All vehicles' emissions are considered as part of the annual MOT and any vehicle not meeting the required standards, are issued an instant failure, and are not considered roadworthy.

2.10	The Council's current vehicle fleet (not including road going plant) have the current Euro statuses:	EURO STATUS	VEHICLES
		4	7
		5	29
	Hire vehicles are typically less than 3 years old, guaranteeing a Euro 6 standard.	6	122
		TOTAL	158

2.11 By having a fleet that is Euro 6, improved fuel efficiency can be achieved, which lowers overall consumption by improving 'miles per gallon'. The latest diesel engines are now so clean, that to determine environmental carbon impact, the actual fuel usage from the vehicle fleet must be calculated and converted into carbon tonnes.

2.12 The automotive industry is currently experiencing manufacturing and supply chain challenges, meaning product lines are reduced, raw materials and parts scarce and extended lead times for delivery of new models which are rising in cost. Battery manufacture is proving challenging, as firms struggle to survive due to high-cost component materials.

2.13 By planning fleet replacement, procurement requirements can be addressed early, with opportunities to engage with the local market and secure manufacturers 'build slots' well in advance of when delivery is required. This also brings value in large scale procurement exercises, to bring economies of scale and add social value.

2.14 When considering low carbon alternatives, there are a range of challenges in the heavy commercial markets in terms of electric vehicles such as:

- Mileage ranges
- Operation of rigs or other municipal equipment impacting battery life
- Cold weather impacting battery life
- Reliability
- Longevity
- Whole Life Costs
- Residual Values
- Maintenance skills

- 2.15 Whilst there are other alternative power sources for vehicles in development, such as hydrogen, hydrotreated vegetable oil and compressed/liquified natural gas, Battery Electric Vehicles (BEV) are leading the market with price points and vehicle delivery lead times becoming more accessible and attractive to meet climate objectives. There is no certainty around long term market predictions for a leading alternative fuel source, given the advances seen in the last 2 years alone, with 5 times more BEV models now available, than in 2021.
- 2.16 Infrastructure and rising energy costs are to be considered when structuring a fleet replacement programme. Supply of alternative fuels must be readily available and stored where possible, in addition to the existing bunkered supply of diesel at the current operational depots. If BEV are sourced, there must be means to have sufficient charging points and electricity through grid capacity at vehicle operating centres around the borough, including out bases where vehicles park whilst not in use.
- 2.17 Electricity infrastructure to support charging of a large number of vehicles needs to be thoroughly assessed in order to support future phases of fleet replacement. A partial transition may minimise any risks associated with day-to-day operations of electric fleet and allow the Council to develop its understanding of the implications.
- 2.18 Power interruptions could result in BEV fleet being grounded through charging failure and therefore unable to deliver operational services. This could present reputational and financial risks to the Council.

3. Options considered and recommended proposal

- 3.1 **The recommendation is to seek to replace a total of 119 vehicles between 2023/24 – 2025/26 as ‘Phase 1’**
- 3.2 The rationale for identifying the vehicles within this option for replacement is:
- Owned assets that do not comply with clean air zones and are less than Euro 6 emissions standard
 - Leased or contract hired vehicles that have passed their contract end date and continue to incur annual rental charges
 - Contract hired vehicles where the term is due to expire in 2023 (not the 16 x '16 plate RCV's)
 - Hired vehicles that have been in service over 250 days where length of hire determines service requirement, and an annual revenue saving could be potentially achieved.

- 3.3 The table below shows a breakdown of the vehicle purchases between Battery Electric Vehicle (BEV) and Internal Combustion Engine (ICE) vehicles.

			BEV	64	£3,334,904		
			ICE	55	£4,265,000		
TOTAL VEHICLES				119	£7,599,904		
					BEV	ICE	
CAT 1	CAR	10			£320,000	£0	
CAT 2	MPV	3			£120,000	£0	
CAT 3	4x4	1			£0	£25,000	
CAT 4	MBUS	20			£0	£1,731,000	
CAT 5	LCV	74			£2,034,904	£836,000	
CAT 6	LGV	11			£860,000	£1,640,000	
TOTAL INDICATIVE COST BY VEHICLE TYPE:					£3,334,904	£4,232,000	£7,566,904

- 3.4 This option would replace 35% of the fleet in the first phase and delivers 119 new vehicles within the current available budget of £7.9m. 64 of the 119 vehicles would be replaced by battery electric derivatives (representing 19% of the fleet) and the remainder would be internal combustion engine at Euro 6 standard. As can be noted, a range of different vehicle types will be replaced including minibuses, light commercial vehicles (these are small vans), multi-purpose vehicles (eg seven seater cars) and some refuse collection vehicles. The bulk of electric vehicles purchased will be small cars, such as Ford Fiesta type vehicles as well as a range of the smaller vans.

- 3.5 The acquisition methods of the existing 119 vehicles are:

HIRED	72	60.5%
OWNED ASSETS	8	6.7%
CONTRACT HIRE	1	0.8%
LEASED	38	31.9%

119

- 3.6 The current annual rental charges for vehicles that are hired, leased and contract hired which have been identified for replacement in this option, is £952k.
- 3.7 The remaining capital budget would be used to purchase the 16 x '16 plate RCV's at the end of their lease term in 2023. This is estimated to be a payment of c.£25k per vehicle, (current expected quotations) totalling £400k to translate them to RMBC ownership. The vehicles have had significant financial investment in repairs to elongate the life of the waste bodies, following an extension of the leases in 2021 from 5 years to 7 years. By purchasing these, the impact on revenue budgets will reduce by c.£325k per annum, however prudential borrowing charges would need to be written

down over the remainder of the vehicle's lifespan. It is anticipated that a further 2 years, would allow sufficient time for the RCV's to be replaced as "Phase 2" of the fleet replacement plan following seeking approval through a new capital bid. The vehicles would also have some residual value at the end of the additional 2 years extension to offset the initial investment.

- 3.8 The option recommended above represents a blend of priorities which includes the initial ambition tied to the budget allocation in relation to 'invest to save' as well as taking account of the Council's commitment to climate change ambitions. A range of different options were considered. Firstly, the option of increasing the amount of electric vehicles purchased was considered however, this is not possible within the current budget and may not be the best use of investment taking into account current emissions, charging infrastructure and age of some of the current fleet. It is acknowledged that key aspects of the fleet will need to be replaced in due course and as a result future capital bids will be forthcoming. In addition, the option to do nothing remains however this is not recommended due to the issues outlined above in relation to older vehicles and levels of emissions, as well as reliability and the opportunity to maximise use of resources by purchasing long-term hire vehicles to cater for business need.
- 3.9 In producing the fleet replacement plan the Council has also considered ongoing management and purchase of fleet as well as maintenance. In order to ensure that the Council's fleet is effectively managed, following the insourcing of the maintenance service, and aligns to strategic priorities, it is essential that centralised management is in place. The service will implement, as part of the fleet replacement plan, activity to identify improved corporate processes for purchase and maintenance of vehicles (and associated budgets) with a view to centralising the management and approval processes within the Corporate Transport Unit.

4. Consultation on proposal

- 4.1 There has been no specific external consultation carried out however in developing proposals the Council has explored the approach being taken elsewhere as well as acknowledging and reviewing information in relation to fuel types and new fuel developments. Each individual vehicle purchase will consider appropriate consultation as required.

5. Timetable and Accountability for Implementing this Decision

- 5.1 Subject to Cabinet approval the Plan will be implemented during 2023/24 and 2025/26. The timescale is largely driven by lead times on orders for vehicles however procurement activity will take place during 2023/24.
- 5.2 The Head of Fleet and Transport Services and the Assistant Director for Community Safety and Street Scene will be accountable for implementing the Plan and this will be coordinated through a project board who will oversee progress. This will be established immediately following the Cabinet decision.

6. Financial and Procurement Advice and Implications

- 6.1 The Fleet and Transport Service have worked in collaboration with the Procurement Team in researching market options and costs in order to develop the fleet replacement plan. All subsequent procurement activity will be progressed in line with the Public Contracts Regulations 2015 (as amended) and the Council's own Financial and Procurement Rules. It is likely that there will be a range of procurement strategies required dependent on the varying vehicle types.
- 6.2 The Council allocated £7.937m in the Capital Programme for Fleet Replacement which provides the approved funding to meet the chosen option. The approved net budget for the Corporate Transport Unit (excluding Home to School direct costs) is £0.4m. The capital and revenue modelling for the recommended option are validated estimates using latest data on the Council fleet assets. Whilst this does show significant potential for revenue savings (£0.9m), the Capital borrowing costs and increased maintenance costs must be considered and as a result the saving forecasted are moderate at this stage.
- 6.3 The cost modelling will continue to be reviewed to ensure future revenue savings are accurately identified and support future consideration of further capital borrowing. The revenue implications will need further appraising once actual costs are known with the impact reported into the Council's budget process. Also included in the appraisal will be the impact of further centralising of Fleet operations

7. Legal Advice and Implications

- 7.1 Each of the transactions referred to within the strategy will need to comply with the Public Contract Regulations 2015 (as amended) and the Councils FPPR. Appropriate terms and conditions will be required in respect of all of the contractual arrangements to be implemented to ensure that the Council is appropriately protected, and the objectives of the strategy are achieved
- 7.2 Section 9D of the Local Government Act 2000 requires that all functions of a local authority are the responsibility of the executive unless otherwise specified in regulations. The discharge of functions in relation to the issues set out in the report are not specified within regulations as to not be functions of the executive. Therefore, this is an executive power to be exercised by the Cabinet.

8. Human Resources Advice and Implications

- 8.1 Human resources implications are outlined within the report concerning the impacts on staffing resources, safety and morale/motivation.

9. Implications for Children and Young People and Vulnerable Adults

- 9.1 Children and young people as well as vulnerable adults are impacted by the Councils fleet through the delivery of a number of different services such as home to school or the provision of adult care services. Improvements to the fleet will have a positive impact on those who benefit from the Council's fleet. Close liaison between services will be essential to ensure individual purchases meet the needs of staff and service users.

10. Equalities and Human Rights Advice and Implications

- 10.1 There are no direct impacts as a result of the fleet replacement plan overall however individual purchases will need to ensure they reflect the needs of individual users and will therefore be subject to individual assessment.

11. Implications for CO2 Emissions and Climate Change

- 11.1 As noted within the Climate Impact Assessment and within the body of the report, the objectives in terms of replacing vehicles is to continue to reduce carbon emissions and therefore have a positive impact on the Council's commitments to net zero by 2030.
- 11.2 There are limitations and risks in moving to a fully electric fleet and again this is detailed within the body of the report. Not only is the technology not yet capable of supporting all of the Council's functions but the infrastructure also requires improvement. Decarbonising the fleet fully will require further investment in future years, alongside further technological advancement.

12. Implications for Partners

- 12.1. The provision of a well maintained and up to date fleet is critical in supporting the Councils general delivery, which has a significant impact on partners. Largely, the procurement and replacement of vehicles within the fleet will not impact the Councils partners.

13. Risks and Mitigation

- 13.1 There are a range of associated risks, some of which have been referenced within the body of the report. In particular there are risks associated with:

- Charging infrastructure
- Market Fluctuations
- Emerging Technologies
- Supply chain
- Maintenance and reliability of electric
- Increasing Energy Prices

The recommended option seeks to mitigate some of the risk identified above through a blended approach to fleet replacement as outline in section 3. In addition, a project board will be established to oversee the fleet replacement plan and associated issues. This will include a risk register and mitigating actions.

14. Accountable Officers

Karen Mudford, Head of Fleet & Transport Services
 Sam Barstow, Assistant Director- Community Safety & Streetscene

Approvals obtained on behalf of Statutory Officers: -

	Named Officer	Date
Chief Executive	Sharon Kemp	06/03/23
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	02/03/23
Assistant Director, Legal Services (Monitoring Officer)	Phillip Horsfield	02/03/23

Report Author: Karen Mudford, Head of Fleet & Transport Services
Tel: 07754 436548
Email: karen.mudford@rotherham.gov.uk
 This report is published on the Council's [website](#).

Appendix 1

PART A - Initial Equality Screening Assessment

As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality and diversity.

A **screening** process can help judge relevance and provide a record of both the process and decision. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality and diversity
- whether or not equality and diversity is being/has already been considered, and
- whether or not it is necessary to carry out an Equality Analysis (Part B).

Further information is available in the Equality Screening and Analysis Guidance – see page 9.

1. Title	
Title: Equality Analysis: Fleet Replacement	
Directorate: Regeneration & Environment	Service area: Fleet & Transport Services
Lead person: Sam Barstow Assistant Director Community Safety and Street Scene	Contact: Sam.barstow@rotherham.gov.uk
Is this a:	
<input type="checkbox"/> Strategy / Policy	<input checked="" type="checkbox"/> Service / Function
<input type="checkbox"/> Other	
If other, please specify	

2. Please provide a brief description of what you are screening
Implementation of fleet replacement plan.

3. Relevance to equality and diversity

All the Council's strategies/policies, services/functions affect service users, employees or the wider community – borough wide or more local. These will also have a greater/lesser relevance to equality and diversity.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, disability, sex, gender reassignment, race, religion or belief, sexual orientation, civil partnerships and marriage, pregnancy and maternity and other socio-economic groups e.g. parents, single parents and guardians, carers, looked after children, unemployed and people on low incomes, ex-offenders, victims of domestic violence, homeless people etc.

Questions	Yes	No
Could the proposal have implications regarding the accessibility of services to the whole or wider community? <i>(Be mindful that this is not just about numbers. A potential to affect a small number of people in a significant way is as important)</i>		X
Could the proposal affect service users? <i>(Be mindful that this is not just about numbers. A potential to affect a small number of people in a significant way is as important)</i>		X
Has there been or is there likely to be an impact on an individual or group with protected characteristics? <i>(Consider potential discrimination, harassment or victimisation of individuals with protected characteristics)</i>		X
Have there been or likely to be any public concerns regarding the proposal? <i>(It is important that the Council is transparent and consultation is carried out with members of the public to help mitigate future challenge)</i>		X
Could the proposal affect how the Council's services, commissioning or procurement activities are organised, provided, located and by whom? <i>(If the answer is yes you may wish to seek advice from commissioning or procurement)</i>		X
Could the proposal affect the Council's workforce or employment practices? <i>(If the answer is yes you may wish to seek advice from your HR business partner)</i>		X
If you have answered no to all the questions above, please explain the reason		

The Cabinet report and associated decisions set out the Council's strategic approach to fleet replacement. Whilst the overall approach does not have an impact on individuals or groups with protected characteristics, individual vehicle procurements will. The service will need to ensure that each individual vehicle purchase is assessed in terms of the needs of employees or service users to ensure the provision is appropriate.

If you have answered **no** to **all** the questions above please complete **sections 5 and 6**.

If you have answered **yes** to any of the above please complete **section 4**.

4. Considering the impact on equality and diversity

If you have not already done so, the impact on equality and diversity should be considered within your proposals before decisions are made.

Considering equality and diversity will help to eliminate unlawful discrimination, harassment and victimisation and take active steps to create a discrimination free society by meeting a group or individual's needs and encouraging participation.

Please provide specific details for all three areas below using the prompts for guidance and complete an Equality Analysis (Part B).

- **How have you considered equality and diversity?**

- **Key findings**

- **Actions**

Date to scope and plan your Equality Analysis:

Date to complete your Equality Analysis:

Lead person for your Equality Analysis
(Include name and job title):

5. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening:

Name	Job title	Date
Andrew Hague	Interim Transport Manager	10/02/23
Graham Laycock	Acting Head of Fleet & Transport Services	10/02/23
Sam Barstow	Assistant Director of Community Safety and Street Scene	10/02/23

6. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given.

If this screening relates to a **Cabinet, key delegated officer decision, Council, other committee or a significant operational decision** a copy of the completed document

should be attached as an appendix and published alongside the relevant report.

A copy of **all** screenings should also be sent to equality@rotherham.gov.uk For record keeping purposes it will be kept on file and also published on the Council's Equality and Diversity Internet page.

Date screening completed	
Report title and date	Fleet Replacement Plan
If relates to a Cabinet, key delegated officer decision, Council, other committee or a significant operational decision – report date and date sent for publication	Cabinet – March 2023
Date screening sent to Performance, Intelligence and Improvement equality@rotherham.gov.uk	10 th February 2023

Appendix 2

Will the decision/proposal impact...	Impact	If an impact or potential impacts are identified			
		Describe impacts or potential impacts on emissions from the Council and its contractors.	Describe impact or potential impacts on emissions across Rotherham as a whole.	Describe any measures to mitigate emission impacts	Outline any monitoring of emission impacts that will be carried out
Emissions from non-domestic buildings?	Increased emissions	As the main market choice for alternatively fuelled vehicles currently is battery electric, it should be considered that whilst tail pipe emissions and carbon impact through the combustion of fuels are zero, charging infrastructure will need to be increased and there is a residual carbon impact from the electricity supplied. Electricity is generated from a variety of sources, such as wind and solar, gas, coal or biomass power stations, and expansion of nuclear technology. How the electricity is generated and transported via the grid to the plug socket, would be considered as increasing carbon impact in the context of increasing the number of	Overall grid demand from increased use of electricity results in increased borough wide emissions through residual factors such as supply chain impact and source of generation.	<p>The Council has an Energy Team that focus on achieving best solutions for the corporate supply of electricity.</p> <p>Consideration is given to electricity generation methods, supply chain factors and installation of efficient charging solutions.</p>	<p>Electricity usage will be closely monitored, through a process to gather data on individual vehicles charging patterns and consumption.</p> <p>Data will be used to inform future BEV procurement decisions.</p> <p>Monitoring of electricity prices and performance indicators to be established in the context of BEV, to benchmark against internal combustion engine derivatives and emerging new technologies, for example Hydrogen.</p>

		fleet vehicles reliant on electricity.			
Emissions from transport?	Reduced emissions	<p>Vehicles that are converted to battery electric options, will reduce direct emissions of greenhouse gases from transport.</p> <p>Carbon tonnage that is converted from the burning of diesel and petrol, will reduce if replaced with BEV's.</p>	<p>Whilst the Council's vehicle assets emit relatively low carbon tonnage compared to other modes of transportation and industry sectors, any reduction in carbon output will add value to the stipulated environmental improvements associated with net zero targets.</p> <p>The Council has committed in the Climate Strategy for carbon emissions to be at net zero by 2040 across the borough, and a reduction in carbon from the Council's own vehicles is a key contributing factor to this by helping to achieve "A cleaner, greener environment".</p>	<p>A phased approach to fleet replacement, allows work to start immediately to convert the fleet to low carbon alternatives.</p> <p>By tackling fleet replacement in stages, it allows for emerging new technology to be considered, vehicle manufacturing supply chains to stabilise, respond to demand, and price points to reduce as advancements are adopted.</p> <p>Where a BEV is not suitable, a low carbon alternative will be selected such as a hybrid model, or the cleanest possible internal combustion engine, that is compliant with current Clean Air Zone stipulations.</p> <p>Driver training will feature fuel efficient driving, to improve behaviours in sympathy of the vehicle,</p>	<p>All fuel/alternative fuel consumption figures will be monitored, data gathered and analysed for inclusion in future decision making.</p> <p>Impact of delivering driver training will be monitored through reporting available from telematics solutions in conjunction with fuel/alternative fuel data.</p>

				such as harsh acceleration, excessive engine idling (ICE), harsh breaking and over revving.	
Emissions from waste, or the quantity of waste itself?	Both increased and reduced (Context depending)	<p>Batteries of BEV's require specialist disposal at end of life and are significantly larger than on current ICE models. The Council currently must dispose of these through a specialist waste arrangement, which will increase costs and waste of redundant units.</p> <p>As ICE derivatives are removed from the fleet, oily waste from engine components that are redundant as part of the vehicle maintenance, will reduce.</p>	Waste products from fleet repair and maintenance are managed by an external contractor, and by nature will never fully decompose or be recycled.	<p>Recycling of batteries is a developing industry, with the ambition that precious metals previously minded from the earth's resources, and the associated carbon impact of the manufacturing process, is mitigated by recovery of materials for reuse.</p> <p>By maintaining vehicles in a planned, preventative fashion, it elongates the life cycle, meaning overall there are less vehicles enter the aftermarket. Where a replacement strategy adopts a 3–5 year retention cycle, used vehicles are disposed of and replaced with new, when the old vehicle may never be sold on as ICE are phased out with a lack of replacement parts available. The Council looks to retain fleet for a minimum of 5 years to</p>	Monitoring of non-recyclable waste from the vehicle maintenance process to be established to ascertain carbon impact.

				ensure minimal waste enters the aftermarket.	
Emissions from housing and domestic buildings?	Potential increased emissions	<p>As the Council moves to the employment of BEV, this presents charging infrastructure challenges. Not all fleet vehicles are based at one of the RMBC operating centres, such as Hellaby Depot, Oaks Lane, Barbers Avenue or Riverside.</p> <p>Some vehicles are based from the home addresses of RMBC employees, and never visit an RMBC site. It will be necessary to consider that emissions will be increased from housing/domestic buildings if the need arises to implement a 'Home charging Policy'.</p>	Employees based in the borough, who are required to charge a fleet vehicle at home, will impact on borough emissions.	RMBC energy team to ensure usage for fleet vehicle purposes and associated carbon impact are as efficient as possible.	Reporting to monitor energy usage by vehicle, and vehicle mileages to inform future decision making and draw comparisons with ICE and emerging alternative fuels.
Emissions from construction and/or development?	Increased emissions	As the demand for BEV grows and is implemented, so will the requirement for charging point installation. This will potentially require, depending on the location, some building work that may involve construction activities that	Charging points may be required borough wide, based on the parking location and therefore charging requirement of BEV's added to the fleet and therefore similar construction/installation activities will account for	Installation of charging points will be by external contractor, through which the procurement process considers the carbon impact statements of suppliers submitting bids for the work.	Procurement decisions to account for carbon impact, and be noted as part of the overall carbon footprint calculations of fleet operation.

		have a carbon impact. An example of this, would be excavation work at Hellaby, to lay cables and replace the surface. Supply of Asphalt/concrete or other surfacing materials have supply chains with associated carbon impacts.	increased carbon emissions.		
Carbon capture (e.g. through trees)?	Unknown impact				
<p>Identify any emission impacts associated with this decision that have not been covered by the above fields:</p> <p>Carbon miles of component parts</p> <p>Parts supply for routine repair and maintenance may be manufactured around the globe, and therefore consideration needs to be considered as the market evolves, as to if this is greater or less than current ICE parts manufacturers.</p>					

Please provide a summary of all impacts and mitigation/monitoring measures:

All the carbon impacts above, rely on the implementation of control measures and new reporting, and it is this in particular that will allow future decision making to be better informed based on the capture of data from this first phase of fleet replacement.

Transition to low carbon alternatives as a UK wide strategy is in relative infancy, and the market has evolved rapidly in 2021 compared to the previous 5 years, with more BEV's registered in one year alone. There are still elements of the unknown, such as vehicle manufacturing, optimum life cycle, full life cycle costs, vehicle component availability, residual values, rising energy prices, other emerging alternative fuels, global supply chain sustainability and resilience, economic factors, infrastructure expansion and all of the associated residual carbon impacts.

By way of mitigation, the phased approach to fleet replacement, and the employment of low carbon alternatives (19% of fleet by 2025) gives opportunity to learn from the gradual implementation and gather data to inform future decision making whilst still progressing towards strategic climate objectives.

Supporting information:	
Completed by: (Name, title, and service area/directorate).	Karen Mudford Head of Fleet & Transport Services Community Safety and Streetscene – Regeneration and Environment
Please outline any research, data, or information used to complete this [form].	
If quantities of emissions are relevant to and have been used in this form please identify which conversion factors have been used to quantify impacts.	
Tracking [to be completed by Policy Support / Climate Champions]	

Public Report
Overview and Scrutiny Management Board

Committee Name and Date of Committee Meeting

Overview and Scrutiny Management Board - 15th March, 2023

Report Title

Local Government Association Customer Services Peer Challenge

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

No

Strategic Director Approving Submission of the Report

Judith Badger, Strategic Director for Finance and Customer Services

Report Author(s)

Luke Sayers, Assistant Director Customer Information & Digital Services
Luke.Sayers@rotherham.gov.uk

Ward(s) Affected

Borough-Wide

Report Summary

The Council commissioned a Local Government Association Customer Services Peer Challenge which took place 7th to 9th June 2022.

This report provides a summary of the recommendations arising from the Peer Challenge and sets out the next steps in taking the recommendations forward.

Recommendations

Overview and Scrutiny Management Board are requested to note and comment on the report.

List of Appendices Included

- Appendix 1 Rotherham Metropolitan Borough Council, LGA Customer Services Peer Challenge, 7 – 9 June 2022, Feedback Report
- Appendix 2 List of projects and their status required to deliver the recommendations of the LGA report

Background Papers

No background papers

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

No

Exempt from the Press and Public

No

Local Government Customer Services Peer Challenge

1. Background

1.1 The Council's Customer Services team support customers to access services through a single digital process regardless of the access channel they choose:

- Online through the Council's main website or one of 38 Micro Sites.
- By telephone to the Corporate Contact Centre – which is operational 24 hours a day, every day of the year.
- Face to Face.

1.2 Website

In 2017 the Council's website offer was generally poor with very few transactional services available for customers and low-quality content which led to incomplete and unsuccessful searches. The website also included thousands of references across its pages to Council phone numbers which in turn encouraged and diverted customers away from the website and to the telephone.

1.3 A refreshed and improved website went 'live' in October 2019 complimented by the implementation of Case Management software enabling customers to track the journey of their enquiry and receive automated communication updates.

1.4 During 2021/22, over 200k transactions were completed by customers who 'self-served' online.

1.5 Contact Centre and Face to Face Customer Service at Riverside House

Face to face customer service at Riverside House became part of Customer Services Contact Centre team in 2018; resulting in a restructure that enabled the delivery of savings of £440k per annum through a reduction of 20 FTE over a two-year period. In 2020/21 a one year budget increase of £100k was provided to temporarily increase the number of call handlers by 2 FTE along with supporting the transition to a new face to face customer services model with 2 additional FTE. In 2021/22 additional budget of £122k was provided to increase the call handling staff by 5 FTE (the 2 already in place and a further 3). This temporary increase was agreed for a further year in 2022/23. The investment has supported the recruitment of 5 temporary extra staff who helped to reduce wait times on the phones. A second and separate investment of £109k was made in 2021/22 and 2022/23. This investment supported the development of digital customer service solutions.

1.6 Staff delivering face to face customer services are also rostered to work in the Contact Centre. Processes are designed to ensure that the customer receives the same information and experience regardless of the access channel they use.

1.7 Prior to the Covid 19 crisis, the Contact Centre operated with a separate switchboard function. These calls were often transferred from one queue to another, providing the customer with a poor experience and making the analytical data unreliable because some calls were counted twice. The switchboard function was removed in 2020.

1.8 Further enhancements implemented in 2022 include a new welcome message on the general enquiries and housing telephone numbers, allowing customers to

select their enquiry type so they can be connected to the team they need more quickly. A call back request facility has also been added to the Housing line (enquiries and repairs) enabling customers to opt for a call back rather than wait in the queue. This feature will be added to other service lines in the future.

- 1.9 Despite the significant increase in digital engagement over the past 5 years, contact by telephone remains a popular channel. The Contact Centre received 89K calls in Qtr1 (Apr-Jun) 2022/23.

2. Key Issues

- 2.1 It was considered that 2022 would be a good year to take stock of the Customer Service journey so far, and ensure the Council is on the right track moving forward; also taking the opportunity to learn from best practice in other local authorities.

- 2.2 The Council therefore asked the LGA to facilitate a peer challenge using the LGA Customer Services Framework as the scope; with particular focus on the Contact Centre and call handling in view of the challenging customer wait times.

- 2.3 The LGA Peer review also considered the following themes:

- Leadership and Governance
- Corporate Approach to Customer Access and Delivery
- Understanding and engaging with customers
- Service redesign
- Human Resources and Organisational Development
- Programme Management
- Information and Communications Technology (ICT) and Information Management
- (IM) Strategies
- Communications strategy
- Accommodation/property strategy

- 2.4 The review, which took place between 7 – 9 June 2022 was undertaken by the following peers:

- Cllr Craig Cheney, Deputy Mayor, Bristol City Council
- Karey Barnshaw, Head of Customer Experience, Charnwood Borough Council
- Will Costello, Head of Digital and Transformation, Liverpool City Council

- 2.5 The peer team spent three days onsite at Rotherham, during which they:

- Gathered information and views from around 20 meetings, in addition to further research and reading.
- Spoke to more than 20 people including a range of council staff together with members and external stakeholders.
- Sat in on conversations in the Customer Contact Centre.
- Observed technology systems in the Contact Centre.

- 2.6 Appendix 1 contains the feedback report from the LGA Peer Review, received on 5th January 2023. It contains the following recommendations:

1. Ensure that there is a corporate approach to improved customer access and experience.

2. Improve internal communication and co-ordination.
3. Consider greater involvement of councillors in corporate priority programme and project management.
4. Improve co-ordination of corporate strategies, services and teams.
5. Explore ways to use technology to improve customer experience.
6. Involve key stakeholders to help service improvements.

2.7 An action plan has been developed as set out in Appendix 2.

2.8 To compliment the LGA peer review a benchmarking exercise was undertaken to look at average wait times for the first 6 months of 2022/23. This was undertaken with other similar sized Councils across Yorkshire that have responsibility for the same sets of services, making it a fair comparison.

Authority (anonymous)	Average wait time
A	7 mins 19 sec
B	8 mins 17 sec
C	6 mins 26 sec
Average	7 mins 20 sec
RMBC Apr-Sep 2022	7 mins 6 sec

3. Options considered and recommended proposal

3.1 The Peer Review recommendations have supported the development of the attached action plan.

4. Consultation on proposal

4.1 The Peer Review team spoke to more than 20 people including a range of council staff together with members and external stakeholders. They also sat in on conversations in the Customer Contact Centre to better understand the customer perspective.

5. Timetable and Accountability for Implementing this Decision

5.1 A number of actions have already been completed, some of which were already underway during the time of the review, with the remainder planned for completion by November 2023.

6. Financial and Procurement Advice and Implications

6.1 There are no specific financial implications arising from this report.

7. Legal Advice and Implications

7.1 There are no specific legal implications arising from this report.

8. Human Resources Advice and Implications

8.1 There are no specific human resources implications arising from this report.

9. Implications for Children and Young People and Vulnerable Adults

9.1 There are no specific implications for children and young people or vulnerable adults.

10. Equalities and Human Rights Advice and Implications

- 10.1 There are no specific equalities or human rights implications arising from this report.

11. Implications for Partners

None

12. Risks and Mitigation

- 12.1 Risks will be managed through the management of the project list following standard project management principles.

13. Accountable Officer(s)

Luke Sayers,
Assistant Director, Customer Information & Digital Services

Approvals obtained on behalf of: -

	Named Officer	Date
Chief Executive	Sharon Kemp	
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	10/02/2023
Head of Legal Services (Deputy Monitoring Officer)	Bal Nahal	08/02/2023

Report Author:

Luke Sayers,
Assistant Director, Customer Information & Digital Services
luke.sayers@rotherham.gov.uk

This report is published on the Council's [website](#).

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LGA Customer Services Peer Challenge

Rotherham Metropolitan Borough Council

7th – 9th June 2022

Feedback report



[OBJ]

[OBJ]

[OBJ]

[OBJ]

[OBJ]

[OBJ]

1. Executive summary

Rotherham Council has a vision to provide improved customer access and experience. The aim is that whatever part of the council a resident or customer contacts, they receive the same standard of service. There have been some corporate changes to working patterns, systems and processes to achieve this vision. It appears to the peer team that it is heading in the right direction, but that there is more work to do to ensure that everyone is bought into the improved customer access and experience approach.

For the council's vision to become real, systems, processes and training for staff at all Rotherham's contact centres, and any service that has direct contact with customers, should focus on the same customer service values and improved customer outcomes. It is important to recognise that changes in behaviours and systems across the whole council are necessary to effect real change in the wholesale customer experience improvements that the council wants. This means that all services, and service managers, need to embrace the ethos of customer focus, embedding the idea in all service plans and strategies.

The council's website has seen significant improvement, however more work is needed to ensure it has a greater focus on customers of RMBC. The peer team reviewed several web forms, and in their view, these are fit for purpose. In time, it would be beneficial for forms to be better integrated with corporate systems to be able to evaluate an enquirer's wider needs or identify if the enquiry is a repeat or from a frequent or malicious customer.

The latest performance report demonstrated that call wait times are mostly meeting the six-minute performance target. There would be value in ensuring that the success of the Customer Contact Centre in achieving this performance target is better communicated as not all senior managers or councillors were aware of this. The peer team feel that six minutes is an appropriate and acceptable wait time target. A full benchmarking exercise could be a good way to explore how to continually improve target wait times.

Long call wait times are often symptoms of broader service issues more than of actions in the Customer Contact Centre. The peer team observed several calls in the

Corporate Contact Centre which were all preventable repeat contacts with the council. This may be an indication of the need to review how the Customer Services Team are involved in changes to service provision and improve communication between service delivery by RMBC departments and the Customer Services Team. This includes, but is not restricted to:

- mass mailings by services and departments,
- permanent or temporary changes to service provision
- if mistakes are made in information distributed to the public, and
- times of year when contacts with the council can be predicted to increase (for example the time of year at which green waste charges are due for renewal).

The corporate Customer Contact Centre can be more flexible and responsive to increased demand if the centre team can prepare for these types of peak periods in the year and increase resources temporarily if needed.

Customer Services Representatives (CSRs) are willing and able to respond to change. They have proactively raised concerns and ideas for improvement with their team leaders. In order to address the challenges facing the centre when it comes to retaining staff, greater effort is needed in order to raise the morale of staff.

2. Recommendations

The following are the peer team's key recommendations to the council:

2.1 Ensure that there is a corporate approach to improved customer access and experience

All council services should be designed with improved customer experience at their heart. All customer, service user, or potential service user contact that the council has should have the same set of core principles, processes and systems, although there may be some exceptions to information sharing with specific Children's and Adult's enquiries. The customer should be able to expect that whoever they speak to can tell if the customer has called the council before and find out what has happened as a result of their original enquiry. This will minimise repeat calls and allow CSRs more time to focus on genuine new enquiries.

2.2 Improve internal communication and co-ordination

This includes improving co-ordination between services and the Customer Service team to identify peak demand points and prepare for them. Establishing a council-wide co-ordinated mail calendar will help service managers understand and mitigate impacts on customer service. Ensure that there is a mechanism for CSRs to raise problems or ideas. Involve the Customer Service Team in supporting other services becoming more customer focused.

2.3 Consider greater involvement of councillors in corporate priority programme and project management

In many councils, Councillors are intrinsically involved in programme and project boards to ensure that they understand how projects and programmes are being delivered. This also ensures that programmes are directly related to Councillor priorities. The peer team recommend that cabinet members receive performance reports on customer contact about the services they are responsible for. All decisions on who receives those reports remains with the Leader and Director responsible.

2.4 Improve co-ordination of corporate strategies, services and teams

There are several corporate strategies and improvement teams relating to customer experience which could be better linked together. For example, customer experience information from complaints and from customer insight, as well as from the Corporate Contact Centre, could be analysed together to improve customer experience.

2.5 Explore ways to use technology to improve customer experience

The peer team heard several references to “Digital First”. This needs to be clearly defined and staff given the information and tools to encourage customers to use the online opportunities that exist. The ICT team have expertise and can help to identify what technological solutions may exist to improve accessibility for customers. Live customer data is used in most contact centres to help improve wait times and performance targets for individual staff. The team recommend that Rotherham revisits the decision to remove live data in order that staff are aware of how many calls are waiting and encourage them to speed up call resolution and write up.

2.6 Involve key stakeholders to help service improvements

Explore different engagement activities to maintain continuous improvement in the customer experience, particularly involving frontline staff and customers. For example, regular customer feedback, focus groups, consumer panels, customer satisfaction monitoring. Customer satisfaction monitoring is key, and it is important to proactively ask for feedback from customers. Involving staff in the design of systems and process (for the service they support as well as for the customer contact centre) is likely to improve morale as well as helping to improve the service customers experience.

3. Summary of the peer challenge approach

3.1 The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

Cllr Craig Cheney, Deputy Mayor, Bristol City Council

Karey Barnshaw, Head of Customer Experience, Charnwood Borough Council

Will Costello, Head of Digital and Transformation, Liverpool City Council

3.2 Scope and focus

The peer team considered the following themes

1. Leadership and Governance
2. Corporate Approach to Customer Access and Delivery
3. Understanding and engaging with customers
4. Service redesign
5. Human Resources and Organisational Development
6. Programme Management
7. Information and Communications Technology (ICT) and Information Management (IM) Strategies
8. Communications strategy
9. Accommodation/property strategy

Due to the nature of the findings, and the concerns of the council, the team focused more on some of these themes than others. The team did not look explicitly at Accommodation or property.

3.3 The peer challenge process

Peer challenges are improvement focused, tailored to meet a council's needs. The process is designed to complement and add value to a council's own improvement and performance, not to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read. They provide feedback as critical friends, not as assessors, consultants or inspectors.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent three days onsite at Rotherham, during which they:

- Gathered information and views from around 20 meetings, in addition to further research and reading.
- Spoke to more than 20 people including a range of council staff together with members and external stakeholders.
- Sat in on conversations in the Customer Contact Centre
- Observed technology systems in the Contact Centre

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and members.

4. Feedback on themes

These are the themes that Rotherham Council asked the peers to focus on.

4.1 Leadership and Governance

There is a drive from the Chief Executive and senior officers for a corporate approach to customer access, including improving the customer experience, working better together as 'One Council'. This will result in the council better serving its public, whether individual services have internal or external customers.

The Director responsible for improved customer experience corporately is Judith Badger. However, apart from managers with direct responsibility for the Customer Service Team, senior managers are not always aware of their role in improving customer experiences. Investment is needed to drive behaviour change corporately, and staff gave different opinions as to which manager or team leads that work. It is important that staff across the council are clear how the Corporate Customer Focus programme supports services improve their customers' experiences.

Performance data is routinely collected and monitored but is not always widely shared amongst the Customer Service Team nor with Cabinet members. CSRs could improve their performance and motivation if they are better aware of their weekly / monthly targets and how to reach them. Cabinet members could use customer service performance data to help determine the priorities of the council.

4.2 Corporate Approach to Customer access and delivery

Although there is a clear council vision to improve customer access and experience, this needs to be better understood by officers and managers to ensure a clear corporate and consistent approach to customer service. For example, there could be a clear council statement that customer service is everyone's responsibility, not the sole responsibility of the Customer Service Team, and helping services define what that means for them. It might also help to change the name of the Customer Service Team so that they are not seen as the only team responsible for improved customer access and experience.

Relevant customer services professionals could help other services identify customer impact and design their work around an improved customer experience. It would also enable CSRs to deliver accurate messages, for example about service waits. Involving the Corporate Contact Centre in the corporate diary of mailshots will enable them to prepare for resulting surges in calls. Knowing when these may occur means that they could schedule additional resources as needed. This will help to reduce volume of calls.

There are several teams or projects which have a direct or indirect impact on improving customer experience. This includes: the Customer Services and Complaints team, the Change and Innovation Team, the Customer and Digital Programme, the various Digital Teams and the Customer Services Team. Some services (such as Children's Social Care or Housing) have their own customer contact centre. It is important to clarify how these teams work together, support each other and have common goals to improve customer access and experience, and make sure all relevant managers across the authority know how they interact.

Key strategies, such as the Workforce Strategy or Behaviour Strategy could be used to establish and monitor corporate values and behaviours and set out how the whole workforce will support the corporate customer service approach.

4.3 Understanding and engaging with customers

The council has recently established a Customer Engagement Group to directly inform and improve customer accessibility and experience. The group helped to test new IVR, and the council has demonstrated this on its website, using the imagery to help recruit more people to the group. Customer Satisfaction is not currently

measured frequently enough to enable and monitor swift changes to service delivery. Customer Satisfaction should be measured across all services, and the peer team can suggest several different methods that Rotherham could employ.

4.4 Service redesign

As well as the Corporate Contact Centre, there are some customer contact centres providing specialist support, for example Adults' Services and Children's Services. However, customer service is generally seen (by councillors and officers) as the responsibility of the Customer Services Team and only this team talked about improving customer experience.

The Corporate Contact Centre could help deliver service improvements with better analysis and use of data from customer enquiries and complaints. An increased focus in demand management will change processes and systems; in turn this will improve the customer experience. For example, if CSRs are clear at the first contact about how long the customer should expect to wait for a response, this will reduce repeat calls.

All CSRs need to understand clearly the processes used by the services that they support and use this information in the conversations they have with customers. CSRs need to know how long service wait times are, and then ensure that customers are told these times at the earliest possible occasion. Although this means that there may be an initial uncomfortable conversation, it will reduce the volume of repeat calls.

CSRs are very polite and professional, but not always being skilled in managing calls efficiently. They may need to be given the additional appropriate training and support. Active use of a live dashboard for calls will help CSRs be able to see the number of calls waiting and calls dealt with as individuals and a team. This will help to shape individual and team targets.

CSRs could be upskilled to recognise early signs of potential additional needs in customer calls. This would be an excellent way to link all services together and give customers an overall positive experience. For example, if someone asks about assisted waste collections, a few additional questions could also identify whether the customer may also benefit from social care support.

The peer team suggest that Rotherham explores how different councils manage queues and reduced demand, and why they have selected these methods. The council could then use this information to determine the most appropriate queue management systems alongside demand management to reduce unnecessary calls.

Contact Centres are usually quite pressurised environments with a need to focus on solving the customer problem and moving on as quickly as possible to the next call. RMBC's Corporate Contact Centre could streamline processes such as writing up call content and customer enquiry.

4.5 HR and Organisational Development

This links closely with Service Redesign.

Improved customer access and experience is a corporate priority for the council. To support this, the peer team suggest that each service identifies a senior manager to drive this work forward. There are pockets of good practice, for example, the Head of Customer Service is working with Libraries to improve how customers access libraries and subsequently other council services.

There are inconsistent approaches to Performance Development Reviews (PDRs). There are examples of good practice, for example, team leaders with their staff. Staff within the Customer Services Team would be more accountable for their team targets if the PDR process, including individual targets, were better aligned with the Service Plan and Corporate Plan. Service specific briefings would help the team understand the vital role they play in delivering the Council's wider priorities.

Several teams spoke highly of business process re-engineering support that the Change and Innovation Team (CIT) has provided. However, senior officers tended to see this team as a strategic team setting direction and driving behaviour change rather than providing direct support to individual teams. This needs to be clarified in order to maximise the existing skills of the team and identify if different skills are wanted. The CIT could be very helpful in improving the links between the Customer Services Team and the services that the Corporate Contact Centre supports, as well as improving the processes and systems within the Corporate Contact Centre itself.

Staff in the Customer Services Team are open, and keen, to take on additional responsibilities, but understand that they need to deal with current issues first. CSRs

and Team Leaders are engaged and keen to improve customer accessibility and experience, but the council needs to recognise that it this is not all down to this team.

4.6 Programme Management (Customer and Digital programme)

There are several related customer and digital programmes currently underway, and it was not clear how well they link together. The Customer and Digital Programme does not appear to link with the Change and Innovation Team, and neither seem to link well with ICT department or Customer Service Centre.

Councillors could be more involved in programme and project management so that they can be better aware of the impact of changes.

4.7 ICT and IM strategies

This was not an area the team explored in depth, but the key message is to ensure that all relevant teams work closely together as they are both supporting others to deliver for the customer.

The website is technically fit for purpose, web forms that have been created specifically to improve digital customer service work well, and are what people expect from a council website. However, its focus appears to be focused on council processes rather than customer experience. For example, the main selections for customers on the website's front page are the corporate priorities of the council. If live customer experience data were appropriately shared, these selections could change according to the most prevalent customer request.

It would also be helpful to clarify who is the digital technical lead that ensures the website is regularly reviewed and improved, and how it integrates with other online channels of communication. Social Media is currently being used as a broadcast medium, rather than a customer service activity. As demand management improves in the Corporate Contact Centre, this could be an area that the Customer Services Team move into.

4.8 Communications Strategy

This was not an area that the team focused greatly on. Frontline staff gave examples from the recent past when they have reported ideas for improved customer access and experience but received little or no feedback on them. I

Greater cross organisational communication and working to improve how learning is shared between teams is necessary to improve service delivery, which will in turn improve customer experience.

5. Next steps

The LGA recognises that senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge.

In the meantime, Satvinder Rana, Senior Regional Adviser for Yorkshire and Humber, is the main contact between your authority and the Local Government Association. Satvinder is available to discuss any further support the council requires. Satvinder.rana@local.gov.uk.

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2023 01 LGA Customer Services Peer Challenge – Improvement Action Plan

Ref. No.	Recommendation	Actions & Outcomes	Current Status	Timescales For Delivery
2.1	Ensure that there is a corporate approach to improved customer access and experience	<ul style="list-style-type: none"> Establish Customer Experience Work programme to improve the quality and consistency of customer access and experience. (<i>Please see Customer Experience Action Plan for further details of actions and activities already underway/planned</i>) Setup a new Strategic Customer Experience Board Establish a new set of approved customer standards and ensure all themes are fully adopted and evidenced across the whole Council. These customer standards align with the following strategies: <ul style="list-style-type: none"> Digital Strategy Customer Access Strategy Customer & Digital Design Principles Accessibility Statement Equality Impact Assessment Library Strategy Systems, processes and training in any service that has direct contact with customers, to focus on the same customer service values and improved customer outcomes; to be embedded in all service plans and strategies. Consult with Customer Services before undertaking any work to implement proposed changes/new initiatives that are customer facing; thereby ensuring consistency and the avoidance of anything that might otherwise negatively impact Customer Access and Customer Experience. Make use of Business Intelligence to identify any common themes that suggest areas of focus to improve Customer Access & Experience. For example: <ul style="list-style-type: none"> Volume of customer demand by topic and channel Wait times Complaints 	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Not started</p> <p>Not started</p> <p>Not started</p>	<p>Apr 2022</p> <p>Jan 2023</p> <p>Dec 2022</p> <p>Apr 2023</p> <p>Apr 2023</p> <p>Apr 2023</p>

2023 01 LGA Customer Services Peer Challenge – Improvement Action Plan

		<ul style="list-style-type: none"> Satisfaction Survey results 		
2.2	Improve internal communication and co-ordination	<ul style="list-style-type: none"> Work with service leads to better understand the type of information being posted out/broadcast, seasonal volumes and likely impact. This will enable the creation of a council-wide co-ordinated mail calendar, allowing the corporate contact centre and others to have more time to prepare for peak periods and increase resources temporarily if needed. This programme of work will consider: <ul style="list-style-type: none"> Type of information being sent and channel used Information content and style – eg. customer readability Volume Timing of planned mail outs Statutory obligations Times of year when contacts with the council can be predicted to increase (for example the time of year at which green waste charges are due for renewal). Review and refresh the format of Team Meetings in the corporate contact centre to ensure staff feel more informed about service performance/customer experience and are more proactively encouraged to raise concerns and ideas for improvement. 	<p>Not started</p> <p>Complete</p>	<p>Jun 2023</p> <p>Oct 22</p>
2.3	Consider greater involvement of councillors in corporate priority programme and project management	<ul style="list-style-type: none"> Work with all Strategic Leaders and directors to make sure they have the relevant customer service data to share with their respective cabinet member. Provide regular updates on Customer Service performance and Customer Experience programme highlights to the Leader 	<p>In progress</p> <p>Complete</p>	<p>Apr 2023</p> <p>Jan 2020</p>
2.4	Improve co-ordination of corporate strategies, services and teams	<ul style="list-style-type: none"> Review current and directly related strategies to ensure they align appropriately with the themes of the new Customer Standards: <ul style="list-style-type: none"> Customer Access Strategy Customer Service model Digital Strategy 	Complete	Oct 2022

2023 01 LGA Customer Services Peer Challenge – Improvement Action Plan

		<ul style="list-style-type: none"> Ensure all AD's are aware of the need to ensure any future strategies, principles, models are aligned with the themes of the new Customer Standards 	Not yet started	Apr 2023
2.5	Explore ways to use technology to improve customer experience	<ul style="list-style-type: none"> Use telephony data to better understand cross organisational contact centre demand, patterns, trends and pinch points that create poor customer experience. Using the data above, identify opportunities to use technology to improve call handling efficiencies across the whole Council. <ul style="list-style-type: none"> Implement a 'call back' facility in the corporate contact centre to allow customers to leave a message rather than wait in a queue when the service is busy: Implement a call back facility on all corporate contact service lines Identify other contact centres that could benefit from a call back facility and implement the same solution Schedule resources more effectively by creating staffing rotas that are more closely aligned to the days/times of peak customer demand Make use of google analytics to identify online engagement numbers, topics of interest, customer behaviours and failure points; thereby providing opportunities to improve customer access and experience. Review failed search data on a regular basis to identify search words or phrases that have not returned expected results. Implement a Rotherham Bin App to enable customers to check bin collection dates and create notifications that remind them when to put their bin out. Undertake feasibility studies and pilots (where appropriate) of new technology to improve customer access and experience: <ul style="list-style-type: none"> Voice enabled self-serve over a telephone Web chat/chat bot to help customers with the help and information they need Sharing of links to website information/forms by text message following automated request service Use of mobile communication apps (eg. WhatsApp, Messenger etc) as a means of receiving/submitted information and documents Process automation to reduce the need for manual intervention; thereby creating improved resource efficiency 	<p>In progress</p> <p>Complete</p> <p>In progress</p> <p>In progress</p> <p>Ongoing</p> <p>Ongoing</p> <p>Complete</p> <p>In Progress</p>	<p>Feb 2023</p> <p>Mar 2022</p> <p>Apr 2023</p> <p>June 2023</p> <p>Apr 2023</p> <p>Monthly</p> <p>Monthly</p> <p>Nov 2022</p> <p>Jun 2023</p> <p>Apr 2023</p> <p>Sep 2023</p> <p>Sept 2023</p> <p>Jun 2023</p>

2023 01 LGA Customer Services Peer Challenge – Improvement Action Plan

2.6	Involve key stakeholders to help service improvements	<ul style="list-style-type: none"> • Ensure we are communicating with the right stakeholder groups and customers to design develop and test new or updated services and channels. <ul style="list-style-type: none"> ○ Create a 'User testing team' that allows customers to get involved in designing and testing digital services ○ Attendance at Community Reference group ○ Digital Inclusion Stakeholder group ○ Digital Inclusion Survey ○ Tenant scrutiny Panel ○ Mystery Shopping of face to face Customer Services ○ Customer Access questionnaire (permanent website feature) 	Complete Complete Complete Complete Complete Complete Complete Complete	Oct 2019 Jan 2019 Dec 2021 Mar 2022 Mar 2022 Feb 2022 Apr 2018
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Appendix 1: Overview and Scrutiny Management Board – Work Programme 2022-23

Meeting Date	Agenda Item
11 May 2022	Petition – Improve Road safety on Cumwell Lane Town Deal and Levelling Up Fund: Update and Implementation Household Support Fund
27 May 2022 – Special Meeting	Rotherham Safeguarding Children Partnership CSE Review Final Report.
15 June 2022	Finance Update Equality, Diversity and Inclusion Strategy (2022/2025), Action Plan 2022/2023) and Annual Report (2021/2022) Rotherham Safeguarding Children Partnership CSE Review Final Report. Operation Linden
6 July 2022	Annual Housing Development Report 2022-23 Children's Commissioners Takeover Challenge - Climate Change
14 September 2022	Council Plan 2022-2025 and Year Ahead Delivery Plan Progress report July 2022/23 Financial Monitoring Report Safer Rotherham Partnership Plan 2022-25 Household Support Fund
12 October 2022	Foster Carer Fees and Development of In-House Retention Offer Proposals for Day Opportunities for People with High Support Needs Forge Island Implementation Scrutiny Review – Cultural Strategy Scrutiny Review – Markets Engagement and Recovery
1 November 2022	Modern Slavery – Spotlight Review
16 November 2022	Pre-decision Scrutiny Items Social Value Mid-Year Review
1 December NEW	Cumwell Lane Petition - update Complaints Annual Report
14 December 2022	Council Plan 2022-2025 and Year Ahead Delivery Plan Progress report Establishment of a Financial Abuse and Exploitation Service for Rotherham Safer Rotherham Partnership Annual Report. Scrutiny Review Recommendations - COVID-19 Care Home Safety

19 January 2023	Future Provision for Household Waste Recycling Centres Rothercard Medium Term Financial Strategy Update
8 February 2023	Budget and Council Tax Report 2023/24 Housing Revenue Account Rents and Service Charges HRA Business Plan
15 March 2023	Council Plan 2022-2025 and Year Ahead Delivery Plan Progress report Local Government Association Customer Services Peer Challenge Scrutiny Review Recommendations – Access to Primary Care Pre decision items TBC
April (TBC)	Children's Commissioner's Take Over Challenge
19 April 2023	TBC
10 May 2023	TBC

Items for Scheduling

CYPS Performance monitoring	Workshop session on CYPS Performance monitoring SCHEDULED FOR 7 MARCH 2023
CYPS Invest to Save	To scrutinise the impact of "Invest to Save" initiatives across CYPS
Cost of Living	Work Commencing December 2022 - Focus on energy efficiency; financial inclusion; crisis food support (specifically social supermarkets); school uniform (working with the Youth Cabinet); and communications, awareness and targeting
Adult Care Services Commissioning	To look in further detail the commissioning process for adult care services. Requested at the 9 February 2022 meeting.
Census	2012 and April 2013 reported to OSMB previously.
Notice of Motion - Byelaws	Referred from the Council Meeting 30 November 2022. Ask the Overview and Scrutiny Management Board to consider within its work programme the listed potential actions, making any recommendations they deem necessary, and require the proposer of this motion to be part of this Scrutiny activity:
Spotlight Review – consultation and engagement	Referred from 14 December 2022 To schedule as part of 2023/24 work programme.

FORWARD PLAN OF KEY DECISIONS
1 March 2023 – 31 May 2023

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 of Key Decisions due to be taken by the Authority and of those parts of the Cabinet meeting identified in this Forward Plan will be held in private because the agenda and reports for the meeting will contain confidential or exempt information as defined in the Local Government Act 1972.

Contact Information:-

Democratic Services
Riverside House
Main Street
Rotherham
S60 1AE

Email: governance@rotherham.gov.uk
Tel: 01709 822477

What is the Forward Plan?

The Forward Plan contains all the key decisions the Council expects to take over the next three months. It will be refreshed monthly and will give at least 28 days' notice of any Key Decisions and, if applicable, the Cabinet's intention to discuss an item in private. This gives you the opportunity to submit relevant documents to the decision maker concerning any individual Key Decisions and draws to your attention any relevant constitution process.

What is a Key Decision?

A Key Decision is one which is likely to:-

- relate to the capital or revenue budget framework that is reserved to the Council, or
- result in income, expenditure or savings of £400,000 or greater, or
- have a significant effect on two or more wards

A Key Decision can be made by the Cabinet. The Forward Plan also includes some matters which are not Key Decisions under the heading "Decisions which are not Key Decisions".

What does the Forward Plan tell me?

The plan gives information about:

- what key decisions are to be made in the next three months.
- the matter in respect of which the decision is to be made.
- who will make the key decisions.
- when those key decisions are likely to be made.
- what documents will be considered.
- who you can contact for further information.

Who takes Key Decisions?

Under the Authority's Constitution, Key Decisions are taken by the Cabinet. Key Decisions are taken at public meetings of the Cabinet. The Cabinet meets once a month on a Monday at 10.00am at Rotherham Town Hall. Meeting dates for 2022/23 are:

20 June 2022	19 September 2022	21 November 2022	23 January 2023	20 March 2023	15 May 2023
11 July 2022	17 October 2022	19 December 2022	13 February 2023	24 April 2023	

Further information and Representations about items proposed to be heard in Private

Names of contact officers are included in the Plan.

If you wish to make representations that a decision which is proposed to be heard in private should instead be dealt with in public, you should contact Democratic Services by no later than five clear working days before the meeting. At the end of this document are extracts from the Local Government Act 1972 setting out the descriptions of information which may be classed as "exempt", and the definition of confidential information.

The members of the Cabinet and their areas of responsibility are: -

Councillor Chris Read	Leader of the Council
Councillor Sarah Allen	Deputy Leader and Cabinet Member for Neighbourhood Working
Councillor Saghir Alam	Cabinet Member for Corporate Services, Community Safety and Finance
Councillor Dominic Beck	Cabinet Member for Transport and Environment
Councillor Amy Brookes	Cabinet Member for Housing
Councillor Victoria Cusworth	Cabinet Member for Children and Young People
Councillor Denise Lelliott	Cabinet Member for Jobs and Local Economy
Councillor David Roche	Cabinet Member for Adult Social Care and Health
Councillor David Sheppard	Cabinet Member for Social Inclusion

Decision title	Date added to the Forward Plan	What is the decision?	Cabinet Portfolio	Who will be consulted	Documents to be considered	Wards affected	Is the decision to be made in private	Directorate and contact for further information
KEY DECISIONS TO BE TAKEN ON 20 MARCH 2023								
ADULT CARE, HOUSING AND PUBLIC HEALTH								
Financial Inclusion Strategy	December 2022	To approve the new Financial Inclusion Strategy.	Cabinet Member for Social Inclusion	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Ian Spicer Tel: 01709 255992 ian.spicer@rotherham.gov.uk
Learning Disability Services	December 2022	To receive an update on Transformation of Learning Disability Services in Rotherham and agree the principles for the co-production of a Learning Disability Strategy for Rotherham.	Cabinet Member for Adult Social Care and Health	Relevant Members, Officers, Stakeholders and customers.	Report and appendices	All Wards	Open	Ian Spicer Tel: 01709 255992 ian.spicer@rotherham.gov.uk
Homelessness Prevention and Rough Sleeper Strategy 2023 - 2026	December 2022	To approve the Homelessness and Rough Sleeper Strategy 2023-2026.	Cabinet Member for Housing, Cabinet Member for Social Inclusion	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Paul Woodcock Tel: 01709 822971 paul.woodcock@rotherham.gov.uk
ASSISTANT CHIEF EXECUTIVE								
Household Support Fund 2023/24	February 2023	To approve proposals for use of the Household Support Fund 2023/24 and update on the Household Support Fund 2022/23	Leader of the Council	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Jo Brown Tel: 01709 255269 jo.brown@rotherham.gov.uk
Social Value Annual Report	February 2023	To receive the Social Value Annual report and agree actions for the coming year.	Leader of the Council	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Sharon Kemp Tel: 01709 822770 sharon.kemp@rotherham.gov.uk
REGENERATION AND ENVIRONMENT								
Fleet Replacement Plan	February 2023	To approve the fleet replacement plan.	Cabinet Member for Transport and Environment	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Paul Woodcock Tel: 01709 822971 paul.woodcock@rotherham.gov.uk
Climate Change Action Plan and Annual Report	December 2022	To approve the Climate Change Action Plan and Single Use Plastics Plan.	Cabinet Member for Jobs and the Local Economy	Relevant Members, officers, stakeholders.	Report and appendices	All Wards	Open	Paul Woodcock Tel: 01709 822971 paul.woodcock@rotherham.gov.uk

Decision title	Date added to the Forward Plan	What is the decision?	Cabinet Portfolio	Who will be consulted	Documents to be considered	Wards affected	Is the decision to be made in private	Directorate and contact for further information
NON-KEY DECISIONS TO BE TAKEN ON 20 MARCH 2023								
ADULT CARE, HOUSING AND PUBLIC HEALTH								
Cabinet Response to Spotlight Scrutiny Review on COVID-19 Care Home Safety	February 2023	To respond to the recommendations of the Scrutiny Review of Covid-19 Care Home Safety.	Cabinet Member for Adult Social Care and Health	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Ian Spicer Tel: 01709 255992 ian.spicer@rotherham.gov.uk
REGENERATION AND ENVIRONMENT								
Modern Slavery Annual Transparency Statement	December 2022	To approve the annual modern slavery transparency statement for publication.	Cabinet Member for Corporate Services, Community Safety and Finance	Relevant colleagues, Cabinet Member, Partners.	Report and appendices	All Wards	Open	Paul Woodcock Tel: 01709 822971 paul.woodcock@rotherham.gov.uk
KEY DECISIONS TO BE TAKEN ON 24 APRIL 2023								
ADULT CARE, HOUSING AND PUBLIC HEALTH								
Refresh of the Adult Care Strategy for Rotherham	March 2023	To approve a period of consultation to inform the refresh of the Adult Care Strategy.	Cabinet Member for Adult Social Care and Health	Relevant Members, Officers and Stakeholders.	Report and Appendices	All Wards	Open	Ian Spicer Tel: 01709 255992 ian.spicer@rotherham.gov.uk
ASSISTANT CHIEF EXECUTIVE								
Quarterly Progress update on the Year Ahead Delivery Plan 2022/23 and New Year Ahead Delivery Plan and Council Plan targets for 2023/24	February 2023	To note performance against the Council Plan and achievements of the Year Ahead Delivery Plan for 2022/23 and to approve the Year Ahead Delivery Plan and agree Council Plan targets for 2023/24.	Leader of the Council	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Jo Brown Tel: 01709 255269 jo.brown@rotherham.gov.uk

Decision title	Date added to the Forward Plan	What is the decision?	Cabinet Portfolio	Who will be consulted	Documents to be considered	Wards affected	Is the decision to be made in private	Directorate and contact for further information
CHILDREN AND YOUNG PEOPLE'S SERVICES								
Future of the Rowan Centre Pupil Referral Unit following a period of statutory consultation	February 2023	To report on the outcome of the statutory consultation.	Cabinet Member for Children and Young People	Relevant Members, Officers and Stakeholders as outlined in DfE guidance.	Report and appendices	All Wards	Open	Suzanne Joyner Tel: 01709 247617 suzanne.joyner@rotherham.gov.uk
FINANCE AND CUSTOMER SERVICES								
February Financial Monitoring Report 2022/23	February 2023	To note the current revenue and capital monitoring position and agree any required actions.	Cabinet Member for Corporate Services, Community Safety and Finance	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Judith Badger Tel: 01709 822046 judith.badger@rotherham.gov.uk
REGENERATION AND ENVIRONMENT								
Regeneration Programme: Strategic Land Assembly	March 2023	To approve the use of funds including the £1m Strategic Acquisitions Fund to acquire property.	Cabinet Member for Jobs and the Local Economy	Relevant Members, Officers and Stakeholders.	Report and Appendices	Boston Castle	Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Paul Woodcock Tel: 01709 822971 paul.woodcock@rotherham.gov.uk
Highways Capital Programme	March 2023	To note the strategic management and maintenance of Rotherham's Highways - Indicative Highway Repair Programme for 2023/2024	Cabinet Member for Transport and Environment	Relevant Members, Officers and Stakeholders.	Report and Appendices	All Wards	Open	Paul Woodcock Tel: 01709 822971 paul.woodcock@rotherham.gov.uk
Transport Capital Programme	February 2023	To approve the Transport Capital Programme 2023-24.	Cabinet Member for Transport and Environment	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Paul Woodcock Tel: 01709 822971 paul.woodcock@rotherham.gov.uk

Decision title	Date added to the Forward Plan	What is the decision?	Cabinet Portfolio	Who will be consulted	Documents to be considered	Wards affected	Is the decision to be made in private	Directorate and contact for further information
NON-KEY DECISIONS TO BE TAKEN ON 24 APRIL 2023								
ASSISTANT CHIEF EXECUTIVE								
Scrutiny Review Recommendations - Access to Primary Care	February 2023	To receive the report and consider the recommendations.	Cabinet Member for Adult Social Care and Health	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Jo Brown Tel: 01709 255269 jo.brown@rotherham.gov.uk
Scrutiny Review Recommendations - Modern Slavery	February 2023	To receive the report and consider the recommendations.	Cabinet Member for Corporate Services, Community Safety and Finance	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Jo Brown Tel: 01709 255269 jo.brown@rotherham.gov.uk
CHILDREN AND YOUNG PEOPLE'S SERVICES								
Dedicated Schools Grant High Needs Block Safety Valve Programme Annual Update	February 2023	To receive the annual progress report on the Dedicated Schools Grant High Needs Block Safety Valve Programme.	Cabinet Member for Children and Young People	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Suzanne Joyner Tel: 01709 247617 suzanne.joyner@rotherham.gov.uk
FINANCE AND CUSTOMER SERVICES								
New Applications for Business Rates Relief	February 2023	To consider the recommendation for a new application for Business Rates discretionary relief.	Cabinet Member for Corporate Services, Community Safety and Finance	Relevant Members, Officers and Stakeholders.	Report and appendices	All Wards	Open	Judith Badger Tel: 01709 822046 judith.badger@rotherham.gov.uk

Decision title	Date added to the Forward Plan	What is the decision?	Cabinet Portfolio	Who will be consulted	Documents to be considered	Wards affected	Is the decision to be made in private	Directorate and contact for further information
KEY DECISIONS TO BE TAKEN ON 15 MAY 2023 OR LATER								
FINANCE AND CUSTOMER SERVICES								
Covid Recovery Fund	March 2023	To approve the proposed use of the remaining Covid Recovery Fund.	Cabinet Member for Corporate Services, Community Safety and Finance	Relevant Members, Officers and Stakeholders.	Report and Appendices	All Wards	Open	Judith Badger Tel: 01709 822046 judith.badger@rotherham.gov.uk
NON-KEY DECISION TO BE TAKEN ON 15 MAY 2023 OR LATER								
FINANCE AND CUSTOMER SERVICES								
New Applications for Business Rates Relief	July 2022	To consider the recommendation for a new application for Business Rates discretionary relief.	Cabinet Member for Corporate Services, Community Safety and Finance	Relevant Members, Officers and Stakeholders.	Report	All Wards	Open	Judith Badger Tel: 01709 822046 judith.badger@rotherham.gov.uk

LOCAL GOVERNMENT ACT 1972 SCHEDULE 12A
ACCESS TO INFORMATION: EXEMPT INFORMATION
PART 1
DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes –
 - a. to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - b. to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

PART 2
QUALIFICATIONS: ENGLAND

Paragraphs 1-8 repealed.

- 9 Information is not exempt information if it relates to proposed development for which the local planning authority may grant itself planning permission pursuant to regulation 3 of the Town and Country Planning General Regulations 1992.
- 10 Information which –
 - a. falls within any of paragraphs 1 to 7 above; and
 - b. is not prevented from being exempt by virtue of paragraph 8 or 9 above, is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

LOCAL GOVERNMENT ACT 1972
SECTION 100A(3) – DEFINITION OF CONFIDENTIAL INFORMATION

Confidential information means –

- a. information furnished to the council by a Government department upon terms (however expressed) which forbid the disclosure of the information to the public; and
 - b. information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court;
- and, in either case, the reference to the obligation of confidence is to be construed accordingly.