

## OVERVIEW AND SCRUTINY MANAGEMENT BOARD

- Date and Time :-** Wednesday 19 April 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 February 8 2023 and March 15 2023 (Pages 5 - 23)**

To consider the minutes of the previous meetings of the Overview and Scrutiny Management Board held on February 8, 2023 and March 15, 2023 and 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 24 April 2023. Members of the Overview and Scrutiny Management Board are invited to comment and make recommendations on the proposals contained within the report.

### **6. Council Plan Update (Pages 25 - 186)**

To consider a report which focused on the progress made on the activities in the Year Ahead Delivery Plan and Council Plan performance measure data for Quarter 3.

Cabinet Portfolio: The Leader  
Strategic Directorate: Assistant Chief Executive

#### **For Discussion/Decision:-**

### **7. Scrutiny Review Recommendations - Access to Primary Care (Pages 187 - 195)**

To consider the findings and recommendations of the Health Select Commission spotlight review into access to primary care.

### **8. Scrutiny Review Recommendations - Modern Slavery (Pages 197 - 210)**

To consider the findings and recommendations of the Overview and Scrutiny Management Board's spotlight review into modern slavery.

#### **For Information/Monitoring:-**

### **9. Work Programme (Pages 211 - 212)**

To consider the Board's Work Programme.

### **10. Work in Progress - Select Commissions**

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

### **11. Forward Plan of Key Decisions 1 April 2023 to 30 June 2023 (Pages 213 - 221)**

To review and identify items for pre-decision scrutiny from the Forward Plan of Key Decisions covering the period from 1 April 2023 to 30 June 2023.

### **12. Call-in Issues**

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

**13. Urgent Business**

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

**14. Date and time of next meeting**

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

*Sharon Kemp.*

**SHARON KEMP,  
Chief Executive.**

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**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**  
**Wednesday 8 February 2023**

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

Apologies for absence:- Apologies were received from Councillors Baum-Dixon.

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

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

**149.           DECLARATIONS OF INTEREST**

Cllr Wyatt raised a non-pecuniary personal interest as a Council tenant in relation to Item 6 – Housing Revenue Account Rents and Service Charges 2023/24. He remained present for the discussion and vote.

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

There were no members of the press and public present.

**151.           EXCLUSION OF THE PRESS AND PUBLIC**

There were no exempt items.

**152.           BUDGET AND COUNCIL TAX REPORT 2023/24**

The Board considered a report outlining proposals for the Council's Budget and Council Tax for 2023/24. The proposals were based on the Council's Provisional Local Government Finance Settlement for 2023/24, budget consultation and the consideration of Directorate budget proposals through the Council's Budget process. The report also reviews details of the financial planning assumptions within the Medium-Term Financial Strategy (MTFS).

The Chair invited the Leader to present the report. Also in attendance were the Deputy Leader and the Cabinet Members for Adult Care and Public Health; Children and Young People; Corporate Services, Community Safety and Finance; and Housing. Apologies were received from the Cabinet Members for Jobs and the Local Economy; Social Inclusion; and Transport and the Environment.

In opening, the Leader outlined that there was an £6m funding gap which had resulted from pressures outside the Council's control, such as the national pay award, inflation and rising energy costs. It was highlighted that since the last financial monitoring report was considered, the provisional settlement had been announced which had led to a slightly better position however it would not address the funding pressures fully. The use of reserves would be required , however this had to be done on a

sustainable basis.

The Leader highlighted the priorities underpinning the budget proposals. These were to protect frontline services; avoid placing additional burdens for people on lower incomes; and ensure that services were on a sustainable footing year on year.

The proposals outlined £4 million of cost reductions some of which were permanent savings, with others being offered on a temporary basis. The proposals also contained £0.5m of investments which could be achieved in the current climate.

The Chair thanked the Leader for his introduction and invited members to ask questions and a discussion on the following points ensued:

- The challenges of making budget projections in light of inflationary and energy cost pressures and the necessity of using reserves to meet the shortfall.
- Whether greater emphasis should be given to the impact of financial austerity on the delivery of services. It was outlined that the press release accompanying budget proposals referred explicitly to the effect this had had on people's lives and the Council's ability to deliver services.
- Relatively few of the budget savings proposals would be carried over to next year's budget as these were one off savings.
- It was confirmed discussions had taken place about the use of reserves and sustainability. It was felt that reasonable assumptions had been made concerning next year's position.
- Assumptions about final grant allocations were made on the basis of previous allocations. Any shortfall may require further use of reserves, however that measure was thought unlikely.
- The budget assumptions were based on the best available information. If these assumptions were incorrect, the Council would need to take further action in year 3 to rectify.

The Leader outlined the proposals relating to fees and charges (as outlined in Appendix 7 of the report). In a typical year a 2% increase would be assumed, however in light of the rate of inflation, a 6% increase was proposed for 2023/2024, with a 5% increase in future years. It was highlighted that this was below the rate of inflation to mitigate the impact on residents whilst protecting access to basic services. The proposals to exempt some services from the increase were detailed in the body of the report.

The Chair invited questions from the Board in respect of these proposals,

- Further details were sought if benchmarking had been undertaken

with comparative authorities to establish if the proposals in respect of garage rent and car parking spaces were affordable and usage maximised. An analysis would be undertaken by the service.

- It was noted that charges had been applied for replacement bins in some circumstances. It was not thought that this would be detrimental to recycling targets.
- Clarification was sought if the proposals would have any impact on those eligible for Rothercard. It was noted that the next stage of the Rothercard review would assess available discounts.
- The proposal to exempt market traders from increases to fees and charges were noted. A view was expressed that this would assist to make the trader base sustainable and ensure that a town centre market was viable.
- In respect of housing and district heating charges, it was noted that this came under the Housing Revenue Account.
- It was outlined that there was a shortage of staff to deliver home care packages. The Council was working with the market to influence and create a stable employment base.

The Leader outlined the Proposed Revenue Investments 2023/24 (as detailed in Appendix 2 of the report) relating to Council Plan theme. The Chair invited questions on the proposals therein.

- In respect of the Expanding Economic Opportunity theme, it was noted that it was proposed that there was a 50% discount on market rents during the period of redevelopment. In light of changing shopping habits, it was queried if the proposals would support the market offer. In response, it was suggested that footfall would increase because of the redevelopment. It was also noted that that the “Thursday Bazaar” had attracted new customers.
- In respect of proposals supporting A Cleaner, Greener Environment, it was noted the capital investment would improve on site services at Household Waste Recycling Centres. It was also noted that two smaller vehicles would be purchased to collect household waste in areas with narrower streets. Options for the expansion of commercial waste collection and recycling were outlined.
- In respect of the One Council theme, the proposals to improve call handling and online information was noted.

The Leader outlined the Proposed Capital Investments (as detailed in Appendix 3A of the report) relating to Council directorates. The Chair invited questions on the proposals therein.

- Further details were sought on the investment to Bereavement

Services and how this related to Dignity's contractual arrangements. It was noted that the proposed additional activities sat outside the current contract.

- The proposed investment to restore the Waterloo Kiln was welcomed. It was noted that matched funding had been secured.

The Leader outlined the Proposed Revenue Saving Proposals (as detailed in Appendix 4 of the report) relating to Council directorates. The Chair invited questions on the proposals therein.

- Further details were sought on the impact of holding vacant Early Help posts in Children and Young People's Services. It was outlined that there had been difficulties recruiting to those vacancies. The workload had been absorbed and delivered within the service without detriment. It was noted that Family Hubs would be introduced over the next year and therefore the staffing establishment would be reviewed in light of these developments.
- It was noted that discussions would take place on longer term vacancies to determine if savings could be made. The impact on service delivery would be a key consideration.
- It was noted that the number of children in care had reduced safely, however the cost of placements remained challenging. It was anticipated that this downward trend would continue. Work was underway with families to support children remaining at home safely.
- In relation to the savings attached to Family Hubs and Start for Life Funding, it was clarified that the savings equated to the use of one-off additional grant income to fund the management of the change programme. The savings would not impact on the capacity of the service.
- In respect of the proposals regarding Bereavement Services it was anticipated that some income would be recovered through penalties clauses. This had been reflected in the projections. Prior to 2022, no penalties had been levied.
- It was anticipated that the savings attached to IT contracts was achievable. It was acknowledged that the value of contracts may fluctuate and therefore was difficult to formulate proposals for permanent savings at this stage.
- It was outlined that the Change and Innovation team had been established to deliver the "Big Hearts, Big Changes" transformation programme. This was largely complete and responsibility for delivery laid with individual directorates. Remaining staff would be merged with the Council's Organisational Development function. In respect of the deletion of an entry-level policy post, it was noted



that the work had been absorbed by the service. Alternatives such as apprenticeships were also being explored.

- In respect of proposals to realign the workforce model in adult social care, it was outlined that the proposals would require external agencies to undertake their own training rather than this being provided by the Council. It was anticipated that the measures would reduce duplication. Provision of training would be monitored through contracts to ensure standards were maintained.
- It was noted that the medical equipment and wheelchair service would be provided by an external body.
- It was noted that more options for supported living solutions for people with mental health issues were being introduced, lessening the dependence on residential placements.

The Chair thanked the Leader, Cabinet Members and officers for their contributions.

**Resolved:**

- 1) That Cabinet be advised that the following recommendations be supported.  
“That Cabinet recommend to Council:
  1. Approval of the Budget and Financial Strategy for 2023/24 as set out in the report and appendices, including a basic Council Tax increase of 2% and an Adult Social Care precept of 2%.
  2. Approval of the proposed extension to the Local Council Tax Support Top Up scheme, that will provide up to £117.60 of additional support to low income households most vulnerable to rising household costs, through reduced Council Tax bills as described in section 2.5.11-14.
  3. Approval of the updated Medium Term Financial Strategy (MTFS) to 2025/26, as described within section 2.6.
  4. Approval of the Reserves Strategy as set out in Section 2.9 noting that the final determination of Reserves will be approved as part of reporting the financial outturn for 2022/23.
  5. To note and accept the comments and advice of the Strategic Director of Finance and Customer Services (Section 151 Officer), provided in compliance with Section 25 of the Local Government Act 2003, as to the robustness of the estimates included in the Budget and the adequacy of reserves for which the Budget provides (Section 2.14).
  6. To note the feedback from the public and partners following the public consultation on the Council’s budget for 2023/24 which took place from 19 December 2022 to 22 January 2023, attached as Appendix 10.

7. Approval of the proposed increases in Adult Social Care provider contracts and for Personal Assistants as set out in Section 2.4.
8. Approval of the revenue investment proposals set out in Section 2.7 and Appendix 2.
9. Approval of the Council Fees and Charges for 2023/24 attached as Appendix 7.
10. Approval of the revenue savings proposals set out in Section 2.8 and Appendix 4
11. Application of the Business Rates Reliefs as set out in Section 2.10, in line with Government guidance.
12. Approval of the proposed Capital Strategy and Capital Programme as presented in Section 2.12 and Appendices 3A to 3F.
13. Approval of the Treasury Management matters for 2023/24 as set out in Appendix 9 of this report including the Prudential Indicators, the Minimum Revenue Provision Policy, the Treasury Management Strategy and the Investment Strategy.
14. Approval of the Flexible use of Capital Receipts Strategy 2023/24 (Appendix 5).
15. Approval that the projected 2022/23 revenue outturn overspend will be funded from the Council's corporate reserves as indicated within section 2.9.
16. Approval that any changes resulting from the Final Local Government Finance Settlement 2023/24 be reflected in the Budget and Council Tax Report to Council on 1 March.
17. It is recommended to continue with the principles and measures adopted since April 2020 to make faster payments to suppliers on receipt of goods, works and services following a fully reconciled invoice as described in section 2.11.
18. Approval that the Capital Programme Budget continues to be managed in line with the following key principles:
  - (i) Any underspends on the existing approved Capital Programme in respect of 2022/23 be rolled forward into future years, subject to an individual review of each carry forward to be set out within the Financial Outturn 2022/23 report to Cabinet.
  - (ii) In line with Financial and Procurement Procedure Rules 7.7 to 7.11 and 8.12, any successful grant applications in respect of capital projects will be added to the Council's approved Capital Programme on an ongoing basis.
  - (iii) Capitalisation opportunities and capital receipts flexibilities will be maximised, with capital receipts earmarked to minimise revenue costs. "

**153. HOUSING REVENUE ACCOUNT RENTS AND SERVICE CHARGES**

The Chair welcomed the Cabinet Member for Housing to the meeting. The Cabinet Member introduced a report seeking approval for the proposed values of the housing rents, non-dwelling rents, District Heating and service charges and the draft Housing Revenue Account Budget for 2023/24.

Also in attendance were the Strategic Director for Adult Care, Housing and Public Health, the Assistant Director for Housing and Interim Head of Services.

The Cabinet Member outlined that there was a requirement for the Council to produce a plan which would allow the Council to maintain and develop its stock. It was noted that the Government policy had capped social rents at 7% and this was reflected in the proposals for a corresponding increase in dwelling rents and shared ownership rents (Option 1). It was outlined that there was a proposal for a 6% increase to charges for garages, communal facilities, cooking gas and laundry facilities. In respect of district heating, it was noted that the Council had cushioned the effect of energy price rises, however in order for the scheme to break even in the long term, the unit charge per kWh would be increased by 186.43% and weekly prepayment charges increased by a maximum of 150% (dependent on property size). Approval was also sought to retain the policy of rent realignment to formula rent levels for re-let properties.

Options for housing rents and district heating charges were detailed in the report.

The Chair invited questions from the committee and a discussion on the following issues ensued.

- Clarification was sought on how tenants using district heating would be supported. It was outlined that the current cost model was not sustainable which was why it was being raised. It was noted that the existing taper was in place and there was parity across the charges. The Tenancy Support Team would work with tenants to maximise take-up of benefits and vouchers for pre-payment meter energy support. The report contained details of the number of tenant households in receipt of Universal Credit and/or Housing Benefit.
- Details were requested on the process for raising formula rents, noting that it would take approximately 12 years to achieve parity. It was outlined that the Council was following the process and timescales outlined by Government policy.
- It was suggested that clear communication should be issued to outline the reasons behind the increases to the district heating

charges and where support was available.

- Assurance was sought that officers would work with tenants, including those not in receipt of benefits. It was noted that affordability tests were conducted prior to tenancies being offered. If surplus payments were accrued on pre-payment meters, this was paid back to the customer at regular intervals
- Information was sought if lower service charges could have been introduced to mitigate the compound impact of charges. It was noted that the recommended position was required to avoid a deficit.
- Clarification was sought if consideration had been given to how the proposals may impact on tenants with long term health conditions or disabilities who may not be in receipt of Universal Credit or Housing Benefit. It was reiterated that the Financial Team are able to offer advice and there were tenancy support options available. A request was made that consideration be given to providing financial support for people in receipt of Personal Independence Payments or have a long term health condition.
- The communication strategy in respect of Money Matters was welcomed. Details were sought if communications had been considered to target those on district heating, with a specific request made that drop-ins and targeted materials should be available. In response, it was outlined that this would be considered. In addition, tenants would be given an annual projected bill and offered advice to assess their ability to pay and establish if additional support was required.

The Chair thanked the Cabinet Member and officers for their contributions.

**Resolved:**

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

“That the Cabinet note the content of the report and recommends to Council:

1. That dwelling rents are increased by 7% in 2023/24 (Option 1) in line with the latest Government policy on rents for social housing which caps rent increases to 7% for 2023/24.
2. That shared ownership rents are increased by 7% in 2023/24 (Option 1) as per the increase on Council dwelling rents.
3. That there is a 6% increase in charges for garages and parking

spaces, communal facilities, cooking gas and use of laundry facilities.

4. That Cabinet note the £1.65m 'cushioning' effect that the Council has put in place through the District Heating Scheme in 2022/2023 rising to £2.593m for 2023/2024 subject to Recommendation 6 below.
  5. That the Council retain the Energy Bill Relief Scheme amounts to offset some of the deficit incurred in cushioning tenants from energy price rises.
  6. The unit charge per Kwh is increased by 186.43% and weekly prepayment charges are increased by 44% to 150%, depending on property size, for District Heating Schemes in 2023/24 (Option 1) to enable the Scheme to break even in the long term.
  7. Approve the draft Housing Revenue Account budget for 2023/24 as shown in Appendix 2.
  8. That the Council retain the policy of realigning rents on properties at below formula rent, to the formula rent level when the property is re-let."
- 2) That consideration be given to whether additional measures, such as tenancy advice and support, could be introduced to mitigate the impact of rent increases for residents who are particularly vulnerable to changes in rent levels (for example recipients of Personal Independence Payments and Disability Living Allowance for children).
  - 3) That consideration is given to developing a communication strategy, including drop-in sessions, to raise awareness of changes to the district heating charges and support available to households.

#### **154. HRA BUSINESS PLAN**

The Chair invited the Cabinet Member for Housing to introduce a report which provided a detailed technical overview of the current position and the reasons for changes to the Housing Revenue Account Business Plan. The Cabinet Member outlined that this report should be considered in conjunction with Housing Revenue Account Rents and Service Charges report 2023/24.

Also in attendance were the Strategic Director for Adult Care, Housing and Public Health, the Assistant Director for Housing and Interim Head of Services.

The report detailed that the Housing Revenue Account recorded all expenditure and income relating to the provision of Council housing and related services, and the Council was required to produce an HRA

business plan setting out its investment priorities over a 30 year period.

The overall approach was to make savings where it was feasible to do so and invest in future new affordable housing and to position the housing service so it is best placed to respond to ongoing inflationary pressures and future challenges as they arrived.

It was outlined that the current business plan took account of known costs for housing growth, housing management and repairs and maintenance. To date, a total of 530 homes were already completed or contracted for completion by March 2026. It was proposed a further £115.7m would be invested to deliver more council homes by 2025-26. Over the short to medium term forecast, the business plan was operating at or around the minimum balance; however, this would increase to a surplus of £9.452m by year 30 of the plan.

Details of the planning assumptions were outlined in the report, including options for rent and service charge increases. Base option 1 was recommended for approval.

Having had a full discussion of proposals in its consideration of the Housing Revenue Account Rents and Service Charges report, no further questions were raised by the Board. The Chair thanked the Cabinet Member and officers for their attendance.

**Resolved:**

- 1) That Cabinet be advised that the recommendations be supported.

“That Cabinet recommends to Council to: -

1. Approve the proposed 2023-24 Base Case Option 1 for the HRA Business Plan.
2. Review the Plan annually to provide an updated financial position.”

**155. CALL-IN ISSUES**

There were no call-in issues.

**156. URGENT BUSINESS**

There were no urgent items.

**157. 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 Wednesday 22 February 2023 at Rotherham Town Hall.

**OVERVIEW AND SCRUTINY MANAGEMENT BOARD**  
**Wednesday 15 March 2023**

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

Apologies for absence:- Apologies were received from Councillors Browne and Yasseen.

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

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

**158. MINUTES OF THE PREVIOUS MEETING HELD ON 14 DECEMBER 2022 AND 19 JANUARY 2023**

**Resolved:** - That the Minutes of the meeting of the Overview and Scrutiny Management Board held on 14 December 2022 and 19 January 2023 be approved as a true record.

**159. DECLARATIONS OF INTEREST**

There were no declarations of interest.

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

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

**161. EXCLUSION OF THE PRESS AND PUBLIC**

There were no exempt items.

**162. CLIMATE CHANGE ACTION PLAN AND ANNUAL REPORT**

The Cabinet Member for Jobs and the Local Economy introduced the report and explained it was the annual updated on climate change. The report covered three main areas, it was a progress report indicating what had been delivered so far, it was an annual action plan for climate change along with including a specific plan covering single use plastic.

The Strategic Director for Regeneration and Environment introduced the other officers present and provided an overview of the report. This noted that the Council declared a climate emergency in 2019 which had led to a number of reports and action plans. The action plan had been split into three documents focusing on what had been done in terms of the progress on last year's action plan. There was also a year ahead plan for climate change and a specific action plan for single use plastics. A substantial amount of progress had been made in areas such as active travel, electric vehicle charging points and the delivery of a successful tree planting programme.

Actions undertaken regarding building decarbonisation had been successful with the retrofitting of 217 properties by housing and which was being carried out in other areas of the borough. Progress had been made regarding single use plastics nothing that the Town Hall and the theatre was no longer using single use cups.

Lots of engagement was being undertaken, particularly with the Youth Cabinet who had maintained climate changes as one of their manifesto commitments for the year.

There were also a number of schemes being undertaken around climate adaptation, sighting the canal barrier at Forge Island, which would not only protect against climate change and flooding but included climate friendly concrete as part of the construction materials.

Actions for next year included further decarbonisation of council buildings, more retrofitting of the council's housing stock and further action around single use plastics and electric vehicle charging points. It also included the roll-out of the carbon literacy training for officers and Members.

The following points were raised in response to queries:

- The carbon literacy training would provide information around about what the carbon sources were.
- Whilst the report discussed up to six electric vehicle (EV) charging points, it was noted that there were three available at the moment, with additional funding being secured. The existing three EV charging points had come in under budget. All options were being explored to increase the number of charging points.
- The Improving Places Section Commission was undertaking a spotlight review into the Nature Crisis motion which overlapped with climate change.
- The Council needed to consider its schemes as a whole, ensuring that measures were put in place that could be directly attributed to offset any carbon impact of construction projects.
- It was felt that the Carbon Impact Assessments needed to contain more detail.
- The carbon literacy training would be delivered through an e-learning platform.
- Members were encouraged to feedback information on any local tree planting schemes so that it can be captured.
- Information on the number of people who had downloaded the Council's Bin App would be provided outside of the meeting.
- Work was being undertaken with colleagues from Housing to develop the most appropriate methods for recycling and disposal of waste for housing such as blocks of flats etc.
- There were lots of initiatives around how the carbon footprint associated with the Council housing stock and fleet could be reduced.



- It was clarified that fugitive emissions were classed as emissions that were a result of things such as leaks from air conditioning units.

Resolved:

1. That Cabinet be advised that the following recommendations be supported:
  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.
2. That details of the uptake of the “Bin App” be circulated to Members of Overview and Scrutiny Management Board.

### **163. MODERN SLAVERY ANNUAL TRANSPARENCY STATEMENT**

The Chair welcomed the Assistant Director for Community Safety and Streetscene to the meeting. He outlined that the Council were one of the early adopters of the anti-Modern Slavery Charter. One of the requirements of the Charter is to publish an annual report. This complements the obligation for large organisations to publish an annual transparency statement. This report fulfilled both functions.

The report provided updates on progress, detailing training undertaken by the Procurement Team and specialist training for frontline officers who may come across issues or concerns. Details were given in respect of how procurement processes were compliant with the Charter, particularly with regards to assessing low bids or tenders. Ethical procurement commitments and trade union rights were outlined alongside safeguarding requirements. All suppliers were informed that they were required to comply with modern slavery standards prior to contract being awarded.

It was noted that that the Council was an active member of the South Yorkshire Modern Slavery Partnership and tackling modern slavery was a key priority for the Safer Rotherham Partnership.

A network of ‘champions’ had been developed. Whilst there was a relatively small number of staff trained in terms of modern slavery, this was to be expanded. It was noted that there had been an increase in the numbers of people referred through the National Referral Mechanism. It was felt that this indicated that more officers are adept at identifying concerns and using those process is to safeguard individuals.

The Assistant Director thanked Members for the recent spotlight review into modern slavery and looked forward to receiving the recommendations in due course. Those that are approved, will be incorporated into the Council’s Modern Slavery Transparency Statement Action Plan 2023/24.

The Chair invited questions from the Board and the following points were

clarified:

- Details were sought to establish what checks can be put in place to ensure that subcontractors were also compliant with the objectives of the charter. It was outlined that the Procurement Team were examining how this can be done within supply chains.
- Clarification was sought if the council were informed of the outcomes of referrals to the National Referral Mechanism and how this in turn, informed procurement procedures and processes. It was noted that the process was complex and often took some time to complete. Work was undertaken with other local authorities as authorities may be required to move potential victims to places of safety. Feedback was shared as appropriate and should criminal charges be applied this would be taken into account as appropriate.
- Details were asked about raising awareness locally and what role the Council had in this. The Police and Crime Commissioner had allocated funding to the Safer Rotherham Partnership to deliver training on this issue; a big focus was working in schools to raise awareness of these challenging issues. The Council also publicises events and information on social media such as the national awareness day.

The Chair thanked the Assistant Director for his report.

**Resolved:** That Cabinet be advised that the following recommendations be supported:

- 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.

#### 164. SOCIAL VALUE ANNUAL REPORT

The Chair welcomed the Leader of the Council and the Chief Executive to the meeting. The Leader introduced the report outlining that the social value policy was introduced approximately three years ago. It set out a number of objectives to get best use of external spend with suppliers, value for money and maximise the benefits for Rotherham community and businesses. The purpose of this was to keep Council spend in the local economy, generating jobs, increasing wages through the commitment to the 'real living wage' and trying to raise incomes of low-income households.

It was outlined that there were £13.5m of social value commitments being secured from eligible new Council contracts in the last three years. and more money was being spent within the local and sub-regional economies than before. It was also noted that the Council pressed its suppliers to pay the 'real living wage' as a condition of contract. It was noted that new wage rates would be introduced for directly employed staff of £10.19 per

hour and this would come into effect from April 1, 2023.

RMBC had developed its own bespoke measurement framework comprising a range of measures, across five themes, 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

The Chief Executive reflected on the commitments made last year and progress to date. The social value commissioning toolkit has been launched providing 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. Training has been undertaken with staff to ensure that social value is considered at an early stage in the process. Work is also underway with the wider Rotherham Together Partnership and the South Yorkshire Mayoral Combined Authority to disseminate the Social Value Charter. The importance of working with anchor networks was cited to make sure that partners are working together to make sure as much of the spend could go locally. Progress was being made with examples given of the benefits this initiative had brought including employment opportunities, training and qualifications. These were illustrated through case studies.

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

- Clarification was sought on how engagement with local businesses was undertaken. Details were provided of 'meet the buyer' events, how contracts were advertised, and how details of procurement processes were disseminated. Engagement had also taken place with the Chamber of Commerce and Rotherham Pioneers. Information was shared with partners to coordinate activity.
- For larger contractors, it was felt that there was a good level of awareness about procurement web-based systems. To ensure that local contractors had opportunities to tender, there was a requirement for smaller contracts that one quote has to be provided locally. The Council used the Chamber of Commerce to advise on local supply chains and work is underway to build a library of local business. The Business Advisor Network was also utilised to draw on local intelligence about potential suppliers or contractors. The Council was committed to increasing local spend.
- Details with sought how social value was measured in awarding contracts. Contract managers would assess bids to establish how it met the criteria of delivering skills and apprenticeships and demonstrate local benefits. The contract would be scored

accordingly. The report detailed how this was undertaken.

- Further information was requested how local start-ups were encouraged to apply for contracts. Details were given of local networks and the assistance RiDO gives. It was noted that RiDO have links with new businesses and gave advice about supply chains and opportunities.

**Resolved:-** That Cabinet be advised that the following recommendations be supported:

- 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.

## 165. FLEET REPLACEMENT PLAN

The Cabinet Member for Transport and Environment introduced the report explaining the council had around 337 vehicles operating across a countless number of services and performing lots of different tasks. The proposal was to replace around 119 vehicles over the next two years, comprising of vehicles that did not meet the Euro 6 standard of emissions along with replacing those that costed a lot of money, which were principally those that were leased or on hire arrangements. It was an ambitious proposal as 64 of the vehicles would be battery/electric vehicles. This was an ever-evolving picture with the information considering the current market conditions.

In response to queries the following points were made:

- More and more people were moving to electric vehicles, in order to manage that particular type of waste, the team was working closes with colleagues in waste to ensure that disposal of any batteries was responsible and sustainable going forward.
- The Council had been selective, in terms of which vehicles it had identified for prioritisation, considering aspects such as range and reliability. The fleet replacement plan considered the models of vehicles that were emerging with stronger capabilities and mileage

ranges.

- A factor that would be considered as part of a central approach to the fleet management would be to develop a policy around home charging facilities in the same way as other Council's had adopted.
- It was acknowledged that the full life costs of an electric vehicle were likely to be more expensive however there was a need to focus on the climate benefits and take a blended, balanced approach, delivering the best value for money.

Resolved:

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

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.

#### **166. LOCAL GOVERNMENT ASSOCIATION CUSTOMER SERVICES PEER CHALLENGE**

The Leader introduced the report explaining that this was started last year when through the LGA, peers from other Council were invited to speak about customer service and customer services. Part of this review was driven by the delays in the call centre and the contact centre, which lead into a much wider conversation about the way that the Council engaged with the public including the treatment they received when they interacted with the Council's services.

Following the review an action plan had been created, with some of those actions already undertaken but some were new.

The Assistant Director, Customer, Information and Digital went on to explain that a lot of work had been carried out within customer services over the last four or five years and the review was a way of checking the Council was heading in the right direction, compared to what other authorities were doing. There were six key points that came out of the review which were listed in the action plan. A number of those actions were already completed, with good progress being made on the others. He was certain that all target deadlines for completion of those actions would be met.

The review helped to understand how customer services could better understand all the activity that impacted customers to ensure the Council had the most joined up approach possible creating consistency. Consideration was given to the following aspects:

- Engagement with key stakeholders, whether they were internal or external.
- Use of technology, understanding that digital was not always the right answer, but used in the right way, at the right time, it could be beneficial.
- Ensuring that no one was excluded, and everyone was taken on the journey whilst having consistent access to services regardless of how they contacted the council.

The following points were raised during the course of discussions:

- Concern was expressed that not all emails got responded to in a timely manner. It was understood that the answer was not always readily available however a holding response should be issued.
- It was felt that the Council did not always apply a joined-up approach when dealing with queries that could sit with multiple departments. Residents were not bothered who resolved the query, just that it was resolved.
- Work was being undertaken with officers to address consistency in approach and putting themselves in the shoes of the resident. Work should be undertaken between departments in the background to resolve the query regardless of who it was submitted to in the first instance.
- The Council had adopted a 'one council' approach, with one person taking ownership of the query, consulting with all relevant departments to get it resolved.

Resolved: That the Overview and Scrutiny Management Board noted the report.

## **167. WORK IN PROGRESS - SELECT COMMISSIONS**

The Chair invited the Commission Chairs or Vice-Chair to give an overview of their activity.

The Chair of Improving Lives Select Commission outlined that the Commission had recently had a session on understanding performance information from CYPS. It was a helpful session.

The Chair of Improving Places Select Commission cited the review on 'Nature Crisis'. The review on Selective Licensing was reaching a conclusion and recommendations would be determined shortly.

The Vice-Chair of Health Select Commission reported that the last scheduled meeting due to focus on Maternity Services was cancelled due to bad weather. This would be rearranged shortly. A review on Oral

Health was scheduled later in the month.

**168. FORWARD PLAN OF KEY DECISIONS - 1 MARCH 2023 TO 31 MAY 2023**

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

**Resolved:** - That the Forward Plan be noted.

**169. CALL-IN ISSUES**

There were no call-in issues.

**170. URGENT BUSINESS**

There were no urgent items.

**171. 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 Wednesday 19 April, 2023 at Rotherham Town Hall.

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**Committee Name and Date of Committee Meeting**

Cabinet – 24 April 2023

**Report Title**

Council Plan Update

**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**

Jo Brown, Assistant Chief Executive

**Report Author(s)**

Simon Dennis, Corporate Improvement and Risk Manager

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**Ward(s) Affected**

Borough-Wide

**Report Summary**

In January 2022, the Council adopted a Council Plan for 2022-25, informed by public consultation, as well as a Year Ahead Delivery Plan for the period up to 31 March 2023.

Formal progress reports are currently presented in public at Cabinet meetings every three months, with the first report being presented on the 20 June 2022, the second on 19 September 2022 and the third on 19 December 2022. The fourth progress report is attached at Appendix 1, focussing on the progress made on the activities in the Year Ahead Delivery Plan and Council Plan performance measure data for Quarter 3.

To enable the Council to work towards the Council Plan outcomes and achieve the commitments, the Council Plan performance measure targets are reviewed annually, and the Year Ahead Delivery Plan is also updated. The slightly revised performance measure targets are attached at Appendix 2 and the new Year Ahead Delivery Plan for 2023-24 is attached at Appendix 3.

## **Recommendations**

That Cabinet:

1. Note the overall position in relation to the Year Ahead Delivery Plan activities.
2. Note the Quarter 3 2022-23 data for the Council Plan performance measures.
3. Agree the revised Council Plan performance measure targets and the Year Ahead Delivery Plan for 2023-24
4. Note the future performance reporting timetable (see paragraphs 2.17 and 2.18).

## **List of Appendices Included**

Appendix 1 – Council Plan 2022-25 and Year Ahead Delivery Plan progress report  
Appendix 2 – Revised Council Plan performance measures and targets for 2023-24  
Appendix 3 – Year Ahead Delivery Plan for 2023-24  
Appendix 4 – Equality Analysis  
Appendix 4 – Carbon Impact Assessment.

## **Background Papers**

Council Plan 2022-25 and Year Ahead Delivery Plan approved by Council in January 2022.

Council Plan 2022-25 and Year Ahead Delivery Plan first quarterly progress report considered in June 2022.

Council Plan 2022-25 and Year Ahead Delivery Plan second quarterly progress report considered in September 2022.

Council Plan 2022-25 and Year Ahead Delivery Plan third quarterly progress report considered in December 2022.

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

None

## **Council Approval Required**

No

## **Exempt from the Press and Public**

No

## **Council Plan Update**

### **1. Background**

- 1.1 The Council Plan 2022-25 is a key document which sets out the Council's vision for the Borough and priorities for serving residents and communities and is informed by public consultation. The Plan provides 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.
- 1.2 To enable the Council to work towards the Council Plan outcomes and achieve the commitments, the Plan includes a suite of performance measures and targets as well as a Year Ahead Delivery Plan which sets out the key activities to be delivered over the next year (January 2022 – March 2023 for this first period). The Year Ahead Delivery Plan is updated annually.
- 1.3 Both the Council Plan 2022-25 and the Year Ahead Delivery Plan were adopted by Council in January 2022.
- 1.4 The process for monitoring performance is set out in the Council's Performance Management Framework which explains how robust performance monitoring should be carried out.
- 1.5 To ensure that the delivery of actions and their impact is assessed, formal quarterly performance reports will be presented in public at Cabinet meetings. Scrutiny will also be able to consider the reports in line with the Council's normal processes.
- 1.6 Service plans have been produced for every Council service and these will be reviewed annually to ensure a 'golden thread' runs from the Council Plan through to each service as well as the Personal Development Review (PDR) process at individual officer level.

### **2. Key Issues**

- 2.1 Informed by a programme of public and stakeholder engagement, the Council Plan sets out medium-term priorities and actions, building on and taking forward commitments made by Councillors to the Rotherham community. The Plan is framed around five themes:
  - Every neighbourhood thriving
  - People are safe, healthy, and live well
  - Every child able to fulfil their potential
  - Expanding economic opportunity
  - A cleaner, greener local environment.
- 2.2 These five themes are underpinned by a cross-cutting strand - 'One Council' - which sets out how the Council will operate to achieve the vision.

- 2.3 The Council Plan sets out the outcomes that the Council will work towards over the next three years. There are 26 outcomes and 47 commitments in total.
- 2.4 To ensure delivery against these, the Year Ahead Delivery Plan includes 92 priority actions/milestones to be delivered by March 2023.
- 2.5 The Council Plan is being monitored through both the delivery of the milestones and activities within the Year Ahead Delivery Plan and the 66 performance measures outlined in the Council Plan. The performance measures include a mixture of output measures and longer-term outcome measures.
- 2.6 The fourth progress report (Appendix 1) focuses on the progress made across all the Year Ahead Delivery Plan activities up to the end of January 2023 to deliver the five headline priorities for Rotherham as set out in the Council Plan for 2022-25.
- 2.7 The targets for Council Plan performance measures relate to the financial year 2022-23 and are reported here for Quarter three (October to December 2022). Appendix 1 includes full details of performance against these measures.
- 2.8 The quarterly progress report (Appendix 1) includes a high-level overview overall and is then presented by Council Plan theme, with each thematic section including achievements and challenges, Year Ahead Delivery Plan trackers and performance scorecards. The Report also includes wider information, key facts and intelligence, specific case studies and a timeline of key achievements/activities to demonstrate activity during the quarter.
- 2.9 The Year Ahead Delivery Plan milestone trackers (included in Appendix 1) outline progress against the 92 actions within the Year Ahead Plan. Each action has been rated as follows:

| Status               | Definition   |
|----------------------|--|
| 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.   |

- 2.10 As of 27 February 2023, the activities within the Year Ahead Delivery Plan are rated as follows:
- 65% (60) complete
  - 22% (20) are on track to be delivered by original target date
  - 5% (5) are delayed by less than 3 months
  - 8% (7) will not be met within 3 months of original target date.

2.11 The performance scorecards included in Appendix 1 provide an analysis of the Council’s performance against each of the 66 performance measures and each are given equal priority.

2.12 Each of the measures are rated as follows:

| Status | Definition  |
|--------|---|
| ✓      | Performance is on or above target.  |
| ●      | Currently performance is not at expected levels. Confidence that the target will still be achieved by year-end. |
| ✗      | Performance is not currently on target. High risk that year-end target will not be achieved.                    |
| △      | Target cannot be assessed this quarter (ie annual measure or awaiting publication of data)                      |
| ①      | Information measure targets not applicable (ie volume/demand measures where ‘good’ is neither high or low)      |

| Direction of travel | Definition                                      |
|---------------------|---|
| ↑                   | Performance or numbers have improved.           |
| →                   | Performance maintained or numbers are the same. |
| ↓                   | Performance or numbers have declined.           |
| ◆                   | Quarterly direction of travel not applicable.   |

2.13 For the quarter three data of the financial year, the status of the performance measures is set out below, along with the direction of travel for each:

**Progress against targets**

|   |   | Number of measures | % of measures |
|---|---|--------------------|---------------|
| ✓   | Performance is on or above target   | 24                 | 36%           |
| ●   | Currently performance is not at expected levels. Confidence that the target will be achieved by year-end. | 6                  | 9%            |
| ✗   | Performance is not currently on target. High risk that year-end target will not be achieved.              | 17                 | 26%           |
| <b>Unable to be assessed this quarter</b> |   |                    |               |

|   |  |    |     |
|---|--|----|-----|
| △ | Target cannot be assessed this quarter. (ie Annual measure or awaiting publication of data).                   | 12 | 18% |
| ① | Information measure targets not applicable. (ie Volume / Demand measures where 'good' is neither high or low). | 7  | 11% |

### Direction of travel

|  |   | Number of measures | % of measures |
|--|---|--------------------|---------------|
| ↑  | Performance or numbers have improved.           | 28                 | 42%           |
| →  | Performance maintained or numbers are the same. | 3                  | 5%            |
| ↓  | Performance or numbers have declined.           | 17                 | 26%           |
| <b>Unable to be assessed and reported this quarter</b> |   |                    |               |
| ◆  | Quarterly direction of travel not applicable    | 18                 | 27%           |

- 2.14 To ensure the Council remains focussed on working towards the outcomes and commitments set out in the Council Plan, a review of the Council Plan performance measures has been conducted and a new Year Ahead Delivery Plan developed for 2023-24.
- 2.15 The Council Plan is in place until 2025 and therefore the number of targets revised has been kept to a minimum (22 changes in total). The changes made are to align targets to the latest benchmarking data and ensure these are aspirational but achievable. Some measures have also been separated into multiple measures, to enhance future monitoring/reporting. The revised performance measures and targets are attached at Appendix 2.
- 2.16 The Year Ahead Delivery Plan for 2023-24 is attached at Appendix 3 which sets out the key activities to be delivered over the new financial year (April 2023-March 2024). The Plan includes one hundred actions/activities in total.
- 2.17 Performance/progress will continue to be kept under review within directorates and reported publicly to ensure that the Council's direction of travel remains positive. The final progress report for 2022-23, covering data for quarter four and year-end performance will be presented to Cabinet on 10 July 2023.
- 2.18 It is recommended that the frequency of reporting in 2023-24 moves to twice a year (December 2023 and July 2024). Due to the nature of the actions/activities in the plan, many do not significantly change each quarter and a less frequent report will enable the Council to demonstrate progress. Quarterly reporting will remain in place internally to ensure officers remain focussed on areas that require extra attention and timely action can be taken when things are off track.

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

- 3.1 The Council Plan 2022-25 was developed in consultation with Cabinet Members and officers across all directorates, as well as being informed by public consultation. This Report forms part of the Council's commitment to public reporting on its progress.
- 3.2 It is recommended that Cabinet note the overall position in relation to the Year Ahead Delivery Plan activities. It is also recommended that Cabinet note the performance to 31 December 2022 for the Council Plan performance measures and note the performance reporting timetable for 2022-2023 contained at paragraph 2.14.

### **4. Consultation on proposal**

- 4.1 A programme of public consultation and engagement to support the development of the Council Plan took place throughout August and September 2021. This included online and postal surveys, focus groups, a series of short interactions and engagement at the Rotherham Show. There were 350 online and postal surveys returned and over 1,000 other interactions in total across all methods of engagement.
- 4.2 In addition to the public consultation, engagement took place with key stakeholders, including work with Cabinet members and officers across all directorates, a session with OSMB and a session that was open to all elected members.
- 4.3 The consultation is part of an ongoing dialogue between the Council and members of the public. Feedback continues to be sought on the Year Ahead Delivery Plan activities, Rotherham Partnership Plan and the refresh of the Equalities Strategy.
- 4.4 The Year Ahead Delivery Plan for 2023-24 has been developed in consultation with Cabinet Members and directorates.

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

- 5.1 The final quarterly progress report on Council Plan and Year Ahead Delivery Plan for the 2022/23 year will be presented to Cabinet in July 2023.
- 5.2 As stated in paragraph 2.18, it is recommended that reporting for 2023-24 moves to twice a year (December 2023 and July 2024).

### **6. Financial and Procurement Advice and Implications**

- 6.1 The Council Plan and the Year Ahead Delivery Plan are designed to help steer the use of Council finances, balanced against the wider funding backdrop for the Council and the broader context of national local government finance and policy. There are no direct financial implications as a result of this Report and the delivery of the Council Plan will be managed within the Council's available budgets.

- 6.2 The Council operates in a constantly changing environment. It will be important to ensure that ambitions and performance targets remain realistic in the context of central government policy, forthcoming legislation, and the financial position of the Authority.
- 6.3 Whilst there are no direct procurement implications in this report the Council Plan and Year Ahead Delivery Plan includes some activities which require the need to procure goods, services or works to achieve their outcomes. All projects will need be procured in line with the Public Contracts Regulations 2015 (as amended) and the Council's own Financial and Procurement Procedure Rules, giving clear consideration and application of social value, the Real Living Wage and other ethical factors.
- 6.4 Appendix 1 includes information regarding the Council's financial position, and this has been aligned to the financial reporting timelines.

## **7. Legal Advice and Implications**

- 7.1 Whilst there is no specific statutory requirement for the Council to have a Performance Management Framework and Council Plan, being clear about the Council's ambitions gives staff, partners, residents, and central Government a clear understanding of what it seeks to achieve and how it will prioritise its spending decisions.
- 7.2 An effective and embedded Council Plan is also a key part of the Council's ongoing improvement journey.

## **8. Human Resources Advice and Implications**

- 8.1 There are no direct Human Resources (HR) implications as a result of this Report, though the contribution HR makes to an engaged, diverse and skilled workforce who feel empowered to adopt new ways of working to meet the needs of all customers is set out within the 'One Council' theme. Delivery of the Council Plan is also underpinned by the implementation of a new Workforce Plan which was launched in June 2022.

## **9. Implications for Children and Young People and Vulnerable Adults**

- 9.1 The Council Plan has a core focus on the needs of children and young people and vulnerable adults and this is embedded throughout all themes of the plan, particularly in theme three (Every child able to fulfil their potential).

## **10. Equalities and Human Rights Advice and Implications**

- 10.1 Equalities is cross cutting throughout the Council Plan and Year Ahead Delivery Plan.
- 10.2 Of the five guiding principles, two specifically aim to meet residents' and communities' differentiated needs:



- Expanding opportunities for all
- Working with our communities

10.3 'Expanding opportunities for all' encompasses the Council's essential priority to tackle inequality, striving to ensure that the health and life chances of the most disadvantaged communities are improving the fastest. To complement this approach, 'working with our communities' ensures that to achieve the best outcomes for local people, residents are involved in the things that matter to them and services are designed based on input from those who use them.

10.4 There is also an outcome focussed on addressing inequalities and leaving no one behind within the 'people are safe, healthy and live well' theme. This will involve providing support to our communities at a level that is proportionate to the degree of need – taking a universal approach where appropriate whilst also providing targeted support to those who most need it.

10.5 In addition, the underlying 'One Council' theme encompasses two specific areas which ensure different needs are met:

- Effective customer services
- Engaged, diverse and skilled workforce who feel empowered to adopt new ways of working to meet the needs of all customers

10.6 The Council's commitment to place all customers at the heart of service delivery includes a strengthened approach to equalities and being inclusive. The commitment to an engaged, diverse and skilled workforce is expected to improve the council's response to diverse customer needs, by bringing a more differentiated understanding of equality and diversity considerations and barriers.

10.7 A detailed Equality Analysis is attached (Appendix 4).

## **11. Implications for CO2 Emissions and Climate Change**

11.1 A cleaner, greener local environment is a theme within the Plan, focused around reducing harmful levels of carbon emissions to limit the impacts on communities and the environment. Actions within this theme encompass plans for the reduction of emissions in housing, through the Housing Strategy, and transport, such as through cycleway improvements, and public transports improvements, as well as improving data on waste and single-use plastic.

11.2 A Carbon Impact Assessment has been produced based on the Year Ahead Delivery Plan (see Appendix 3). The impact assessment will continue to be reviewed and updated each quarter.

## **12. Implications for Partners**

12.1 Working with partners across the public, private and voluntary and community sectors will be integral to the delivery of the Council Plan, and partners have been consulted as part of its development. All the themes will require multi-

agency approaches to some degree and the Council will continue to show effective leadership, operating through a range of strategic partnership bodies.

- 12.2 Following a Rotherham Together Partnership showcase event held in June 2022 and public consultation undertaken in September and early October 2022, the Rotherham Together Plan was agreed by the Partnership, endorsed by Cabinet in December 2022, and formally launched in January 2023.

### 13. Risks and Mitigation

- 13.1 The Corporate Strategic Risk Register has been realigned to the new Council Plan themes and the process of updating and identifying strategic risks is in place to manage risks connected to the plan.
- 13.2 Quarterly progress reports will continue to note risks associated with actions at risk of not being delivered, or those that have missed the deadline, as well as performance measures which have not progressed in accordance with the target set.
- 13.3 Directorates are also responsible for ensuring that any significant risks are addressed via directorate and corporate risk registers.

### 14. Accountable Officers

Simon Dennis, Corporate Improvement and Risk Manager  
 Assistant Chief Executive's Directorate  
[Simon.dennis@rotherham.gov.uk](mailto:Simon.dennis@rotherham.gov.uk)

Approvals obtained on behalf of Statutory Officers:

|  | <b>Named Officer</b> | <b>Date</b> |
|--|----------------------|-------------|
| Chief Executive  | Sharon Kemp          | 11/04/23    |
| Strategic Director, Finance & Customer Services<br>(S.151 Officer) | Judith Badger        | 11/04/23    |
| Assistant Director, Legal Services<br>(Monitoring Officer)         | Phil Horsfield       | 11/04/23    |

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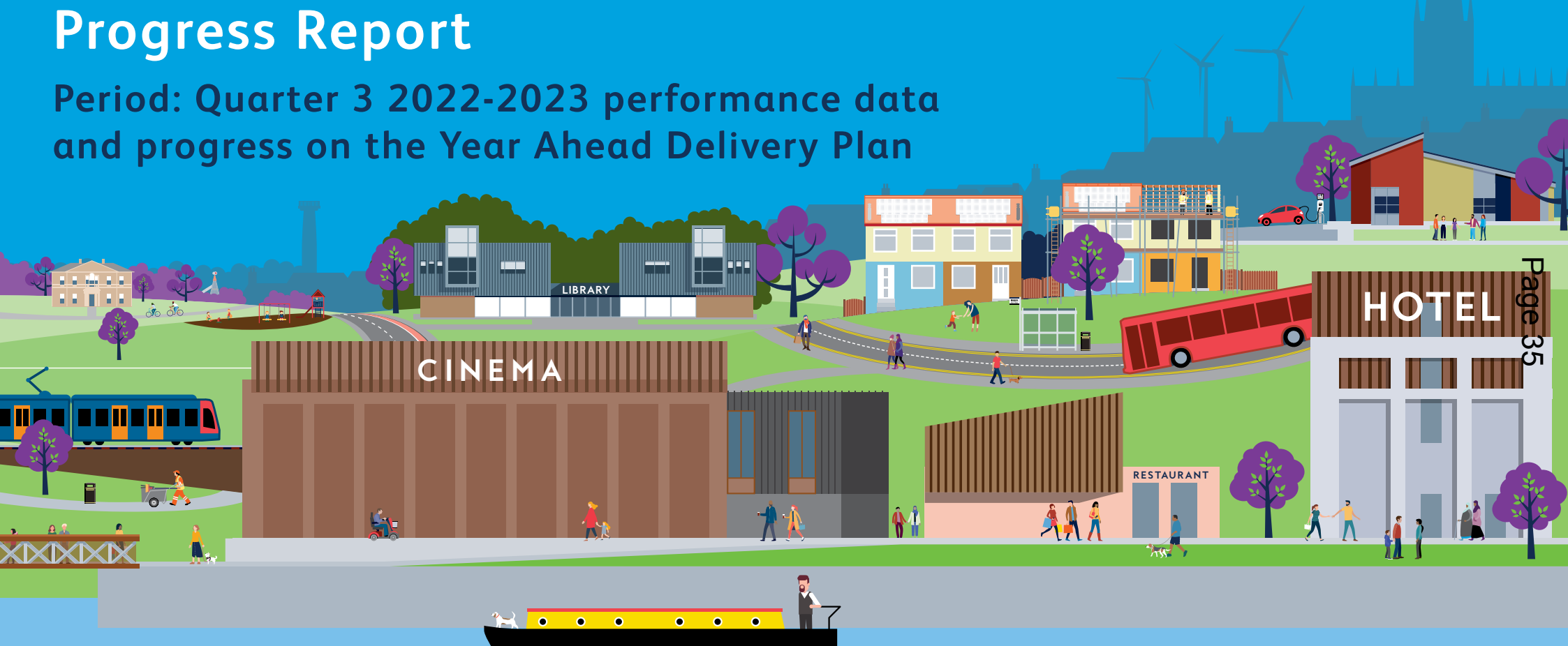
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This report is published on the Council's [website](#).

# COUNCIL PLAN 2022-25 AND YEAR AHEAD DELIVERY PLAN

## Progress Report

Period: Quarter 3 2022-2023 performance data  
and progress on the Year Ahead Delivery Plan



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# I. EXECUTIVE SUMMARY

The [Council Plan](#) is a key document which sets out the Council's vision for the borough and priorities for serving residents and communities. The Plan provides 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.

Four guiding principles run through the Plan, informing the Council's way of working and helping to achieve better outcomes:

## Expanding opportunities for all

As we open up new opportunities we will target the most help at those who need it, so no one is left behind.

## Recognising and building on our strengths to make positive change

This will involve making the best use of local assets, including building, parks and public spaces, as well as harnessing the knowledge and skills of community groups and local residents.

## Working with our communities

To achieve the best outcomes for local people, we recognise the importance of putting them at the heart of everything we do. That means involving local residents in the things that matter to them and making sure we design our services based on input from those who use them.

## Focussing on prevention

We know that prevention is better than cure in achieving positive outcomes for our resident. For this reason, we will focus on reducing the risk of problems arising in the first place, and when they do, we will intervene early to prevent them from worsening.

# I. EXECUTIVE SUMMARY

**Informed by the programme of public and stakeholder engagement, the Council Plan is framed around five themes:**



These five themes are underpinned by a cross-cutting strand - 'One Council' - which sets out how the Council will operate to achieve the vision.

To ensure delivery of the Council Plan, an annual [Year Ahead Delivery Plan](#) will run until March 2023 and will be reviewed and updated each year thereafter.

This report cover Quarter 3 data 2022-23 and progress on the Year Ahead Delivery Plan actions.

The report focuses on progress made in delivering the 92 priority actions/ milestones contained within the Year Ahead Delivery Plan and the 66 headline performance measures that best demonstrate progress in achieving the 26 key outcomes. It also brings together wider information, key facts and intelligence to explain how the Council is working and performing, including timelines and case studies to demonstrate the impact on residents and communities.










Through directorate and service-level business plans the Council carries out wider work to measure performance and quality. This report is intended to provide an overview of the contribution that the Council makes across all its activities to improving Rotherham as a place to live, work and spend time.

# 2. STATUS DEFINITIONS

## Year Ahead Delivery Plan definitions

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

## Performance measure definitions

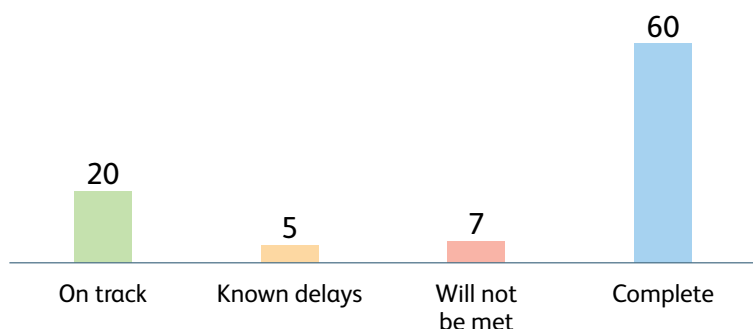
|  |   |   |   |
|--|---|---|---|
|    | Performance is on or above target   |    | Performance or numbers have improved.           |
|   | Currently performance is not at expected levels. Confidence that the target will be achieved by year-end.         |   | Performance maintained or numbers are the same. |
|  | Performance is not currently on target. High risk that year-end target will not be achieved.                      |  | Performance or numbers have declined.           |
|  | Target can not be assessed this quarter.<br>(ie Annual measure or awaiting publication of data).                  |  | Quarterly direction of travel not applicable.   |
|  | Information measure targets not applicable.<br>(ie Volume / Demand measures where 'good' is neither high or low). |   |   |

# 3. OVERVIEW OF PERFORMANCE AND PROGRESS

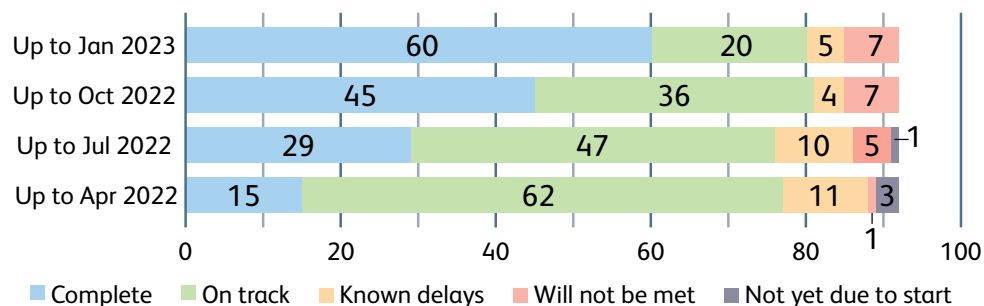
The diagrams below provide details of the overall status in relation to the Council Plan performance measures (where data is available or where targets have been set) and Year Ahead Delivery Plan actions/milestones.

## YEAR AHEAD PLAN ACTIONS/MILESTONES

Year Ahead Delivery Plan Actions Status

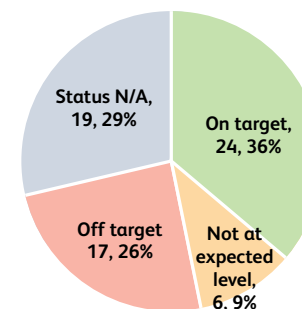


Year Ahead Delivery Plan Trend  
(in comparison to last reports)

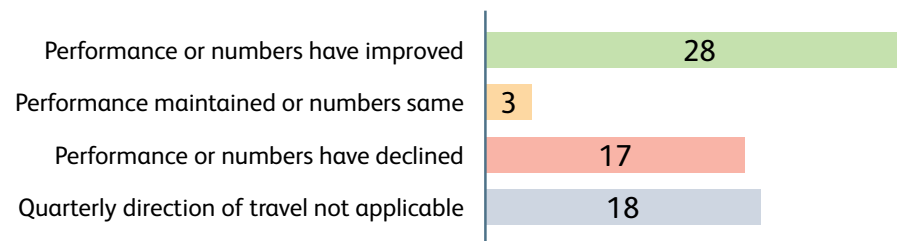


## PERFORMANCE MEASURES

Performance Measures Status



Performance Measures Direction of Travel



Of the 17 performance measures on a downward trajectory, five are still on or above the target set, three are expected to achieve their year-end target and nine are off target. Services are reviewing mitigations to improve performance. (The overall totals in the diagrams may differ because the direction of travel is not applicable for all measures).



# 3. OVERVIEW OF PERFORMANCE AND PROGRESS

## EVERY NEIGHBOURHOOD THRIVING - ACHIEVEMENTS AND CHALLENGES

This section seeks to summarise achievements, as well as flag challenges and risks. Those included relate to both the performance measures and the actions/milestones within the Year Ahead Delivery Plan and further details are available within the main body of the report.

### Achievements

#### Year Ahead Delivery Plan activities *(complete or on target)*



9,208 Rotherham Round-up and 9,191 ward bulletins subscribers, which exceeds the targets set.

Five Town and Villages Fund schemes completed and two schemes on site and due to complete June 2023.

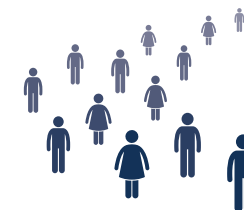


#### Performance measures *(on target and improving)*



64.8% of the local 'unclassified' road network classed as 'green status' (do not require repair), against a year-end target of 60% *(higher is better)*.

Number of visits to culture, sport and tourism facilities increased. 3,430,978 as at end Quarter 3, against a year-end target of 3,500,000 *(higher is better)*.



92.2% of customers satisfied with culture, sport and tourism services *(higher is better)*.

# 3. OVERVIEW OF PERFORMANCE AND PROGRESS

## EVERY NEIGHBOURHOOD THRIVING - ACHIEVEMENTS AND CHALLENGES CONTINUED

This section seeks to summarise achievements, as well as flag challenges and risks. Those included relate to both the performance measures and the actions/ milestones within the Year Ahead Delivery Plan and further details are available within the main body of the report.

### Challenges

#### Year Ahead Delivery Plan activities *(delayed)*



170 Community Protection Notices issued, against a target of 350.

Delays to new library at Thurcroft. Project delayed due increased costs and signing of legal documentation, as previously reported. The project is now planned to complete Summer 2023.



#### Performance measures *(off target and worsening)*



79.4% of the local 'principal' road network classed as 'green' status *(do not require repair) (higher is better)*. Separate set of visual road inspections conducted on an ongoing daily basis to help direct maintenance regime.

# 3. OVERVIEW OF PERFORMANCE AND PROGRESS

## PEOPLE ARE SAFE, HEALTHY AND LIVE WELL - ACHIEVEMENTS AND CHALLENGES

This section seeks to summarise achievements, as well as flag challenges and risks. Those included relate to both the performance measures and the actions/milestones within the Year Ahead Delivery Plan and further details are available within the main body of the report.

### Achievements

#### Year Ahead Delivery Plan activities *(complete or on target)*



Review of the current RotherCard scheme completed in June 2022 and Cabinet approved the review January 2023.

Evaluation report completed for a cultural programme for residents aged 55+. 60% of participants said their wellbeing had improved as a result of attending, 55% of participants said that they were thinking more clearly and 45% of participants said that they were more physically active.

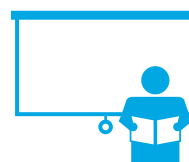


Refresh partnership Loneliness Action Plan agreed by the Health and Wellbeing Board in November 2022 and implementation commenced.

Delivered a programme of work to support the provision of social supermarkets, a preventative approach to help people avoid food crisis, and there are now four in the borough.



#### Performance measures *(on target and improving)*



265 people attended the 'Make Every Contact Count (MECC) training relating to health and wellbeing in Quarter 3 *(higher is better)*.

Proportion of new clients who receive short term (reablement) service in year with an outcome of no further requests made for support 91.7% compared to 89.6% in Quarter 2 and against an annual target of 90% *(higher is better)*.



Number of new homes delivered with Council support, including affordable homes, has increased to 199, with the target of 225 expected to be exceeded by year-end *(higher is better)*.

92 households are in temporary accommodation, against a year-end target of 95 *(lower is better)*.



# 3. OVERVIEW OF PERFORMANCE AND PROGRESS

## PEOPLE ARE SAFE, HEALTHY AND LIVE WELL - ACHIEVEMENTS AND CHALLENGES CONTINUED

This section seeks to summarise achievements, as well as flag challenges and risks. Those included relate to both the performance measures and the actions/milestones within the Year Ahead Delivery Plan and further details are available within the main body of the report.

### Challenges

#### Year Ahead Delivery Plan activities (*delayed*)



Review of the supported accommodation offer for those with learning disabilities and autism is delayed by over three months. It will now be included in wider consultation regarding the future vision for learning disability services, to be agreed in March 2023.

Delivery the Council's Housing Growth Programme is delayed over three months. While one scheme has been completed, two further schemes are experiencing some delays due to factors including the nationwide shortage of the building materials and general labour shortages across a range of trades. They are now estimated to complete in March 2023 and June 2023 respectively.



#### Performance measures (*off target and worsening*)



42% engagement rate with domestic abuse services, against a year-end target of 60% (*higher is better*). Following the recommissioning of this service there has been some changes to the referral process. A set of actions are also currently being determined to help improve performance.

Average number of days to process new claims for housing benefits and council tax support is 26.8, against a year-end target of 24 (*lower is better*). Performance is due to most new claims for Council Tax Support now being new Universal Credit applicants.



# 3. OVERVIEW OF PERFORMANCE AND PROGRESS

## EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL - ACHIEVEMENTS AND CHALLENGES

This section seeks to summarise achievements, as well as flag challenges and risks. Those included relate to both the performance measures and the actions/milestones within the Year Ahead Delivery Plan and further details are available within the main body of the report.

### Achievements

#### Year Ahead Delivery Plan activities *(complete or on target)*



The new Youth Offer website 'Places to Go & Things to Do,' went live in November 2022. The offer comprises a wide range of universal activities across the borough delivered by voluntary and community sector providers. By February 2023 over 1,000 universal youth work sessions had already been delivered, exceeding the annual target of 800 sessions.

Business Education Alliance programme has directly delivered 12 careers events to 1,201 students, with further activities planned. Provide young people with valuable insights to careers and industries in the local area, as well as enabling local businesses to raise awareness about career opportunities.



#### Performance measures *(On target and improving)*



94% of eligible children are accessing 2-2.5yr health visitor checks, against a target of 93% *(higher is better)*.

96.4% of two year-olds have taken up an early education place, against an annual target of 80% *(higher is better)*.



The number of children with a Child Protection plan (rate per 10K population 0-17) has decreased to 80.1 when compared to 84.8 in Quarter 2 *(lower is better)*.

14.9% of social care re-referrals in 12 months, against a year-end target of 22% *(lower is better)*.



724 additional universal youth work sessions have been delivered (as of end December 2022), against an annual target of 800 *(higher is better)*.

# 3. OVERVIEW OF PERFORMANCE AND PROGRESS

## EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL - ACHIEVEMENTS AND CHALLENGES CONTINUED

This section seeks to summarise achievements, as well as flag challenges and risks. Those included relate to both the performance measures and the actions/milestones within the Year Ahead Delivery Plan and further details are available within the main body of the report.

### Challenges

#### Year Ahead Delivery Plan activities *(delayed)*



“Rotherham Safeguarding Children’s Partnership, in line with their statutory responsibility, have implemented interim arrangements with an updated Early Help Strategy pending a review following implementation of the Family Hubs transformation this coming year.”

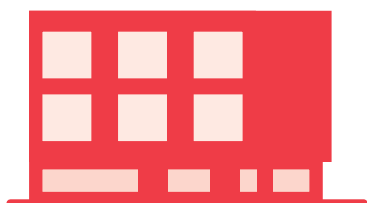
# 3. OVERVIEW OF PERFORMANCE AND PROGRESS

## EXPANDING ECONOMIC OPPORTUNITY - ACHIEVEMENTS AND CHALLENGES

This section seeks to summarise achievements, as well as flag challenges and risks. Those included relate to both the performance measures and the actions/milestones within the Year Ahead Delivery Plan and further details are available within the main body of the report.

### Achievements

#### Year Ahead Delivery Plan activities *(complete or on target)*



New Century business centre at Manvers on track for completion in May 2023, well ahead of the July target. It will provide space for 38 businesses through 20 workshops, 16 office units and two laboratories.

Planning approval secured and contractor appointed for the construction of the market and library project.



#### Performance measures *(On target and improving)*



Number of new businesses started with help from the Council now stands at 45 businesses (higher is better). This is precisely on the right profile to hit the annual target of 60.

### Challenges

#### Performance measures *(off target and worsening)*



76.4% of working age population who are in work (or actively looking for work) in Rotherham, in comparison to the national average of 78.6% *(higher is better)*.

Proportion of new starter apprenticeships created within the Council as a percentage of the workforce is currently only 0.5% against a target of 1.5% *(higher is better)*. Work is continuing to assess recruitment to critical roles and new starter apprenticeships are being used for the most difficult to fill posts.



# 3. OVERVIEW OF PERFORMANCE AND PROGRESS

## A CLEANER, GREENER LOCAL ENVIRONMENT - ACHIEVEMENTS AND CHALLENGES

This section seeks to summarise achievements, as well as flag challenges and risks. Those included relate to both the performance measures and the actions/milestones within the Year Ahead Delivery Plan and further details are available within the main body of the report.

### Achievements

#### Year Ahead Delivery Plan activities (complete or on target)

268 sites have received additional cleaning and weed removal, against a target of 240.

193 areas of enhanced cleansing have been completed throughout the Borough.

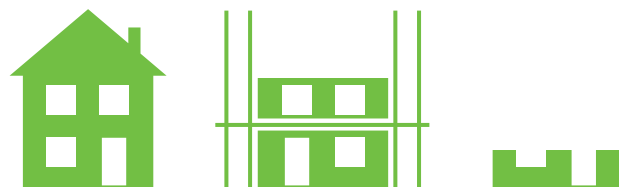


33 fines and prosecutions have been issued for fly tipping so far this year, a significant increase on previous years.

The A630 Parkway improvement scheme was formally opened on 6 December 2022.



Work has been completed on 300 properties since August 2022 through the ECO4 scheme, which has saved participating residents an average of £579.99/year on their energy bills.



Work is progressing well with the installation of 9 electric vehicle charge points on Council car parks at Drummond St, Constable Lane and Douglas St.

#### Performance Measures (on target and improving)

Enforcement actions taken against fly tipping has nearly hit its annual target already – with a year-to-date performance total of 33 enforcement actions by 31 December 2022, against an annual target of 37 (*higher is better*).



There were 11 hectares of trees planted by the Council by 31 December 2022 against a target of 5 hectares. In addition, there have been a total of 1,874 trees planted against a target of 500 to the end of the same period, with both measures now exceeding the target set (*higher is better*).





# 3. OVERVIEW OF PERFORMANCE AND PROGRESS

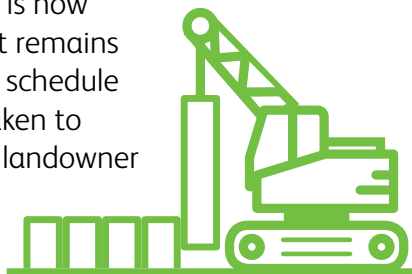
## A CLEANER, GREENER LOCAL ENVIRONMENT - ACHIEVEMENTS AND CHALLENGES CONTINUED

This section seeks to summarise achievements, as well as flag challenges and risks. Those included relate to both the performance measures and the actions/ milestones within the Year Ahead Delivery Plan and further details are available within the main body of the report.

### Challenges

#### Year Ahead Delivery Plan activities (*delayed*)

Construction of Ickles Lock to Centenary Way flood wall and embankment is now fully underway but remains behind its original schedule due to the time taken to obtain third party landowner approvals.



The CO2 emissions data will not be available until July 2023 and therefore the 18% reduction target, from introducing efficiency measures in Council buildings, will not be known until this point.

#### Performance Measures (*off target and worsening*)

Enforcement actions taken against enviro-crime in partnership with Kingdom and Doncaster Council decreased in Quarter 3 compared to previous quarters with 1,028 enforcement actions carried out to 31 December 2022, against an annual target of 2,000 (*higher is better*). The Kingdom team have struggled to recruit, however an additional Enforcement Officer has now been appointed to support this contract.



The proportion of waste sent for reuse has slightly decreased in Quarter 3, 40.1% against a target of 45% (*higher is better*). The measure is subject to seasonal variance and it is expected that this could improve in the final quarter.

67 complaints were received about street cleaning, grounds maintenance and waste management in Quarter 3 – this is a substantial reduction on Quarter 2 where 95 complaints were received. However, the cumulative complaints total of 202 is now above the target for the year which was to have 190 complaints or less for the year (*lower is better*).



# 3. OVERVIEW OF PERFORMANCE AND PROGRESS

## ONE COUNCIL - ACHIEVEMENTS AND CHALLENGES

This section seeks to summarise achievements, as well as flag challenges and risks. Those included relate to both the performance measures and the actions/milestones within the Year Ahead Delivery Plan and further details are available within the main body of the report.

### Achievements

Year Ahead Delivery Plan activities *(complete or on target)*



The Rotherham Plan was approved in December and formally launched in January 2023.

### Challenges

Year Ahead Delivery Plan activities *(delayed)*



Average call wait times have improved significantly to 6 minutes and 55 seconds but are still short of the 6-minute target.

Performance measures *(on target and improving)*



Collection of Business Rates remains strong at 78.99 % and in the top quartile for metropolitan councils *(higher is better)*.

The overall proportion of employees who are disabled is 9.6 % and this exceeds the target of 9 % *(higher is better)*



Performance measures *(off track and worsening)*

The overall proportion of employees who are under 25 has declined in the quarter and is now 2.9 % against a target of 4.6 % *(higher is better)*. A review of how the Council attracts, recruits, develops and retains staff from different sections of the community is being carried out and this will include this measure.



# 4. FINANCE UPDATE

The table below provides details on some of the key areas of the Council’s budget 2022/23, indicating how the Council intends to spend its budget against its six core themes.

| Themes                                      | Commentary on financial performance of key areas of the budget  |
|---|---|
| <b>EVERY<br/>NEIGHBOURHOOD<br/>THRIVING</b> | At a local level, villages and town sites are being improved with investment that has started on the ground from the Towns and Villages fund.   |
|   | Investment continues to enhance library sites.  |
|   | Building on the Council’s track record of robust enforcement action across a range of enforcement and regulatory functions, work to enhance capacity and delivery is ongoing through partnership training and engagement. Local events are being programmed, including a domestic abuse event in November 2022. |
|   | Ward Member engagement approach being taken, via Neighbourhoods Team, to help lead on and identify where the local hot-spot areas for nuisance pavement parking are and ensure selected sites are chosen fairly, prior to potential schemes commencing in Quarter 3.  |

# 4. FINANCE UPDATE

The table below provides details on some of the key areas of the Council’s budget 2022/23, indicating how the Council intends to spend its budget against its six core themes.

## PEOPLE ARE SAFE, HEALTHY & LIVE WELL

Alcohol and Drug Services have been successfully retendered with the new contract to start in April 2023 with funding place.

During 2022/23 additional government funding (£908k) will be invested to support care providers as part of a market sustainability and fair cost of care review.

Continuing to invest in capacity to meet the challenges of the two-hour hospital discharge process post Covid (following the withdrawal of government funding) and working on a ‘discharge to assess’ model. In addition, invested £1.121m of new government funding to reduce the length of time people remain in hospital when they are medically fit to be discharged.

Housing Growth – Continuing to develop new homes and acquire properties to increase the supply of affordable homes. This is supported by the Housing Revenue Account (HRA) business plan which identified funding of £92.3m up to 2025/26. Work is ongoing to update the investment needed based on price increases and refreshed timescales.

Temporary accommodation is a cost pressure for the Housing Service (est. £0.8m 2022/23). Work is ongoing to reduce demand, especially in hotels, and find alternative accommodation solutions.

The Energy Crisis Support scheme has been extended using £1.4m of the Household Support Fund. This will provide a cash grant of £400 to households that are struggling to meet the cost of their energy bills between October 2022 and March 2023.

CCTV investment has provided operational resources to improve the CCTV service with increased capacity for capturing offences and offenders.

Additional operational resources have been applied in the Planning Service to achieve better enforcement outcomes.

## 4. FINANCE UPDATE

The table below provides details on some of the key areas of the Council's budget 2022/23, indicating how the Council intends to spend its budget against its six core themes.

### EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

The creation of in-house residential homes continues in 22/23 with the two 'phase three' four bed homes originally scheduled to open in October 2022 and April 2023. The in-house residential programme has now been revised following Cabinet approval with phase three now being four two-bed children's homes. The directorate is progressing with implementation plans to make these properties operational across the 23/24 financial year.

The Children and Young People's Services placement budget is £37m and is determined based on the number of children supported across the different placement types throughout the year and their unit costs. The overall budget is based on reducing looked after children numbers from 565 to 547. The number at Quarter 3 was 551, with transformation work ongoing to achieve the placement profile and reduce costs.

Supporting early intervention through continued corporate investment in the Early Help Family Group Conference service and an increase in Supporting Families funding from £1m to £1.3m, alongside new Start for Life & Family Hub monies of circa £3.4m over three years.

The Safety Valve Programme/Dedicated Schools Grant (DSG) Management Plan sets out a number of key actions to enable Rotherham to provide education through its annual DSG allocation and as a consequence receive Safety Valve funding to remove the historical DSG deficit. The Management Plan will support service transformation, enable creation of cost-effective education settings in the district through High Needs Capital and support inclusive schools across the district.

Home to School transport has demand pressures linked to growth in Education Health Care plans (EHCPs). Joint work between Regeneration and Environment and Children and Young People's Services is ongoing to maximise transport efficiencies and dampen cost pressures.

# 4. FINANCE UPDATE

The table below provides details on some of the key areas of the Council’s budget 2022/23, indicating how the Council intends to spend its budget against its six core themes.

|   |  |
|---|--|
| <b>EXPANDING ECONOMIC OPPORTUNITY</b>       | Capital investment in the borough progresses, supported by the Future High Streets Fund, Levelling Up Fund and Towns Deal with matched Council capital resources. This investment will result in a reshaped town centre and changes in local towns, villages and country parks. A number of strategic acquisitions have been made in the town centre as part of this programme. The agreement with Muse to develop Forge Island has been signed and works have commenced on this scheme. |
|   | Transport infrastructure investment continues, including the Parkway Widening scheme, which has been completed and highways maintenance through the £24m to 2024 Roads Programme.  |
|   | Jobs and skills investment is progressing with the building of the Century Business Centre, where work is underway and the contractor is programmed to complete construction and hand over the site in 2023.   |
| <b>A CLEANER, GREENER LOCAL ENVIRONMENT</b> | Additional revenue investment to improve the environment has benefitted grounds maintenance, street cleansing, wildflower seeding and tree planting.   |
|   | Preparing to respond to changes in the national Waste and Resources Policy expected to be announced in 2022.   |
|   | Further recognition of the climate emergency is evidenced through an enhanced team dedicated to this area and investment in carbon reduction programmes.   |
| <b>ONE COUNCIL</b>                          | The Council receives in excess of 200,000 calls a year into its main contact centre. Additional revenue investment to reduce call waiting times and to improve and modernise the way that members of the public can contact the Council will improve the customer experience and provide better value. Ongoing investment in digital technologies will ensure that the Council functions efficiently, effectively, and sustainably.  |

# 4. FINANCE UPDATE

## 2022/23 REVENUE BUDGET INVESTMENTS

The table below provides a progress update on the 2022/23 revenue budget investments approved via Council on the 2 March 2022, as part of the Council's budget and Council Tax Report 2022/23. Whilst these are in the main permanent investments, it is vital that the Council can demonstrate progress on these member priorities.

| Investment Reference                | Revenue Budget Investment | 2022-23 Investment | Expenditure to date | % Spent To Date | Current Forecast Outturn | Variance | Update Commentary  |
|-------------------------------------|---------------------------|--------------------|---------------------|-----------------|--------------------------|----------|--|
| <b>Every Neighbourhood Thriving</b> |                           |                    |                     |                 |                          |          |  |
| 22/23 R&E3                          | Events & Festivals        | 118                | 89                  | 75%             | 118                      | 0        | The additional funding will uplift capacity within the team and support the delivery of Rotherham Show and the annual Christmas Lights event. This year's programme includes: the Queen's Jubilee Celebrations, UEFA Women's Euros and associated Fan Party activity, WOW- Women of the World Festival, Rotherham Show, a return of Bonfire Night at Clifton Park following a two-year hiatus and the annual Christmas Lights Switch On Event. |
| 22/23 R&E7                          | Libraries Book Fund       | 50                 | 0                   | 0%              | 5                        | -45      | Temporary saving agreed to support the financial outturn position for 2022/23.   |
| 22/23 R&E12                         | Women's Euro 2022         | 140                | 140                 | 100%            | 154                      | 14       | Four successful Euro 2022 events were delivered.   |
| 22/23 R&E13                         | Neighbourhood Road Safety | 90                 | 51                  | 57%             | 61                       | -29      | Work being undertaken by two agency workers, prior to permanent recruitment.   |

## 4. FINANCE UPDATE

| Investment Reference | Revenue Budget Investment | 2022-23 Investment | Expenditure to date | % Spent To Date | Current Forecast Outturn | Variance | Update Commentary   |
|----------------------|---------------------------|--------------------|---------------------|-----------------|--------------------------|----------|---|
| 22/23 R&E14          | Town Centre Management    | 70                 | 0                   | 0%              | 40                       | -30      | Permanent Town Centre Community Co-ordinator post recruited to in October 2022. Initial focus has been on co-ordinating response and activity around Crime, ASB and Streetscene in order to improve the public's perception of the town centre. |

### People are Safe, Healthy & Live Well

|             |  |    |    |     |    |     |   |
|-------------|--|----|----|-----|----|-----|---|
| 22/23 R&E9  | CCTV Lead Officer                            | 60 | 47 | 78% | 60 | 0   | Post recruited to as part of investment in leading and providing improved CCTV service. This will increase capacity for capturing offences and offenders. Procurement has commenced for a new town centre CCTV system.  |
| 22/23 R&E15 | Community Coordinator (Countering Extremism) | 60 | 34 | 57% | 50 | -10 | Post has been filled, its primary purpose is to work with communities and partner agencies raising awareness in relation to extremist narratives, which often prey on unrelated community issues to gather popularity and subsequently introduce a harmful element. |



## 4. FINANCE UPDATE

| Investment Reference | Revenue Budget Investment | 2022-23 Investment | Expenditure to date | % Spent To Date | Current Forecast Outturn | Variance | Update Commentary   |
|----------------------|---------------------------|--------------------|---------------------|-----------------|--------------------------|----------|---|
| 22/23 R&E1           | Planning Enforcement      | 44                 | 35                  | 80%             | 45                       | 1        | Temporary resources employed pending permanent recruitment and this additional capacity has helped to stabilise the workload. The number of planning breaches being reported remains high, however the workload has stabilised. Planning enforcement is not a statutory function, but the value of the planning service is diminished if there are no penalties for breaching planning regulations accordingly. In 2021 the enforcement team dealt with 529 cases, compared to 453 cases in 2020. |
| 22/23 R&E4           | Licensing Service         | 150                | 89                  | 59%             | 111                      | -39      | Recruitment being undertaken to overcome higher than expected staff turnover in this important regulatory function. Staff are also working proactively with licensees to ensure Council policy is being adhered to.   |

### Every Child able to Fulfil their Potential

|             |  |     |    |     |     |   |   |
|-------------|--|-----|----|-----|-----|---|---|
| 22/23 CYP51 | Expansion of Family Group Conferencing (FGC) | 130 | 43 | 33% | 130 | 0 | The expansion of FGC took place through temporary investment in 2021/2; the temporary posts are now permanent, and employees are in post. This will lead to a reduction in Looked After Children and more timely decision making (thus reducing social care costs), with children also having a stronger voice. |
|-------------|--|-----|----|-----|-----|---|---|

## 4. FINANCE UPDATE

| Investment Reference | Revenue Budget Investment                  | 2022-23 Investment | Expenditure to date | % Spent To Date | Current Forecast Outturn | Variance | Update Commentary  |
|----------------------|--|--------------------|---------------------|-----------------|--------------------------|----------|--|
| 22/23<br>CYPS2       | Universal Youth Work                       | 180                | 128                 | 71%             | 180                      | 0        | Universal Youth Work is a combination of three youth work posts costing £50k and grants to voluntary organisations of £130k. The posts have been established and recruited to and plans are in place to allocate monies to the voluntary sector to develop services further. This additional capacity enables Early Help to work with key agencies and youth work providers to develop and deliver a borough wide, positive activities programme, in a variety of settings. This will provide more Early Help support overall with things to do and places to go, with the added impact of reduction in social care costs. |
| 22/23<br>CYPS3       | Development of SEND and inclusion services | 200                | 67                  | 34%             | 500                      | 300      | The recruitment process has taken place and appointments have been made to the vacancies, with interim agency workers currently being utilised until the new employees arrive, creating a cost pressure of £300k. Once in post, they will enable the review, refresh and development of services provided for those children with additional needs or disability. This will include: clarity of offer, more proactive relationship with parents and carers and more timely assessment of EHCPs.  |

## 4. FINANCE UPDATE

| Investment Reference | Revenue Budget Investment  | 2022-23 Investment | Expenditure to date | % Spent To Date | Current Forecast Outturn | Variance | Update Commentary  |
|----------------------|--|--------------------|---------------------|-----------------|--------------------------|----------|--|
| 22/23 CYP54          | Support for School Uniform Provision                               | 65                 | 43                  | 66%             | 65                       | 0        | The school uniform allocation supports the purchase of uniforms by pupils eligible for free school meals when they enter or transition schools. There has been some difficulty in identifying those eligible when transitioning from Primary School. The funding has been provided to parents through the same mechanism as that used for free school meal vouchers prior to the summer holidays. Funding is assisting those pupils transitioning between schools, ensuring that they have appropriate uniforms. |
| 22/23 CYP55          | Additional Social Work Capacity to Support Children at Risk of CCE | 144                | 48                  | 33%             | 144                      | 0        | All four posts have been appointed, providing additional capacity for support. This will enable more support to be provided to children at risk following success of piloting work. This work will include Social Worker intervention complemented by various activities and groups.   |

# 4. FINANCE UPDATE

| Investment Reference                  | Revenue Budget Investment | 2022-23 Investment | Expenditure to date | % Spent To Date | Current Forecast Outturn | Variance | Update Commentary   |
|---------------------------------------|---------------------------|--------------------|---------------------|-----------------|--------------------------|----------|---|
| <b>Expanding Economic Opportunity</b> |                           |                    |                     |                 |                          |          |   |
| 22/23 R&E2                            | ADVANCE Skills Programme  | 150                | 174                 | 116%            | 227                      | 77       | This investment is providing match funding. Three posts have been recruited to. ADVANCE is a programme which offers bespoke advice and guidance and careers and education information to individuals wanting to progress in their careers, and to employers wanting to develop and support their workforce. Reporting £77k overspend against investment to be funded by matching remaining European Social Fund, now being replaced by the UK shared prosperity fund. |

|   |   |    |    |     |    |   |   |
|---|---|----|----|-----|----|---|---|
| <b>A Cleaner, Greener Local Environment</b> |   |    |    |     |    |   |   |
| 22/23 R&E5                                  | Pilot Pollinator Friendly Approaches (Wild Flowers) | 42 | 16 | 38% | 42 | 0 | Moved from 13 wildflower sites to 25 across the borough, resulting in 15,000m2 pollinator friendly wildflower areas.      |
| 22/23 R&E6                                  | Tree Planting – Engagement Programme                | 50 | 41 | 82% | 50 | 0 | Officer supporting the capital programme in place to plant a minimum of 500 trees per annum. Programme delivery on track. |

## 4. FINANCE UPDATE

| Investment Reference | Revenue Budget Investment                        | 2022-23 Investment | Expenditure to date | % Spent To Date | Current Forecast Outturn | Variance | Update Commentary  |
|----------------------|--|--------------------|---------------------|-----------------|--------------------------|----------|--|
| 22/23 R&E8           | Climate Emergency Delivery Team                  | 155                | 50                  | 32%             | 73                       | -82      | The investment is for three posts. Following a recruitment exercise all 3 officers are now in post. The purpose of the Climate Emergency Delivery Team is to oversee the Corporate Climate Change Action Plan and seek to deliver the Council's Net Zero 30 and Net Zero 40 ambitions, part of which is through a corporate reduction in carbon emissions and other mitigation measures. |
| 22/23 R&E10          | Enhanced grounds maintenance and street cleaning | 493                | 411                 | 83%             | 493                      | 0        | Three officers remain in post to complete this work from the 17 recruited. All seasonal staff have moved to full time jobs – 41 in total.  |
| 22/23 R&E11          | Tree Service Casework                            | 100                | 47                  | 47%             | 100                      | 0        | Plan in place to deliver casework improvements relating to neighbourhood trees.  |

## 4. FINANCE UPDATE

| Investment Reference              | Revenue Budget Investment | 2022-23 Investment | Expenditure to date | % Spent To Date | Current Forecast Outturn | Variance   | Update Commentary  |
|-----------------------------------|---------------------------|--------------------|---------------------|-----------------|--------------------------|------------|--|
| <b>One Council</b>                |                           |                    |                     |                 |                          |            |  |
| 22/23 FCS1                        | Additional Call Handling  | 122                | 70                  | 57%             | 94                       | -28        | Additional employees in post, however due to high staff turnover in the area, there is an ongoing challenge to ensure the service is at full capacity.   |
| 22/23 FCS2                        | Customer and Digital      | 109                | 67                  | 61%             | 84                       | -25        | Three officers are in post and activity is being undertaken to deliver digital solutions that will deliver a Customer Service model that provides high quality services in a modern, efficient, and joined up way so that all customers, regardless of circumstance, have access to the services they need and receive a consistently positive experience. |
| <b>Total Investment Proposals</b> |                           | <b>2,722</b>       | <b>1,690</b>        | <b>62%</b>      | <b>2,826</b>             | <b>104</b> |  |

# 5. TIMELINE OF KEY ACHIEVEMENTS AND ACTIVITIES

October 2022 to January 2023

| Every neighbourhood thriving   | People are safe, healthy and live well   | Every child able to fulfil their potential  | Expanding economic opportunity   | A cleaner, greener local environment  | One Council   |
|--|--|---|--|---|---|
| <p>The Fun Palace Ambassador, funded by the National Lottery, worked with communities and partners, attracting over 800 people. 13 venues provided spaces for communities to share and showcase their skills.</p> <p>Campaign launched as part of 'Rotherham Loves Reading' to encourage residents to boost their mental health and wellbeing by taking 10 minutes per day to read something of their choice.</p> <p>Looked After Children and Care Leavers Sufficiency Strategy 2023 – 2028 approved.</p> <p>New IT System implemented to enable improvements in grounds maintenance and street cleansing.</p> <p>Council and SYICB awarded Standout Partnership Award from DFN Project Search. This recognised the supported internships for young people with an EHCP in Rotherham.</p> <p>Visitors at Rother Valley Country Park participated in engagement sessions to discuss the future plans and improvements.</p> | <p>New lighting installed in Clifton Park to help residents feel safe.</p> <p>Enabling works commenced for the new Forge Island footbridge.</p> <p>Increases in the Council's Capital Programme approved to allow Forge Island to be funded by the Council.</p> <p>Climate Change Action Plan refreshed and approved.</p>  | <p>Second scheme of the £4m Towns and Villages Fund programme completed in the Hellaby and Maltby West Ward which made improvements to Laburnum Parade.</p> <p>Herringthorpe Stadium reopened to the public following extensive refurbishment to the track and changing facilities.</p> <p>Swinton Town Centre revamp plans approved.</p> <p>Council's Medium Term Financial Strategy (MTFS) was further updated for 2022/23 to 2025/26 and approved.</p> | <p>Voluntary and community sector organisations invited to bid for the co-delivery of crisis support services (including taking forward existing provision of food in crisis and crisis loans).</p> <p>Refresh of the partnership Loneliness Action Plan agreed by the Health and Wellbeing Board and implementation commenced.</p> <p>The 'Bin App' launched allowing residents to receive automated notifications and reminders. Over 10K downloads.</p> <p>North Star Science School Event with Professor Brian Cox CBE.</p>                            | <p>The Local Neighbourhood &amp; Road safety scheme programmes commenced, following approval.</p> <p>Evaluation report completed for a cultural programme for residents aged 55+. 60% of participants said their wellbeing had improved as a result.</p> <p>Kickstart Award is received from DWP. This award recognised that the Council employed more young people through Kickstart than any other single employer in South Yorkshire.</p> <p>£30 supermarket vouchers issued to 11,937 children to help with the cost of food over the Christmas school holiday.</p> | <p>Third scheme of the £4m Towns and Villages Fund programme completed creating a new community garden in the Dalton and Thrybergh Ward.</p> <p>Skateboarding Event with Rotherham Foster Carers to spread the message about fostering in Rotherham.</p> <p>New Rotherham Plan formally launched.</p> <p>Children's Capital of Culture: Making it Happen Event launched the roadmap to the 2025 festival.</p> |
| <p><b>2022</b></p>   | <p><b>OCTOBER</b></p>  | <p><b>NOVEMBER</b></p>  | <p><b>NOVEMBER</b></p>   | <p><b>DECEMBER</b></p>  | <p><b>2023</b></p> <p><b>JANUARY</b></p>  |
| <p>Conway Crescent, operated by the Council, rated as 'good' by the Care Quality Commission (CQC). Specialises in caring for people on a short-term basis, to enable carers to have a respite break.</p> <p>Businesses invited to bid for Rotherham markets tender.</p> <p>Four new food brands signed lease contracts on Rotherham's Forge Island development, bringing a taste of the exotic to the town centre.</p> <p>Consultation on additional guidance to support the Local Plan, which provides details of where new housing and employment sites are located and can be built.</p>  | <p>Cabinet agreed increase in fees and allowances paid to foster carers.</p> <p>Children celebrated completing the Summer Reading Challenge. The challenge was completed by 740 children.</p> <p>New pumping station and drain to remove any surface water caused by heavy rainfall and discharge it into the River Don completed.</p> <p>The Council gained 'Exemplar' status for tenant engagement from Tpas.</p> <p>Cabinet approved plans for new £2.1m day centre in Canklow to provide opportunities for people with high support needs.</p> | <p>The Borough That Cares strategic framework formally launched.</p> <p>Clifton Park and Museum named winner of the VisitEngland's Visitor Attraction Welcome Accolades</p> <p>Warm Welcome spaces initiative launched – as of end January 2023, provided a Warm Welcome to over 2,400 people across the borough.</p> <p>Official opening of the new, state-of-the-art canal barrier at Forge Island.</p>   | <p>Ground works begun on the Forge Island development – soon to be home of a state-of-the-art cinema, 69 room hotel, and six restaurants providing food from around the world.</p> <p>Launch of new drug and alcohol support and recovery services.</p> <p>New Youth Offer website 'Places to Go &amp; Things to Do' went live.</p> <p>Phase 2 of the £100,000 Play Area Replacement Programme began.</p> <p>Refreshed Thriving Neighbourhoods Strategy (2018- 2025) approved, which illustrates putting communities at the heart of everything we do.</p> | <p>Major scheme to improve transport connections at Parkgate commenced.</p> <p>Establishment of a Financial Exploitation and Abuse Service approved.</p> <p>A630 Parkgate scheme formally opened - £44m upgrade of the A630 Rotherham Gateway, which links Rotherham and Sheffield.</p> <p>Residents and businesses invited to have their say on the Council's spending plans for the 2023/24 as the authority aims to bridge a budget gap of up to £10m.</p> <p>Transforming Cities Fund programme update presented to Cabinet.</p>                                    | <p>Review of the current RotherCard scheme approved.</p> <p>By election in the Keppel Ward.</p> <p>Customer Experience Strategic Board approved new Customer Standards.</p> <p>Elements Academy celebrates official opening providing new provision for children with special educational needs and disabilities.</p>   |

## 6.1 THEME I – EVERY NEIGHBOURHOOD THRIVING

Our vision for Rotherham is for every neighbourhood to be a thriving neighbourhood, where people are able to work together to achieve a good quality of life.

| Outcomes – our ambition   | How we will get there   |
|---|---|
| <ul style="list-style-type: none"><li>• Work with communities on the things that matter to them</li><li>• Residents, organisations and businesses use their skills and resources to help others</li><li>• Neighbourhoods are welcoming and safe</li><li>• Local people have access to libraries, cultural activities, parks and green spaces</li><li>• Local towns and villages are improved.</li></ul> | <ul style="list-style-type: none"><li>• Continue to drive local priority setting and activity through ward plans and devolved budgets, with councillors, residents and partner organisations working together</li><li>• Work with Rotherham’s voluntary and community sector to support and facilitate local networks and groups</li><li>• Further expand and promote a range of volunteering opportunities</li><li>• Invest in and develop our library services as neighbourhood hubs, promoting access to books, computers and community events</li><li>• Work alongside our partners to ensure Rotherham is a safe, inclusive and welcoming place for local people, including responding effectively to community safety issues such as anti-social behaviour and hate crime</li><li>• Deliver improvements to local towns and villages</li><li>• Bring our communities together through a range of enjoyable activities, cultural and social events, which inspire hope and pride in Rotherham.</li></ul> |



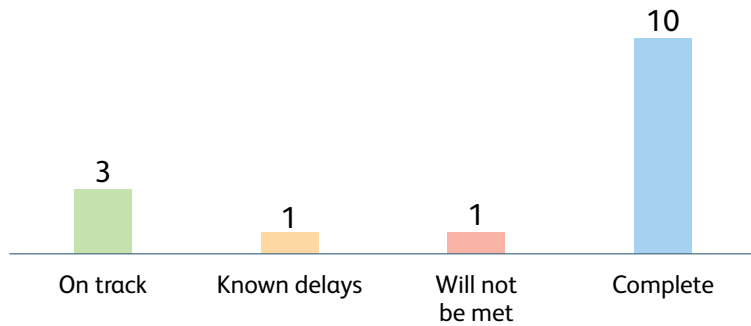
# 6.1 THEME I - EVERY NEIGHBOURHOOD THRIVING

## HEADLINES - EVIDENCING OUR PROGRESS

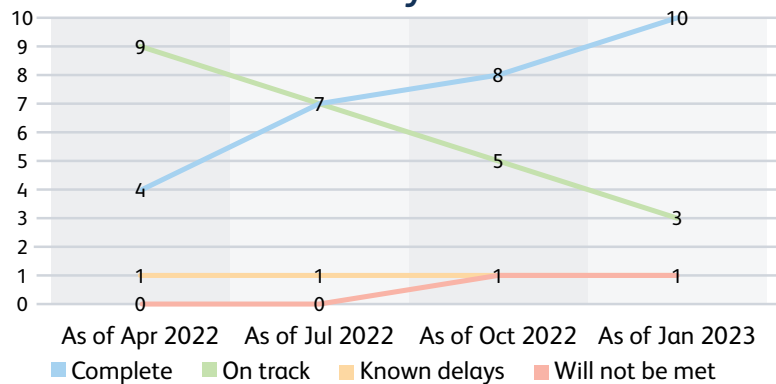
To provide evidence of delivery of the outcomes and commitments within this theme, there are 15 headline performance measures in the Council Plan and 15 priority actions/milestones contained within the Year Ahead Plan Delivery Plan. The diagrams below provide an overview of performance and progress.

### YEAR AHEAD ACTIONS AND MILESTONES

Year Ahead Delivery Plan Actions Status

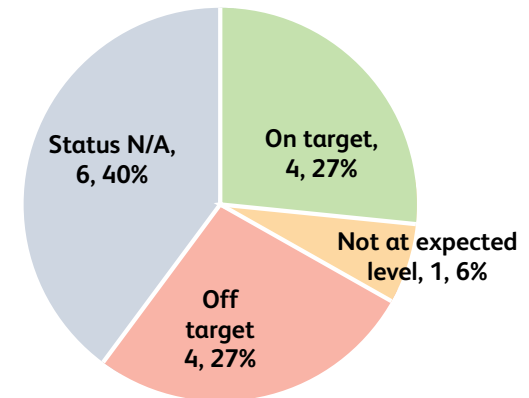


Year Ahead Delivery Plan Action Trend



### PERFORMANCE MEASURES

Performance Measures Status



Performance Measures Direction of Travel



# 6.I THEME I – EVERY NEIGHBOURHOOD THRIVING

## NARRATIVE – THE BIGGER PICTURE

The “Every Neighbourhood Thriving” theme is focused on working with local people to achieve a good quality of life. This includes working with communities to find solutions to local issues and build on the heritage and assets available. The theme also aims to create vibrant communities in which people feel happy, safe and proud. This will be achieved by making it easier for people to get involved in the local community, working closely with partners and local voluntary and community groups, enhancing town and village centres, green spaces and libraries, and tackling community issues.

Central to this theme is the Thriving Neighbourhoods Strategy which provides a framework for how the Council will deliver its neighbourhood working model. The refreshed strategy for 2018-25 approved by Cabinet in November 2022 aims to ensure:

- Neighbourhoods are safe and welcoming with good community spirit
- Residents are happy, healthy and loving where they live with
- Residents using their strengths, knowledge and skills to contribute to the outcomes that matter to them.

To help people to connect with their communities, broaden social networks and skills the Council is working with Voluntary Action Rotherham to increase volunteering opportunities and 59 new opportunities have been created so far during 2022-23 (see performance measure NE02a). There has also been an increase in the number of subscribers to the ward bulletins (9,191) and “Rotherham Round up” (9,208), resulting in both targets being exceeded.

The Council is committed to improving community safety. As at end Quarter 3 2022-23, 622 Community Protection Warnings (557 by the Council) and 176 Community Protection Notices (170 by the Council) have been

issued, through partnership working between South Yorkshire Police and the Council’s community protection, environmental health, housing teams and neighbourhoods teams. Enhanced processes and staff training have had a positive impact on the number of Community Protection Notices issued during Quarter 3.

In relation to public perceptions of community safety, at the end of Quarter 3, there were 7.4% positive hate crime outcomes. South Yorkshire Police have processes in place to ensure all hate crime victims are spoken with and listened to (see performance measure NE04b). Performance is reported to and monitored by the Safer Rotherham Partnership Board and any necessary improvement action is discussed at this level.

Various programmes are underway to improve road safety. Local ward-based engagement began in autumn 2022 to inform the new neighbourhood road safety measures, including 20mph zones and identify local hot-spot areas for nuisance pavement parking. To date six wards have been engaged and these will continue throughout the next few months. The Council’s 20mph procedure has also now been reviewed and is awaiting adoption within the service. This takes government guidelines on the management of local speed limits and ensures they are applied to Rotherham’s local roads in a way which reflects local priorities. To date, one nuisance pavement parking scheme has been developed to an initial proposal and preliminary design stage, which includes an estimation of costs. Alongside this, the Council is committed to improving roads through the £24m to 2024 roads programme. During Quarter 3, a further 121 of the 175 unclassified roads were repaired, meaning that 64.8% of the local ‘unclassified’ road network is classed as ‘green status’ (do not require repair).

## 6.1 THEME I – EVERY NEIGHBOURHOOD THRIVING

Also in this theme, there is a focus on ensuring that local people have access to libraries. The lease agreement has now been agreed by the Parish Council for the new library at Thurcroft. Once the legal documents have been signed, the contract for the building works will be awarded. This project is behind schedule and is now planned to be completed by Summer 2023.

Finally, the Council's Towns and Villages Fund programme has now delivered five projects as part of the £4 million programme, delivering 23 projects to restore pride in the borough's towns and villages over the next two years. Improvements delivered as part of phase one include linking two green spaces in the Greasbrough ward, improvements around Laburnum Parade in the Hellaby and Maltby West Ward, a new community garden on Ridgeway in Dalton and Thrybergh and works at Hooper and Swinton Rockingham. Work to deliver phase two projects has started at Augton and Swallownest and Rotherham West. An update report was presented to Cabinet in February 2023.

# 6.I THEME I – EVERY NEIGHBOURHOOD THRIVING

## YEAR AHEAD DELIVERY PLAN TRACKER

| Every Neighbourhood Thriving |   |  |  |          |   |
|------------------------------|---|--|--|----------|---|
| Ref                          | Outcome   | Activity   | Timescales for delivery  | Status   | Rationale for status  |
| 1.1                          | Work with communities on the things that matter to them                               | Produce ward plans with ward priorities informed by local communities.                                     | June 2022  | Complete | Ward members considered their priorities throughout June 2022 and refreshed priorities were published early July 2022.  |
| 1.2                          |   | Increase the number of subscribers for the ward bulletins to 9,000 (25% increase).                         | Ongoing – March 2023   | Complete | The number of subscribers has continued to increase. There were 9,191 as of mid-January, meaning that the target has been exceeded.   |
| 1.3                          |   | Increase the number of subscribers for the new 'Rotherham Round up' borough wide email to 9,000.           | Ongoing – March 2023   | Complete | The number of subscribers has continued to increase. There were 9,208 as of mid-January, meaning that the target has been exceeded.   |
| 1.4                          |   | Evaluate the Controlling Migration Fund programme.   | November 2022  | Complete | The evaluation has been completed and was submitted to DLUHC by end April 2022.   |
| 1.5                          | Residents, organisations and businesses use their skills and resources to help others | Work with VAR to establish 80 new volunteering opportunities across voluntary and community organisations. | March 2022<br>SLA in place until March 2024, targets reviewed annually | Complete | From April 2021 to March 2022 VAR created 101 new volunteering opportunities, exceeding the target of 80. The number of new volunteering opportunities created continues to be monitored and the target for 2022-23 remains at 80, see performance measure NE02b below. |

## 6.I THEME I – EVERY NEIGHBOURHOOD THRIVING

|     |                                       |  |                          |              |  |
|-----|---------------------------------------|--|--------------------------|--------------|--|
| 1.6 | Neighbourhoods are welcoming and safe | Improve enforcement outcomes by making greater use of legal powers. This means issuing more than 350 community protection notices.   | Revised date: March 2023 | Known delays | <p>Capacity enhanced through restricting the service and additional recruitment and since October 2022, additional support has been provided via out of hours service.</p> <p>170 Community Protection Notices (CPNs) have been issued so far this year following non-compliance, out of the total 557 Community Protection Warnings (CPWs) issued in the same period. In addition, SYP have so far this year issued 45 CPW with six not being complied with and resulting in six CPNs. Housing have also issued 20 CPWs. In total 176 CPNs have been issued across the partnership, with 622 CPWs, giving a compliance rate overall of 71%. In addition, 189 formal Legal Notices, in relation to Housing breaches, and 175 Abatement Notices, in relation to Statutory Nuisance have been issued.</p> <p>Note – a CPN can only be served once a CPW has been issued and not complied with.</p> |
| 1.7 |                                       | Develop interventions that seek to reduce hate crime and improve community safety by tackling harmful narratives, including via the ‘Who is your neighbour’ and Remedi projects. | May 2022                 | Complete     | The ‘Who Is Your Neighbour’ project, a partnership project with (and funded by) the Local Government Association, has concluded and an evaluation report received. Projects restarted for 2022-23 include the successful ‘Step Up, Beat Hate’ programme for the third year. Remedi have also commenced delivery of their restorative hate crime project.   |

## 6.I THEME I – EVERY NEIGHBOURHOOD THRIVING

|     |  |   |                      |          |   |
|-----|--|---|----------------------|----------|---|
| 1.8 |  | Design and implement new neighbourhood road safety measures, including 20mph zones.                             | March 2023           | On track | Ward priority and local engagement approach being taken. Areas submitted by Members have been prioritised into two phases for delivery. Local ward-based engagement on the requests received began in autumn 2022, with six wards engaged to date. Remaining engagement is continuing. The Council’s 20mph procedure has also been reviewed to ensure it aligns with the latest Active Travel standards, Department for Transport guidance and the Rotherham Cycling Strategy and is awaiting adoption within the service. This takes government guidelines on the management of local speed limits and ensures they are applied to Rotherham’s local roads in a way which reflects local priorities.   |
| 1.9 |  | Repair an estimated 595 estate roads (137.7km) (between April 2020- March 23) through the 2024 roads programme. | Ongoing – March 2023 | On track | <p>Delivered 85km of repairs to 375 locations on the unclassified network (estate type roads) in the first two years. A further 39 km of repairs to 175 locations will be delivered in the 2022/23 financial year (3rd year).</p> <p>So far, this financial year 24 unclassified roads were repaired in Quarter 1, 15 unclassified roads repaired in Quarter 2 and 121 in Quarter 3. This gives a total of 160 roads repaired of the 175 planned for this financial year. The delivery of the unclassified programme is not equally proportioned across the financial year and many estate roads are repaired in Quarter 3 and Quarter 4. The total number of estate roads which will have been repaired by the 31 March 2023 (end of year 3) is 550.</p> |

## 6.I THEME I – EVERY NEIGHBOURHOOD THRIVING

|      |  |  |               |                 |   |
|------|--|--|---------------|-----------------|---|
| 1.10 |  | Work with Councillors to identify hot-spot areas for nuisance pavement parking and develop plans to prevent nuisance pavement parking, including parking restrictions. | March 2023    | On track        | <p>In 2020, the Department for Transport consulted to introduce new, wider powers on pavement parking, however, there has been no further update from DfT on their intended change in traffic management guidance for Local Highway Authorities. In order to maintain momentum, pavement parking concerns are being identified as part of the wider Local Neighbourhoods and Road Safety Programme and included in that programme for design and implementation in 2023-24 onwards. Local Ward based engagement on requests received from Councillors and the public began in autumn 2022 with Swinton Rockingham, Hellaby and Maltby West, Hooper Harthill and Thorpe Salvin, Greasbrough, Rawmarsh East and Kilnhurst &amp; Swinton East Wards engaged to date. A report was presented to Cabinet on 19 December 2022 for approval of two phases of schemes to be developed.</p> <p>15 sites of interest have been identified (these are ones with more than just one request or complaint). Four of the sites identified will require pavement parking solutions and these are currently being assessed for possible remedies.</p> |
| 1.11 | Local people have access to libraries, cultural activities, parks and green spaces | Complete the new library at Thurcroft.   | December 2022 | Will not be met | <p>The plans have been completed and planning permission and building regulations granted. The terms and lease agreement have also now been agreed by the Parish Council. Once these legal documents have been signed, the contract for the building works will be awarded.</p> <p>This project is delayed due to the increased costs and delays in signing the legal paperwork, as previously reported. The project is now planned to be completed by Summer 2023.</p>   |

## 6.I THEME I – EVERY NEIGHBOURHOOD THRIVING

|      |  |   |  |          |  |
|------|--|---|--|----------|--|
| 1.12 |  | <p>Hold cultural and sporting events across Rotherham to appeal to a range of ages and backgrounds, including:</p> <ul style="list-style-type: none"> <li>• Women’s Euro 2022</li> <li>• Rotherham Show</li> <li>• Rotherham 10k</li> <li>• Summer Reading Challenge</li> <li>• Fun palaces.</li> </ul> | <p>Jan – Jul 2022<br/>           Sept 2022<br/>           May 2022<br/>           September 2022<br/>           October 2022</p> | Complete | <p>The following events have now been held:</p> <ul style="list-style-type: none"> <li>• Rotherham 10k – took place on 15 May 2022. 460 adult runners and 240 young runners took part in the event, which drew approximately 1,000 spectators.</li> <li>• Queen’s Platinum Jubilee Celebrations – 25 community groups supported to host local celebrations with a ‘Garden Party Big Lunch’ held at Clifton Park, attended by an estimated 2,000 people. All 15 libraries took part in a variety of activities to celebrate the Jubilee.</li> <li>• Women’s Euros – hosted 4 fan parties and the WOW (Women of the World) Festival took place at Clifton Park. The total attendance across the Fan Parties and WOW Festival was 32,417.</li> <li>• Rotherham Show – took place on 3-4 Sept 2022 and welcomed more than 60,000 residents and visitors back to Clifton Park.</li> <li>• Summer Reading Challenge – completed by 740 children. 51 different science and innovation themed activities took place across the 15 libraries. A total of 60 schools engaged in the challenge (face to face or digitally). Celebration event took place at Magna Science Park on the 2 October, attended by 1,255 children/family members (344 finishers with 911 family members. See case study below.</li> <li>• Fun Palace Ambassador campaign, funded by the National Lottery – work has taken place with communities and partners to provide opportunities for people to showcase their skills and interests. 13 venues across the borough provided spaces for communities, and celebrations took place in September and October 2022. In total, the events attracted over 800 people.</li> </ul> |
|------|--|---|--|----------|--|



## 6.I THEME I – EVERY NEIGHBOURHOOD THRIVING

|      |                                       |   |                           |          |   |
|------|---------------------------------------|---|---------------------------|----------|---|
| 1.13 |                                       | Complete restoration of the grade II listed site Keppel's Column.                                       | October 2021 – May 2022   | Complete | Restoration works complete, celebrated with a unique art installation and shared oral histories. The column was opened to the public on 10 September 2022 and Keppel's Column has now been removed from Historic England's national 'Heritage at Risk' register |
| 1.14 |                                       | Complete feasibility study for a new Rotherham Theatre.   | October 2021 – April 2022 | Complete | Worked with HLM Architects to complete the feasibility study to explore options for a new Centre for Performing Arts in a more central location.  |
| 1.15 | Local towns and villages are improved | Create a plan of developments across the borough to maximise the impact of the Towns and Villages fund. | October 2021 – April 2022 | Complete | Phase 1 plans approved by Cabinet and five schemes complete. Two Phase 2 schemes are on site and due to complete in June 2023. A Cabinet paper to update on the plan and schemes was presented to Cabinet in February 2023.                                     |

# Every Neighbourhood Thriving

## Outcomes

- Work with communities on the things that matter to them
- Residents, organisations and businesses use their skills and resources to help others
- Neighbourhoods are welcoming and safe
- Local people have access to libraries, cultural activities, parks and green spaces
- Improved local towns and villages are improved

| Ref   | Key Performance Indicators  | LEAD SERVICE                     | LEAD OFFICER | Good is?         | Qtrly or Annual? | 2021/22 (Yr End) | 2022/23         |                 |                 |               |                       | Direction of travel | Progress against target | Notes   |
|-------|---|----------------------------------|--------------|------------------|------------------|------------------|-----------------|-----------------|-----------------|---------------|-----------------------|---------------------|-------------------------|---|
|       |   |                                  |              |                  |                  |                  | QTR 1 (Apr-Jun) | QTR 2 (Jul-Sep) | QTR 3 (Oct-Dec) | Yr to Date    | TARGET                |                     |                         |   |
| NE01a | Satisfaction with the borough and local area:<br>a) Proportion of public satisfied with Rotherham Borough as a place to live    | ACEX - Comms. & Marketing        | Chris Burton | High             | A                | 62.0%            | Not Available   | 57.0%           | Not Available   | 57.0%         | >62%                  | ◆                   | △                       | Annual measure and status and DOT not applicable in Q3. 57% (June 2022) very or fairly satisfied. This was below the average across all of the previous surveys (61%) There has been considerable fluctuation between surveys and the variation differs from satisfaction in the local area as a place to live.   |
| NE01b | Satisfaction with the borough and local area:<br>b) Proportion of the public satisfied with their local area as a place to live | ACEX - Comms. & Marketing        | Chris Burton | High             | A                | 80.0%            | Not Available   | 76.0%           | Not Available   | 76.0%         | Equal to or >80%      | ◆                   | △                       | Annual measure and status and DOT not applicable in Q3. 76% (June 2022) very or fairly satisfied. The national average is 81% and this measure has remained high and fairly stable since the first satisfaction survey in June 2015. Across the twelve surveys, the average level of satisfaction has been 80% and no previous survey result has varied from this by more than five per cent.   |
| NE02a | Volunteering:<br>a) Number of staff involved in the council employee volunteer scheme to support local communities              | ACEX - HR                        | Lee Mann     | High             | Q                | Not Available    | Not Available   | Not available   | Not Available   | Not Available | baseline needed - tbc | ◆                   | △                       | Data not yet available.   |
| NE02b | Volunteering:<br>b) Number of new volunteering opportunities for local people via the voluntary and community sector            | ACEX - Policy, Perf & Intell.    | Fiona Boden  | High             | Q                | 101              | 23              | 25              | 11              | 59            | 80                    | ↓                   | ✓                       | 23 new volunteering opportunities created in Quarter 1, 25 created in Quarter 2, and 11 created in Quarter 3. On track to achieve year-end target. Downwards DOT in comparison to Quarter 2.  |
| NE03a | Anti-social behaviour<br>a) Number of community protection notices issued (anti-social behaviour, waste and noise)              | RE - Comm. Safety & Street Scene | Sam Barstow  | High             | Q                | 205              | 42              | 38              | 90              | 170           | >350                  | ↑                   | ✗                       | This measures Community Protection Notices (waste, noise and ASB) ASB & Policing Act 2014 issued by the Community Protection Unit, (CPU). DoT is upwards as Q3 has seen a significant increase with 90 CPN's issued bringing the measure closer to the 350 target. Although a considerable increase in numbers will be required to achieve the yearly target of 350, the service has reported that January has seen the recent high performance reported at Q3 continue.  |
| NE03b | Anti-Social behaviour<br>b) Public perception of anti-social behaviour (via the 'Your Voice Counts' quality survey)             | RE - Comm. Safety & Street Scene | Sam Barstow  | Low              | Q                | 42.0%            | 45.0%           | 48.0%           | 38.0%           | 44.0%         | <43%                  | ↓                   | ●                       | Your Voice Counts Survey is conducted quarterly by South Yorkshire Police. Quarterly average for South Yorkshire Neighbouring authorities are, Barnsley 43%, Doncaster 43%, Sheffield 38%. The percentage of people who thought ASB was a big problem in their area has reduced by 10% from the previous quarter (based on the sample size and take-up of the survey). All LA areas in SY saw a reduction, Rotherham's reduction was the largest.   |
| NE04a | Hate crime:<br>a) Number of hate crime incidents  | RE - Comm. Safety & Street Scene | Sam Barstow  | Neither High/Low | Q                | 837              | 234             | 214             | 214             | 662           | No target             | ◆                   | ⓘ                       | Q3 breakdown is 190 Crimes and 24 Non-crimes. YTD breakdown is 593 Crimes and 69 Non-crimes.  |
| NE04b | Proportion of positive outcomes to hate crime investigations  | RE - Comm. Safety & Street Scene | Sam Barstow  | High             | Q                | 12.8%            | 9.8%            | 5.2%            | 7.4%            | 7.5%          | 20%                   | ↑                   | ✗                       | South Yorkshire Police have processes in place to ensure all hate crime victims are spoken with and listened to and are given direct access to the district Hate Crime Coordinator who will support them. Processes ensure a bespoke investigation plan is attached to the investigation and all reasonable lines of enquiry are followed. This provides a consistent approach to hate crime investigation and the applied outcome is scrutinised to ensure it is the right outcome for the victim. The final stage is to speak with the victim making sure that they are fully updated with the outcome and that they are, as much as possible happy with the course of the investigation.<br><br>Performance is reported to and monitored by the Safer Rotherham Partnership Board and any necessary improvement action is discussed at this level. |

| Ref   | Key Performance Indicators   | LEAD SERVICE                     | LEAD OFFICER   | Good is? | Qtrly or Annual? | 2021/22 (Yr End) | 2022/23         |                 |                 |            |                          | Direction of travel | Progress against target | Notes  |
|-------|--|----------------------------------|----------------|----------|------------------|------------------|-----------------|-----------------|-----------------|------------|--------------------------|---------------------|-------------------------|--|
|       |  |                                  |                |          |                  |                  | QTR 1 (Apr-Jun) | QTR 2 (Jul-Sep) | QTR 3 (Oct-Dec) | Yr to Date | TARGET                   |                     |                         |  |
| NE05a | Proportion of the local "principal" road network classed as 'green status' (do not require repair)                     | RE - Comm. Safety & Street Scene | Sam Barstow    | High     | A                | 80.4%            |                 |                 | 79.4%           | 79.4%      | 81%                      | ↓                   | ✗                       | The annual position on this measure is 79.4% against a Council Plan Target of 81%. Although this is an annual measure where the Council Plan target has not been met, there is a separate set of visual road inspections (CVI) conducted on an ongoing daily basis in order to help direct a maintenance regime. According to this separate monitoring scheme, as of 31/12/2022 82.8% of the principal road network was classed as 'green'. Please note the definition of this measure has been updated from "classified" to "principal" following feedback from the service. It does not affect any of the data previously submitted it. The data matches this definition of road type. |
| NE05b | Proportion of the local "non-principal" road network classed as 'green status' (do not require repair)                 | RE - Comm. Safety & Street Scene | Sam Barstow    | High     | A                | 75.3%            |                 |                 | 77.0%           | 77.0%      | 79%                      | ↑                   | ✗                       | The annual position on this measure is 77% against a Council Plan Target of 79%, which is just slightly below the target.  |
| NE05c | Proportion of the local "unclassified" road network classed as 'green status' (do not require repair)                  | RE - Comm. Safety & Street Scene | Sam Barstow    | High     | Q                | 61.6%            | 62.9%           | 63.6%           | 64.8%           | 63.8%      | 60%                      | ↑                   | ✓                       | The highways section has achieved a better than national average outcome for unclassified road network condition in 2021-22. The Q3 position on this measure is 64.8% and the Council Plan target is 60% so already exceeding the expected outcome.  |
| NE06a | Perceptions of feeling safe:<br>a) Proportion of public that feel safe when outside in their local area during the day | RE - Comm. Safety & Street Scene | Sam Barstow    | High     | A                | 90.0%            | Not Available   | 87.0%           | Not Available   | 87.0%      | >90%                     | ◆                   | △                       | Annual measure and status and DOT not applicable in Q3. Data obtained from results of Residents Survey (June 2022). 87% of respondents said they felt 'very safe' or 'fairly safe' during the day when outside their local area which is lower than the figures observed nationally at 95% and 3% lower than previous response in 2021.  |
| NE06b | Perceptions of feeling safe:<br>b) Proportion of public that feel safe when outside in their local area after dark     | RE - Comm. Safety & Street Scene | Sam Barstow    | High     | A                | 56.0%            | Not Available   | 56.0%           | Not Available   | 56.0%      | >56%                     | ◆                   | △                       | Annual measure and status and DOT not applicable in Q3. Data obtained from results of Residents Survey (June 2022). Currently static with the year end position for this measure for 21/22 and the current Council Plan Target however this is significantly lower than the figures observed nationally (76%) and is lower than the average for the previous seven surveys (59%).  |
| NE07a | Number of visits to culture, sport and tourism facilities (all population - cumulative)                                | RE - Culture, Sport & Tourism    | Polly Hamilton | High     | Q                | 3,023,352        | 1,020,736       | 1,237,427       | 1,172,815       | 3,430,978  | 3,500,000                | ↑                   | ✓                       | The service is just 69,422 visitors away from achieving the target for this financial year. The DoT is based on a comparison with Q3 21-22 which saw 603,635 visitors.   |
| NE07b | Customer satisfaction with culture, sport and tourism services   | RE - Culture, Sport & Tourism    | Polly Hamilton | High     | Q                | 91.6%            | 91.4%           | 92.3%           | 92.9%           | 92.2%      | >90% across all services | ↑                   | ✓                       | Comprising an amalgamated average of the following service areas:<br>Libraries 99.68%<br>Heritage 94.00%<br>Sports and Leisure 87.77%<br>Parks and Green Spaces 90%  |

# 6.I THEME I – EVERY NEIGHBOURHOOD THRIVING

## CASE STUDY

### Continuing to deliver the Council’s Towns and Villages Fund

The Towns and Villages Fund is a £4 million capital programme, aiming to improve the borough’s local town and village centres. The Towns and Villages Project Team are coordinating colleagues across the Council to co-produce twenty-three schemes in the borough over the next two years. Alongside local Councillors, colleagues from Neighbourhoods, Landscape Design, Transportation, Highways, and Community Safety are working together to deliver improvements for local communities. This programme is key to delivering a place-based approach in each neighbourhood. The development of projects has been used as both a community engagement exercise and an opportunity to further enhance local Councillor’s in their community leadership role.

In the last quarter, the project in the Dalton and Thrybergh ward was completed. Councillors selected an area in East Herringthorpe and aimed to create a community garden outside of a well-used, local convenience store, on a key route through the community. Improvements were made to the shop frontage, walling, landscaping and accessibility of the site, creating a new seating area, replacing steps and adding appropriate crossing points.

Work is ongoing to deliver projects across the borough, with two further schemes currently being delivered in Swinton Rockingham and Hooper wards. The first projects within Phase 2 are also scheduled to begin in March 2023, and projects will continue to be delivered through a cycle of design, consultation and delivery until March 2024.



Before



After

## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

Everyone deserves to feel happy, healthy, and secure. We want to empower everyone to lead fulfilling lives, whilst also keeping them safe from harm.

| Outcomes – our ambition  | How we will get there  |
|--|--|
| <ul style="list-style-type: none"><li>• People have good mental health and physical wellbeing</li><li>• People feel empowered, safe, and live independently for as long as possible</li><li>• People can access affordable, decent housing</li><li>• Inequalities are addressed and nobody is left behind.</li></ul> | <ul style="list-style-type: none"><li>• Focus on minimising/tackling the leading risk factors for death and disability in Rotherham, such as tobacco, unhealthy weight, and alcohol</li><li>• Promote the best possible mental health for all, building on existing campaigns such as the Five Ways to Wellbeing, the Great Big Rotherham To-do list and Be the One</li><li>• Work with people to build on their strengths and resilience, reducing reliance on social care interventions</li><li>• Deliver the ‘My Front Door’ programme, providing adults with learning disabilities and autism with increased choice and opportunities for greater independence</li><li>• Tackle poverty and financial crisis, including development of a ‘social supermarket’ which will help people to move on from food banks, a new Rothercard that will provide discounts on Council services for those who most need them, and our Community Energy Scheme, which will enable households to reduce their energy bills</li><li>• Work with partners to deliver our domestic abuse strategy, taking a coordinated approach to reduce the prevalence of domestic violence</li><li>• Invest in affordable housing and support those at risk of or experiencing homelessness</li><li>• CCTV improvements will be realised through the Capital investment currently agreed (£420,000) alongside improving corporate management of CCTV purchases and assets</li><li>• Continuing to focus on promoting access to services, including out of hours alongside a robust performance management framework within enforcement services</li><li>• Transformation within Domestic Abuse Services is being delivered through strong partnership working, increased investment and the re-design of both internal and commissioned services.</li></ul> |

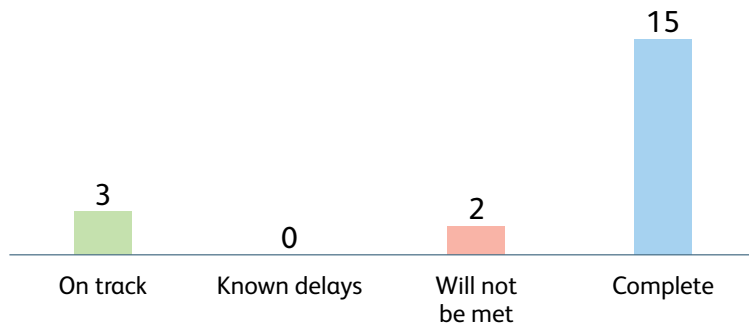
# 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

## HEADLINES – EVIDENCING OUR PROGRESS

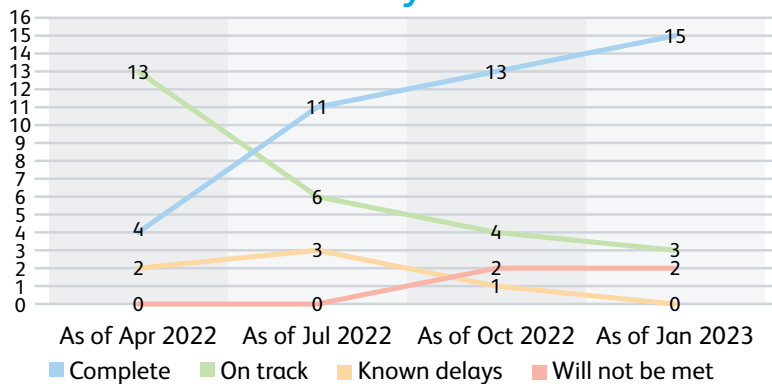
To provide evidence of delivery of the outcomes and commitments within this theme, there are 12 headline performance measures and 20 priority actions/milestones contained within the Year Ahead Plan Delivery Plan. The diagrams below provide an overview of performance and progress.

### YEAR AHEAD ACTIONS AND MILESTONES

Year Ahead Delivery Plan Actions Status

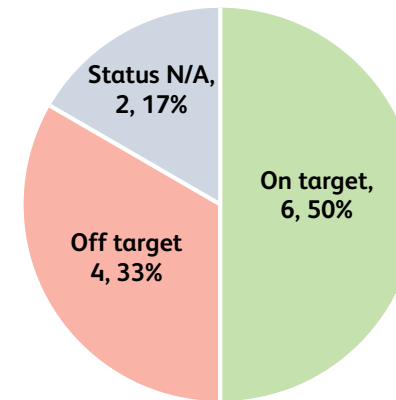


Year Ahead Delivery Plan Action Trend

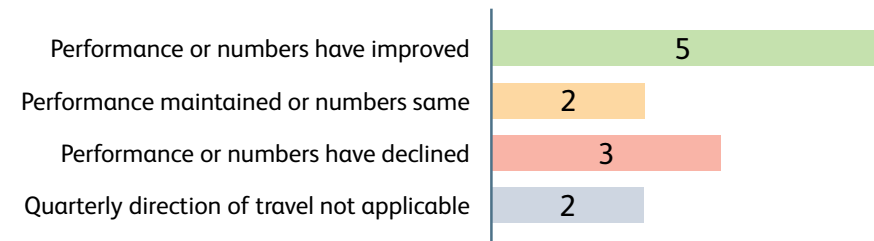


### PERFORMANCE MEASURES

Performance Measures Status



Performance Measures Direction of Travel



## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

### NARRATIVE – THE BIGGER PICTURE

The people are safe, healthy and live well theme focuses on empowering people to lead fulfilling lives, whilst also keeping them safe from harm, with the aim for everyone to feel happy, healthy, and secure. Our ambition is for people to have good mental health and physical wellbeing, to be able to access affordable, decent housing, with nobody left behind. Key areas of progress to deliver on these ambitions are outlined below.

The Council is developing its strategic approach as well as delivering a range of programmes to ensure people have good mental health and physical wellbeing. Actions to deliver against the priorities in the Prevention and Health Inequalities Strategy are in progress and overseen by the Prevention and Health Inequalities Enabler Group and the Place Board, which feed into the Health and Wellbeing Board. The refresh of the partnership Loneliness Action Plan was agreed by the Health and Wellbeing Board in November 2022 and implementation has commenced. A cultural programme for residents aged 55+ completed in September 2022 and included a series of events, exhibitions and performances, and the creation of a new Care Home Choir and of a new circus school. An independent evaluation of the programme found that:

- 45% of participants said that they were more physically active
- 55% of participants said that they were thinking more clearly
- 50% of participants said that they were feeling more optimistic about the future
- 90% of participants had not tried the activity before
- 89% of participants would recommend the activities to a friend or family member
- 60% of participants said their wellbeing had improved as a result of attending.

Work continues to ensure people feel empowered, safe, and live independently for as long as possible. Following completion of the consultation on the build of a new in-house day service for people with learning disabilities, and the outcome of this being shared with Cabinet in October 2022, the design and build programme commenced in November 2022 and a contractor has now been assigned to the programme. Additional engagement and co-production sessions will be held with staff, service users and carers through the detailed design phase in 2023. The new service is expected to be operational from winter 2024/25. A review of the supported accommodation offer for those with learning disabilities and autism has been delayed, in order to combine consultation on the accommodation offer, with consultation on the overarching vision and transformation priorities for learning disabilities. This engagement and consultation programme will be presented to Cabinet in March 2023 for approval, alongside proposals to develop a new three-year strategy to improve outcomes for those with learning disabilities.

To enable people to access affordable, decent housing, development of over 400 homes at various sites across the borough is underway. The Council is building 171 homes across three sites in the Town Centre. A further 58 homes were completed between October and December 2022, taking the total to 112. The development is now experiencing some delays due to factors including the nationwide shortage of the building materials and general labour shortages across a range of trades and is now estimated to complete by March 2023. 237 homes are being built on these two formerly owned council sites in Dalton and Thrybergh with the majority being for affordable rent, including bungalows, family

## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

homes and single person homes, alongside homes for private rent and shared ownership. Local people from the Council's housing register will be able to access homes for rent. 29 properties were complete by the end of December 2022, with a further 100 expected by March 2023. This scheme has faced the same issues and the Town Centre as is currently scheduled to be complete by June 2023.

As part of efforts to address inequalities and ensure nobody is left behind, Council teams and South Yorkshire Police are working closely to design and commission new services to prevent financial exploitation. A report seeking approval to commission the new service was approved by Cabinet in December 2022. The new service offer will include a period of awareness raising amongst staff and partners regarding the new service offer and spotting the signs of financial exploitation, prior to commencing investigations into suspected cases. The Rothercard review is now complete which aims to provide discounts to those who most need them. Proposals for the new scheme were shared with a working group during a series of meetings conducted during 2022 and agreed by Cabinet in January 2023. The changes include making it easier for customers to apply for/benefit from the scheme and new discounts. The new Rothercard scheme will be in place from 1 April 2023.

In addition, the project supporting the development of social supermarkets and more holistic support for local people associated with food provision has concluded. The project included grant funding to help sustain with the development and sustainability of social supermarkets in the borough over the next three years. Applications were invited from existing social supermarkets in Rotherham, alongside the opportunity to bid for start-up support for new proposals. Four bids were received from the existing social supermarkets in the borough. Grants have now been approved and

awarded in equal sums for the four organisations. This project also involved the employment of an officer for one year to assist in the development of local organisations to support the project outcomes. The award of the grant funding now concludes the project, but the Council will continue to work with local organisations around crisis support and proactive holistic solutions for local people.

Finally, work continues to reduce the number of homeless people housed in temporary accommodation. From 202 households at the end of March 2022, there has been a steady reduction during 2022/23. At the end of December 2022, the overall figure had reduced by 85 to a total of 117 households, with 92 in temporary housing accommodation and 25 households in hotels. There continues to be a positive downward trend, however there are now emerging additional pressures due to wider economic factors and supporting the Ukrainian family scheme. It is therefore expected that the numbers will increase into and during the next reporting year. The Council will continue to support all households in hotels and temporary accommodation to move on to suitable settled accommodation as swiftly as possible, and the situation continues to be monitored on a weekly basis.



## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

### YEAR AHEAD DELIVERY PLAN TRACKER

| People are safe, healthy and live well |   |  |                           |          |   |
|--|---|--|---------------------------|----------|---|
| Ref                                    | Outcome   | Activity   | Timescales for delivery   | Status   | Rationale for status  |
| 2.1                                    | People have good mental health and physical wellbeing | Work with partners to develop a prevention and health inequalities strategy and action plan.     | October 2021 – April 2022 | Complete | Prevention and health inequalities strategy and action plan completed and agreed by the Integrated Care Partnership Place Board in April 2022.<br><br>Actions to deliver against the priorities are in progress and overseen by the place-level Prevention and Health Inequalities Enabler Group and the Place Board, which feed into the Health and Wellbeing Board. |
| 2.2                                    |   | Refresh the partnership Loneliness Action plan and ensure the delivery of Council owned actions. | September 2022            | Complete | The refresh of the partnership Loneliness Action Plan was agreed by the Health and Wellbeing Board in November 2022 and implementation has commenced.   |
| 2.3                                    |   | Produce suicide prevention guidance for staff and Members.                                       | May 2022                  | Complete | New guidance was published for staff across all organisations in Rotherham on how to have conversations with people who might be thinking about suicide. The guidance has been developed with input from frontline staff and uses three easy steps from Rotherham’s ‘Be the One’ suicide prevention campaign to: Talk, Listen and Care.                               |

## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

|     |  |  |                           |          |   |
|-----|--|--|---------------------------|----------|---|
| 2.4 |  | Create a cultural programme including events, theatre, libraries, music and museums for residents aged 55+ to help with grief, mental wellbeing and physical conditioning. | October 2021 – March 2022 | Complete | <p>A programme of activities supporting audiences aged 55+ to reconnect following Covid-19 launched in October 2021 and completed in September 2022. The programme included a series of events, exhibitions and performances, and the creation of a new Care Home Choir and of a new circus school.</p> <p>An independent evaluation of the programme was completed in December 2022 and further details are included in the narrative above.</p> |
| 2.5 |  | Deliver £250k investment works in Herringthorpe Stadium, including completion of flood lighting, refurbishment of internal and external pavilion.                          | March 2022                | Complete | Improvement works to the stadium’s changing facilities, track, lighting and PA system have been completed in order to achieve the national TrackMark standard. Consequently, Rotherham Harriers, schools and other groups have returned to use the improved facilities in support of athletics and running to improve physical activity. The stadium reopened to the public in November 2022.   |
| 2.6 |  | Meet national contact tracing weekly target of 89% contacts completed successfully.  | March 2022                | Complete | Since taking on Local Contact Tracing in March 2021, overall engagement rate was 92.3% and local completion rate for contacting positive cases and completing the national survey was 85.2%. Rotherham had the third highest completion rate in the region across 15 councils in Yorkshire and Humber.  |

## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

|     |   |   |                            |          |   |
|-----|---|---|----------------------------|----------|---|
| 2.7 |   | Regular and timely review of all clusters of cases in complex settings (care, schools and workplaces) for requirements to hold an Incident Management Team meeting (IMT).   | March 2022                 | Complete | Throughout May 2022, regular Incident Review Meetings took place, primarily for care settings. From the end of June 2022, reporting processes reverted to pre-Covid-19 for all health protection issues, infectious control measures and Covid-19. All settings report directly to UKHSA.   |
| 2.8 |   | Targeted engagement with communities to promote vaccination take up and dispel myths and fake news.   | June 2022                  | Complete | Bespoke promotional messages for the Spring Booster, Young People and Booster vaccination dosages were promoted during May 2022, and targeted work delivered to those settings most at risk. The primary focus was to promote Living Safely with Covid-19 and comms to encourage vaccination take up.   |
| 2.9 | People feel empowered, safe and live independently for as long as possible. | Develop new day opportunities for people with learning disabilities, autism and complex needs:<br>Complete 'day opportunities' consultation regarding REACH services.<br>Commence building works to improve day facilities. | May 2022<br><br>March 2023 | On track | One action is complete, and one action is on track: On 31 January the Council launched a major consultation as part of its plan to build a new in-house day service for people with learning disabilities. Consultation ended on the 30 April 2022 and Cabinet received details of the consultation in October 2022 and approved the recommendations for a new day opportunities.<br><br>The design and build programme commenced in November 2022 and remains on track. The design will be co-produced with those currently using day services. A contractor has now been assigned to the programme and the project is scheduled to complete by December 2024. |

## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

|      |  |   |                             |                 |   |
|------|--|---|-----------------------------|-----------------|---|
| 2.10 |  | Develop and deliver a programme of consultation and engagement on the future supported accommodation offer for those with learning disabilities and autism. | January 2022 – October 2022 | Will not be met | <p>During 2023 the Council, in co-production with people with a learning disability (LD), and their carers, will be identifying their priorities for LD service transformation over the next three years. This engagement and consultation programme is currently in the design stage and will be presented for approval at Cabinet in March 2023, alongside proposals to develop a new three-year strategy specifically for learning disabilities.</p> <p>A subsequent report will be brought back to Cabinet in late autumn 2023 detailing the outcomes of the co-production outcomes and to present the future Learning Disabilities Strategy for consideration. This will be inclusive of the accommodation with support offer but will also include, access to employment, transport, independent living and the information and guidance offer.</p> |
| 2.11 |  | Deliver and launch the new Carers Strategy.   | June 2022                   | Complete        | <p>The Borough that Cares Strategy was given a soft launch during carers week in June 2022 and was signed off by the Health and Wellbeing Board in September 2022. The Borough That Cares Strategic Group are developing a detailed action plan to facilitate delivery of the ambitions. The Strategy was formally launched in November 2022.</p>   |

## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

|      |  |                                       |              |          |  |
|------|--|---------------------------------------|--------------|----------|--|
| 2.12 |  | Recommission domestic abuse services. | October 2022 | Complete | <p>New pathway for accessing domestic abuse support, commenced on 1 October 2022, providing a single point of access to support domestic abuse victims at all risk levels (high, medium, low). The new RMBC Domestic Abuse Assertive Outreach Service will provide a personalised service offer that is strengths based, person centred, and needs led. The service can provide specialist knowledge to aid recovery, amongst the complexities of other ongoing support needs to break the cycle of domestic abuse.</p> <p>Workers seek to establish effective and trusting relationships with individuals to help them move forward with the correct services in place, to provide the tools required to enable the victim to recover and help, where possible, to support the end of an abusive relationship. Other commissioned services are in place such as safe accommodation and refuge service, homelessness support, counselling services and support for young people.</p> |
| 2.13 | People can access affordable, decent housing | Refresh the Housing Strategy.         | May 2022     | Complete | <p>The Housing Strategy was approved by Cabinet on 11 July 2022. The Strategy was produced in consultation with tenants, residents, Members, officers and other key stakeholders and this is a key document which will set out the priorities and vision for housing over the next three years.</p>  |

## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

|      |  |  |   |                        |  |
|------|--|--|---|------------------------|--|
| 2.14 |  | <p>Deliver the Council's Housing Growth Programme, including:</p> <ul style="list-style-type: none"> <li>• Town Centre housing programme</li> <li>• Chesterhill Avenue and Whinney Hill</li> <li>• Delivery of Council bungalows on sites in Treeton and Ravenfield</li> </ul> | <p>February 2020 – October 2022</p> <p>First homes by March 2022, completion by 2023</p> <p>March 2021 – April 2022</p> | <p>Will not be met</p> | <p>One programme is complete, the two other milestones will not be met.</p> <p>The Council is building 171 homes across three sites in the Town Centre. In Quarter 3, a further 58 homes were completed taking the total to 112. The development is now experiencing delays due to an accumulation of factors including, the nationwide shortage of the building materials and general labour shortages across a range of trades. Programme now estimated to complete in March 2023.</p> <p>237 homes are being built on two formerly owned council sites in Dalton and Thrybergh with the majority being for affordable rent, including bungalows, family homes and single person homes, alongside homes for private rent and shared ownership.</p> <p>29 properties completed by the end of December 2022, projections are currently forecasting 100 more by the end of March 2023, with the scheme currently scheduled to complete by June 2023. This scheme has faced the same issues as the Town Centre.</p> <p>The Council has now completed 14 new bungalows for council rent on land in Treeton and Ravenfield, in partnership with Rotherham based O&amp;P Construction. The new properties offer a range of bedroom options and have been designed in consideration of the needs of those with disabilities and/or in need of carer support.</p> |
|------|--|--|---|------------------------|--|

## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

|      |  |  |            |          |   |
|------|--|--|------------|----------|---|
| 2.15 | Inequalities are addressed and nobody is left behind | Commission new services to prevent financial exploitation. | March 2023 | On track | <p>The number of concerns where financial abuse was alleged is continuing to rise. The number of concerns raised in 2019-20 and 2020-21 was 219 and 364 respectively. Using learning from other police authority areas the Council is aiming to introduce a new support service to prevent the abuse of vulnerable people in relation to scams, frauds and doorstep crime.</p> <p>A project development group, which includes representatives from Rotherham Council Regulatory Services, Adult Care, Finance, Legal, Housing and South Yorkshire Police is overseeing the design and commissioning of the service offer.</p> <p>A report seeking approval to commission the new service was approved by Cabinet in December 2022. The new service offer will include a period of awareness raising amongst staff and partners regarding the new service offer and spotting the signs of financial exploitation, prior to commencing investigations into suspected cases.</p> |
| 2.16 |  | Complete a review of Rother Card.                          | June 2022  | Complete | <p>Review of the current scheme was completed in June 2022 and Cabinet approved the review January 2023. The changes agreed include making it easier for customers to apply for/benefit from the scheme and new discounts.</p> <p>The new Rothercard scheme will be in place effective from 1 April 2023.</p>   |

## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

|      |  |   |                    |          |  |
|------|--|---|--------------------|----------|--|
| 2.17 |  | Develop three social supermarkets and other measures as part of a preventative approach to help people avoid food crisis. | December 2022      | Complete | <p>Delivered a programme of work to support the provision of social supermarkets, including a grants programme to support their sustainability. There are now four in the borough.</p> <p>A formal process inviting bids for this grant funding has been concluded and grants supporting the sustainability of the social supermarkets have been approved and awarded.</p>   |
| 2.18 |  | Reduce the number of homeless people housed in temporary accommodation.   | April 2022 onwards | On track | <p>Due to the wider impact of the Covid Pandemic the use of temporary accommodation for those who were homeless significantly increased in the last two years.</p> <p>At the end of March 2022, there were 106 households in temporary housing accommodation and 96 in hotels (202 household in total). At end Quarter 3, the overall figure had reduced to 117 households in total, with 92 in temporary housing accommodation and 25 households in hotels.</p> <p>Continues to be a downward trend, however emerging pressures relating to wider economic factors and supporting the Ukrainian family scheme. Numbers therefore expected to increase.</p> <p>The Council will continue to support all households in hotels and temporary accommodation to move on to suitable settled accommodation, and the situation continues to be monitored weekly.</p> |
| 2.19 |  | Provide food vouchers to children eligible for free school meals for school holidays through to Easter 2022.              | To April 2022      | Complete | <p>The provision of food vouchers for those children eligible rolled out for school holidays through to Easter 2022.</p>   |



## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

|      |  |   |            |          |   |
|------|--|---|------------|----------|---|
| 2.20 |  | Provide up to £100 reduction in Council Tax liability for working age households eligible for Local Council Tax Support during 2021/22. | March 2022 | Complete | <p>Through LCTS 2021/22, £1,447,200.99 in Council Tax hardship grants have been paid out to 16,730 applicants, with 8,135 accounts reduced to nil. In respect of the 2022/23 hardship award. £1,387,546.76 has been awarded through the 2022/23 hardship scheme on 14,567 accounts. Of these 10,403 will have had a nil balance and 4,164 got the full £112.65 so will have a liability for this year. The scheme will run all year picking up new applicants.</p> <p>The Council also delivered the government’s Council Tax Energy Rebate payments of £150 in full by the end of June 2022, including the discretionary scheme. This involved paying 108,189 households £150 under the main scheme and 7,222 households £90 under the discretionary scheme.</p> <p>Government have published stats on delivery of the scheme with the Council ranked first across all councils.</p> |
|------|--|---|------------|----------|---|

# People are Safe, Healthy and Live Well

## Outcomes

- People have good mental health and physical wellbeing
- People feel empowered, safe and live independently for as long as possible
- People can access affordable, decent housing
- Inequalities are addressed and nobody is left behind

| Ref  | Key Performance Indicators  | LEAD SERVICE          | LEAD OFFICER      | Good is?         | Qtrly or Annual? | 2021/22 (Yr End)  | 2022/23         |                 |                 |            |            | Direction of travel | Progress against target | Notes   |
|------|---|-----------------------|-------------------|------------------|------------------|-------------------|-----------------|-----------------|-----------------|------------|------------|---------------------|-------------------------|---|
|      |   |                       |                   |                  |                  |                   | QTR 1 (Apr-Jun) | QTR 2 (Jul-Sep) | QTR 3 (Oct-Dec) | Yr to Date | TARGET     |                     |                         |   |
| PE01 | Number of people attending the Make Every Contact Count (MECC) training relating to health and wellbeing issues                       | ACHPH - Public Health | Ben Anderson      | High             | Q                | 152               | 36              | 19              | 265             | 320        | 150        | ↑                   | ✓                       | 152 people attended the MECC training for 2021/22. MECC training is available to any member of RMBC as well as to partners and businesses, dependant on the focus/topic area. Cost of Living themed training is running until the end of March and demand is high. Benchmarking data not available.   |
| PE02 | The proportion of adults involved in a safeguarding enquiry who felt their personal outcomes were at least partially met              | ACHPH - Adult Care    | Kirsty Littlewood | High             | Q                | 97.0%             | 97.0%           | 98.0%           | 97.0%           | 97.0%      | 97%        | ↓                   | ✓                       | Performance continues to be on target with almost all adults involved in a safeguarding enquiry feeling their personal outcomes are being met. Q3 has seen a slight decline in direction of travel when compared to last quarter by -1% to 97%. However this performance is still above the latest 2021/22 regional and national benchmarking average values, that are both reported as 95% performance.  |
| PE03 | Proportion of new clients who receive short term (reablement) service in year with an outcome of no further requests made for support | ACHPH - Adult Care    | Kirsty Littlewood | High             | Q                | 93.2% revised 93% | 89.5%           | 89.6%           | 91.7%           | 91.7%      | 90%        | ↑                   | ✓                       | Q3 has seen an improvement and is now above target by 1.7%. This is sustained good performance, as this is during a time when there has been a change in cohort and the service are assisting TRFT with 'bed flow' due to capacity pressures. For context Rotherham can maintain or, if cases become more complex, see some decline in data but would remain higher than the latest national average benchmarking of 77.6%.   |
| PE04 | Manage the number of new older adult admissions to long term residential care (aged 65+)  | ACHPH - Adult Care    | Kirsty Littlewood | Neither High/Low | Q                | 324               | 95              | 89              | 101             | 285        | No target* | ◆                   | ⓘ                       | * Although no Council Plan target is set, the measure is tracked against a ceiling number of admissions for the purpose of BCF (better Care Fund) reporting.<br><br>Q1 and Q2 activity and outturn data has been refreshed to capture amendments and additional system recording with revised 95 admissions in Q1 and 89 in Q2 being recorded. Q3 has initially reported 101 new admissions giving a year to date total of 285. This projection would equal 380 by year end against the BCF ceiling total of 360. A number of factors are impacting including supporting bed flow at TRFT by taking discharges who may need residential support as not yet able to be independent at home in the community. Actions to mitigate are in place and an action plan to assist future tracking of expected impact has been drafted for approval by SMT, who have continued to rate as RED in latest December monthly performance report. 320 new admissions is latest 2021/22 benchmark Regional average which is used for context as reflects nearest next improvement milestone. |
| PE05 | Proportion of council housing repairs completed 'Right 1st time'  | ACHPH - Housing       | James Clark       | High             | Q                | 90.9%             | 91.9%           | 92.6%           | 93.8%           | 92.6%      | 97%        | ↑                   | ✗                       | Performance has continued to improve against Quarter 1, Quarter 2 and the 2021/22 year end figure, but remains below the stretched Council Plan target. The HouseMark 2020/21 benchmark data places Rotherham in quartile 2, to achieve quartile 1 need to achieve above 90.94% (Quarter 3 outturn for 2022/23 YTD would be comfortably within the top quartile performance). In addition to this, a local target has been devised where emergency repairs are included, as well as allowance made for an operative to leave site, collect materials, etc. and complete the same day, the current outturn for December 2023 is 99.39% Right First Time. The Year to Date is a nine month average of the cumulative.   |
| PE06 | Number of new homes delivered with Council support, including affordable homes  | ACHPH - Housing       | James Clark       | High             | Q                | 180               | 52              | 17              | 130             | 199        | 225        | ↑                   | ✓                       | Council Delivery:<br>▶ 58 more homes in the Town Centre at Westgate Riverside, including 44 for affordable rent.<br>▶ the acquisition of 11 two-bed bungalows at Fairfields, Aston for Council rent<br>▶ the acquisition of 10 further homes at Loughton Gate, Dinnington, including 4x two-bed houses for Council rent<br><br>Enabled delivery:<br>▶ 51 new enabled homes at Linkwood Park (Dalton), Kilnhurst Road (Rawmarsh) and Whinney Hill / Chesterhill Avenue (Thrybergh).<br><br>Further delivery at Council sites in the Town Centre, acquisitions and enabled sites at Whinney Hill / Chesterhill Avenue are on track to ensure that the 2022-23 target is exceeded.   |
| PE07 | Proportion of council housing stock that meets the "Decent Homes" standard  | ACHPH - Housing       | James Clark       | High             | Q                | 99.9%             | 100.0%          | 100.0%          | 100.0%          | 100.0%     | 100%       | →                   | ✓                       | The percentage of properties non decent remains 0.005% which equates to one property. We expect the remaining one property to be made decent by the end of the financial year, and achieve 0% non-decent.   |

| Ref  | Key Performance Indicators  | LEAD SERVICE                     | LEAD OFFICER | Good is?         | Qtrly or Annual? | 2021/22 (Yr End) | 2022/23         |                 |                 |            |           | Direction of travel | Progress against target | Notes   |
|------|---|----------------------------------|--------------|------------------|------------------|------------------|-----------------|-----------------|-----------------|------------|-----------|---------------------|-------------------------|---|
|      |   |                                  |              |                  |                  |                  | QTR 1 (Apr-Jun) | QTR 2 (Jul-Sep) | QTR 3 (Oct-Dec) | Yr to Date | TARGET    |                     |                         |   |
| PE08 | Proportion of households prevented or relieved from homelessness                                | ACHPH - Housing                  | James Clark  | High             | Q                | 76.0%            | 79.0%           | 76.0%           | 76.0%           | 76.0%      | 85%       | →                   | ✗                       | <p>The outcome of the measure is to deliver an effective and timely support service for those experiencing or at risk of homelessness. The definition of this measure has been reviewed to ensure it meets the original purpose.</p> <p>Case management processes are being strengthened and the roles within the homelessness service have been refocused on early intervention and prevention to support households. Prevention and early intervention is one of the priorities proposed in a revised Homelessness Prevention and Rough Sleeper Strategy 2023 -2026 due to be published in March 2023.</p> <p>The year end target will now be a challenge given performance levels. Homelessness outreach advice services continue to be delivered by Shiloh and work is also taking place to increase awareness and improve information to support those at risk of homelessness.</p>  |
| PE09 | Number of households in temporary accommodation   | ACHPH - Housing                  | James Clark  | Low              | Q                | 105              | 102             | 89              | 92              | 92         | 95        | ↑                   | ✓                       | <p>Due to the wider impact of the Covid Pandemic the use of temporary accommodation for those who were homeless significantly increased in the last two years. The Year Ahead plan outlines the ambition to reduce the numbers in council temporary accommodation to 95 households by March 2023. In addition and separate to this figure, there are also a number of households within hotel accommodation who we will be working to move into more suitable housing options.</p> <p>At the end of March 2022, there were 105 households in temporary housing accommodation and 96 in hotels (201 household in total). At the end of December 2022, the overall figure had reduced by 85 to a total of 117 households, with 92 in temporary housing accommodation and 25 households in hotels. Since this time overall figures have continued to improve and the use of hotels has further reduced.</p> <p>Although there continues to be a positive downward trend there are emerging additional pressures on the service, relating to wider economic factors and supporting breakdowns within the Ukrainian family scheme. It is therefore expected that the numbers will increase during the next reporting year. The Council continues to support all households in hotels and temporary accommodation to move on to suitable settled accommodation as swiftly as possible, and the situation continues to be monitored on a weekly basis.</p> |
| PE10 | Total number of referrals to domestic abuse support services                                    | RE - Comm. Safety & Street Scene | Sam Barstow  | Neither High/Low | Q                | 5,395            | 922             | 835             | 538             | 2,295      | No target | ◆                   | ⓘ                       | <p>This measure is included to provide context for PE11 - Engagement rate with Domestic Abuse Services. Please note the methodology for this measure has changed following the recommissioning of this provision. From Q3 onwards, the data will be issued provisionally before being finalised the following quarter when all of the data is available. DoT based on comparison to Q2.</p>   |
| PE11 | Engagement rate with Domestic Abuse support services  | RE - Comm. Safety & Street Scene | Sam Barstow  | High             | Q                | 47.0%            | 50.0%           | 49.0%           | 42.0%           | 47.0%      | 60%       | ↓                   | ✗                       | <p>This measure is the % of clients of DA services who accept support from that agency. The measure records the total number of referrals made to domestic abuse support services who go on to successfully engage with those services. Following the recommissioning of this service, significant work on how the referral process of people on to these services has been undertaken. The performance team is also working with the service to develop a set of performance actions which will result in an increase in performance.</p> <p>As with PE10, the methodology for this measure has changed following the recommissioning of Domestic Abuse support. From Q3 onwards, the data will be issued provisionally before being finalised the following quarter when all of the data is available. DoT based on comparison to Q2.</p>   |
| PE12 | Average number of days taken to process new claims for Housing Benefits and Council Tax Support | FCS - Finance                    | Rob Mahon    | Low              | Q                | 22.3             | 25.9            | 25.3            | 26.8            | 26.8       | 24        | ↓                   | ✗                       | <p>Performance is currently below target due to delays in obtaining data for DWP who do not assess Universal Credit entitlement until a month after application. As most new claims for Council Tax Support are now new Universal Credit applicants it is anticipated that the annual target will not be achieved this year or in future years.</p> <p>DoT based on comparison to Q3 2021-22.</p> <p>Performance is based on annual average to date.</p>  |

## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

### CASE STUDY

#### A Curiosity of Memories – an intergenerational arts and health programme for adults over age of 55+

Rotherham Museums, Arts and Heritage manages Clifton Park Museum, Boston Castle and five heritage sites across the borough including Keppel's Column, Catcliffe Glass Cone, Waterloo Kiln, Payne Mausoleum and the Walker Mausoleum. The service cares for the Rotherham Museum Collection, Rotherham Archives and Local Studies and is custodian of the York and Lancaster Regimental Collection.

'A Curiosity of Memories' focused on developing intergenerational connections as part of a Rotherham Arts and Health programme funded and supported by Public Health. This responded to health and wellbeing issues caused by the Covid-19 pandemic in Rotherham. The programme provided opportunities for families to share experiences and create new connections reducing isolation, boosting confidence, stimulating mental health and wellbeing and providing opportunities to be more active.



There were two phases:

- **Phase 1:** Extending and developing Clifton Park Museum's 'Nelson's Cub Club' under-fives programme, inviting children to bring along their grandparents and co-produce their own bespoke activities.

Grandparents and their grandchildren worked together with early-years specialist Stephanie Jefferies to co-create a series of fun, active and immersive activities based on the museum collections from the 1960's and 1970's. Each week different themes were explored, including shopping, toys, the home, communication and fashion. Through discussions, families chose objects reflecting the grandparent's own youth and co-produced activities based on them. This sparked memories and stories, enabling grandparents to make meaningful connections with each other and to share stories with the children, while creating a sense of belonging and ownership over the programme. Take-home activities were also developed, encouraging further interaction with the wider family at home and connections to different generations.

- **Phase 2:** Using the learning from phase one to develop a purposeful offer for older adults in care homes linking to their heritage, creating new experiences and connections and improving their sense of wellbeing.

Activities tested in phase one were then further developed into three immersive and sensory experiences that were delivered to care home residents in our community. These were 'Seaside', 'Urban' and 'Meadow'.

'A Curiosity of Memories' enabled grandparents and their grandchildren to re-connect after Covid and grandparents to enjoy reminiscing about their own childhoods and memories. By using the museum's collections in new and innovative ways, grandparents were able to re-discover connections to their pasts, while the children discovered objects and stories for the first time.

## 6.2 THEME 2 – PEOPLE ARE SAFE, HEALTHY AND LIVE WELL



At the care home, residents who had been isolated during Covid were taken ‘out’ of their normal environment through immersive experiences and activities which stirred emotion, reminiscence and playfulness.

Using these intergenerational approaches has enabled each generation to improve their wellbeing and mental health through learning, re-learning, remembering, practicing, moving, sharing and connecting with others.

Outcomes from sessions with grandparents and grandchildren were overwhelmingly positive; grandparents told us they felt increased connection with their grandchildren through attending together. Grandchildren improved in confidence and looked forward to sessions. The opportunity to interact with objects that grandparents remembered brought them a sense of wellbeing

and joy. More movement-based and creativity activity has now been blended into Nelson’s Cub Club and popular domestic objects have been incorporated into the programme.

One participant quoted: *“It gets us out, gives us a different perspective, because we don’t always meet other Grandparent’s or see other kids this age. And we get ideas for things too.”*

A member of staff quoted: *“Many of the grandparents are in the process of reconnecting with their grandchildren after the pandemic and being a part of that has been a real privilege.”*

At the care home, the results were profound and moving, with residents becoming more active and playful. One resident talked for the first time in six months and another non-verbal, unresponsive resident dipped her baby doll’s toes in the projected waves to the astonishment of staff.

Further engagement using this intergenerational model will take place across Museums, Arts and Heritage venues and be embedded across our family programme. We will also be developing more sessions within care homes to extend the reach of the work into the community.

## 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

We want Rotherham to be a great place to grow up, where all children and young people are safe, valued, able to enjoy their lives and achieve their aspirations.

| Outcomes – our ambition  | How we will get there  |
|--|--|
| <ul style="list-style-type: none"><li>• Children get the best start in life</li><li>• Children and young people safe from harm</li><li>• Young people feel empowered to succeed and achieve their aspirations</li><li>• Children and young people have fun things to do and safe places to go.</li></ul> | <ul style="list-style-type: none"><li>• Further develop our partnership approach to ensuring that all children and young people get the best possible start in life and are ready to attend school and learn</li><li>• Continue with the development of residential homes for our looked after children and work with local providers in residential and foster care to access the best local placements</li><li>• The Council will work to improve our YOT inspection judgement through the delivery of our improvement plan</li><li>• With our partners, we will address the variability of Education, Health and Care Plans and the quality of provision for children and young people</li><li>• Collaborate with partners to embed a multi-agency Family Hub Approach for our children, families, and communities</li><li>• Ensure that they Early Help workforce are equipped with the right, most up to date knowledge and tools to effect outstanding outcomes for children and families</li><li>• Work with young people that are disengaged to reconnect them to training, further education and employment</li><li>• Focus on raising the achievement of KS1 and two pupils in reading through the reading fluency project and will support pupils who are currently below the expected standard in reading and/or who may have difficulty accessing reading required in the wider curriculum</li><li>• Work in collaboration with schools to narrow the persistent attainment gap between disadvantaged and non-disadvantaged pupils and raise the attainment of disadvantaged pupils</li><li>• Deliver on our commitment to become the first Children’s Capital of Culture holding a year-long festival in 2025.</li></ul> |

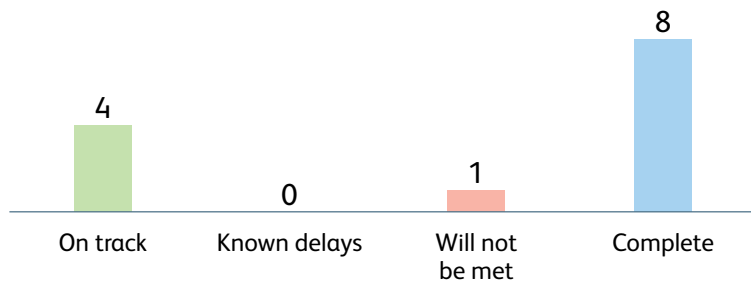
# 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

## HEADLINES – EVIDENCING OUR PROGRESS

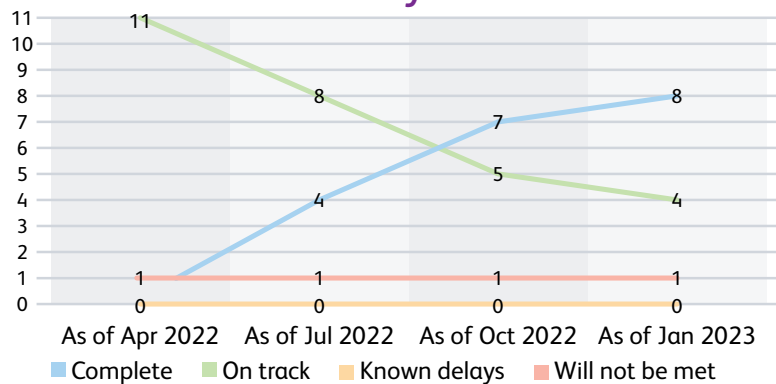
To provide evidence of delivery of the outcomes and commitments within this theme, there are 11 headline performance measures and 13 priority actions/milestones contained within the Year Ahead Plan Delivery Plan. The diagrams below provide an overview of performance and progress.

### YEAR AHEAD ACTIONS AND MILESTONES

Year Ahead Delivery Plan Actions Status

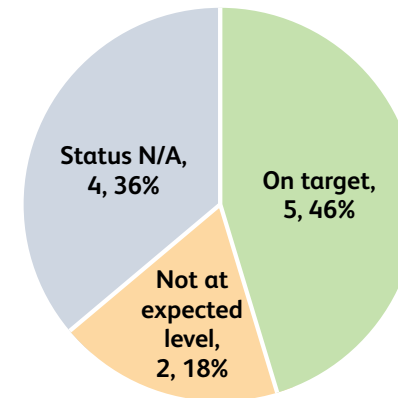


Year Ahead Delivery Plan Action Trend

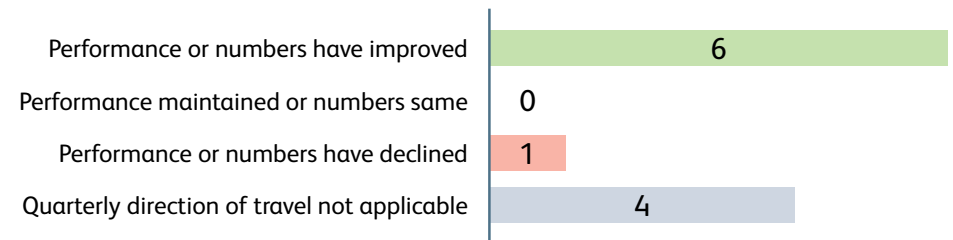


### PERFORMANCE MEASURES

Performance Measures Status



Performance Measures Direction of Travel



## 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

### NARRATIVE – THE BIGGER PICTURE

The every child able to fulfil their potential theme focuses on the ambition for Rotherham to be a great place to grow up, where all children and young people are safe, valued, and able to enjoy their lives and achieve their aspirations. Services provided to children and families by Rotherham Council have been rated as ‘good’ across the board by government inspectors in an Ofsted report published in August 2022. A summary of progress this quarter is set out below.

The Council is continuing to encourage uptake of early years education and has developed a new framework to ensure children get the best start in life. Targeted activity has led to an increase of 2-year-olds taking up an early years education place. Take up rose to 86.4% in Spring 2022 and 88.1% in the Summer Term 2022, both surpassing the 75.5% take up in Spring 2021. Take-up of early education places in the Autumn Term 2022 has since seen levels rise further to 96.4%. Further work to identify lower take up areas and inform further targeted engagement activity will continue on a termly basis during 2022-23. A ‘Best Start and Beyond’ framework has also been developed to enable key health and other services for children to work more cohesively together, approved at the Health and Wellbeing Board in September 2022. The framework covers children’s health and wellbeing through to adulthood, with a primary focus on the first 1,001 days of life. A steering group is now in place and meeting quarterly.

Following delays, a refreshed Early Help Strategy 2023-28 was approved by partners and the Rotherham Safeguarding Children’s Partnership in January 2023 and will be launched in April 2023.

The updated strategy does not contain any significant changes and continues the work of the previous Early Help Strategy, endorsed by Cabinet in October 2018.

The Family Hubs programme will result in a review of Early Help provision across the borough in collaboration with partners. It is therefore suggested to report to Cabinet following this in April 2024.

Additional work will take place during 2023-24 to update the strategy further, prior to Cabinet approval in Quarter 4 2023-24.

As part of the focus on ensuring children and young people have fun things to do and safe places to go, there are 17 voluntary and community sector organisations providing universal youth work sessions during 2022-2023. In September, a total of 141 open access youth sessions were delivered. The new youth offer website ‘Places to Go & Things to Do,’ was consulted on at the Rotherham Show in September 2022, and went live in November 2022.

Support is in place to improve children and young people’s health and wellbeing. Kooth, the online mental health and wellbeing service, has been available to all children and young people aged 11-25 in Rotherham since November 2021 and will be in place until August 2024. The response to the service has been positive: 97% of young people said they would recommend KOOOTH to a friend. Overall, 9% of service users identified as Black, Asian and Minority Ethnic (BAME).

Programmes with schools and employers are underway to ensure young people feel empowered to succeed and achieve their aspirations. The programme to match colleges and schools to advisors from local businesses who provide useful careers advice is on track to achieve a match rate above the 75% target, with all schools engaged in the projects and continuing to make positive progress. There are already 21/27 schools and colleges officially matched to an Enterprise Adviser, giving a match rate of 78%. The programme continues to recruit and match Enterprise Advisers.



## 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

Additionally, in Autumn 2022 the Compass evaluation tool completed by schools to assess career activity against the eight Gatsby Benchmarks provided the highest return rate ever achieved in Rotherham. The Business Education Alliance programme also remains on target, with 32 local employers actively engaged and recruitment ongoing. Whilst future activities are planned, the programme has already delivered 12 careers events to 1201 students and supported school's existing careers activities.

Delivery of the Year of Reading programme continues, with a variety of training opportunities and events planned for the academic year for different age groups. As part of this in October 2022 Take 10 launched, a campaign focusing on the power of reading to support mental health and wellbeing for children and adults.

In line with the Government scheme, the Kickstart placements completed in September 2022. Having recruited 63 young people, the Council employed more Kickstarters than any other single employer in South Yorkshire, and this was recognised through an award from DWP in December 2022. Following the scheme two thirds of the young people remained in employment, set up their own business or moved into further education. Of those who remained in employment, 24 continued their employment with the Council.

As part of the focus on ensuring children and young people have fun things to do and safe places to go, 17 voluntary and community sector providers are currently commissioned to offer universal youth work sessions across the borough during 2022/2023. This year 724 universal youth work sessions have already been delivered and progress is on track to meet the annual target of 800 sessions. A new universal Youth offer has now been agreed and includes the contributions of both the Council and voluntary sector partners, with the new Youth Offer website 'Places to Go & Things to Do' having been launched in November 2022. This website provides information for children and young

people to find out about fun activities and youth sessions taking place in Rotherham.

The £100,000 Play Area replacement programme remains on track, with the second phase of the programme having begun in November 2022. When complete, the programme will have undertaken improvements in 28 play areas across the borough, surpassing the initial commitment to deliver improvements across a minimum of 13 play areas.

## 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

### YEAR AHEAD DELIVERY PLAN TRACKER

| Every child able to fulfil their potential |                                     |   |                         |          |   |
|--|-------------------------------------|---|-------------------------|----------|---|
| Ref  | Outcome                             | Activity  | Timescales for delivery | Status   | Rationale for status  |
| 3.1  | Children get the best start in life | Carry out targeted engagement with families to increase take up of early education. | March 2023              | Complete | <p>Targeted activity continues to have a positive impact on the uptake of Early Year education, with 86.4% % of 2-year-olds taking up an early education place in Spring 2022 compared with 75.5% in spring 2021.</p> <p>In the Summer Term 2022 targeted activity continued, with take-up rising to 88.1%. This was the highest recorded summer term take-up level – the average for previous summer terms being 79%.</p> <p>Since Summer 2022, uptake of an early education place has risen further, increasing to 96.4% in the Autumn Term 2022.</p> <p>Identification of lower take-up areas will continue on a termly basis throughout 2022-23 to inform further targeted engagement activity.</p> |

## 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

|     |  |  |                              |                 |  |
|-----|--|--|------------------------------|-----------------|--|
| 3.2 |  | Work with Health and Wellbeing Board partners to develop a 'Best Start and Beyond' strategy. | April 2023                   | Complete        | <p>'Best Start and Beyond' framework developed to enable key health and other services for children, (such as the 0-19s Public Health Nursing service), to work more cohesively together.</p> <p>The framework covers Rotherham children's health and wellbeing through to adulthood, but with a primary focus on the first 1001 days of life (i.e. from conception to age 2).</p> <p>The framework was approved at the Health and Wellbeing Board in September 2022 and a steering group is now in place and meeting quarterly. The framework has been developed to align with the Prevention and Inequalities Strategy through a set of common principles.</p>   |
| 3.3 | Children and young people are safe from harm | Develop and launch the refreshed Early Help Strategy.  | October 2021 – February 2022 | Will not be met | <p>Rotherham Safeguarding Children's Partnership, in line with their statutory responsibility, approved the updated Early Help Strategy. The Early Help Strategy 2023- 2028 continues the work of the previous Strategy which was endorsed by Cabinet, as there is no significant change to the approach and/ or the Council's involvement, it is not felt necessary for the updated version to return to Cabinet.</p> <p>In February 2023 Cabinet received an update on the Family Hubs transformation programme. Successful delivery of Family Hubs transformation should inform a shift in the approach to, and/ or the Council's involvement in Early Help. It is therefore more appropriate for a report to Cabinet at that time.</p> |

## 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

|     |  |  |                              |          |   |
|-----|--|--|------------------------------|----------|---|
| 3.4 |  | Implement KOOTH, the online mental health and wellbeing tool and monitor usage by young people.                                  | November 2021 – October 2022 | Complete | <p>Kooth is live in Rotherham and has been available to all children and young people aged 11-25 since November 2021. The service was jointly commissioned by the Council and CCG for 23 months and will be in place until August 2024.</p> <p>In Quarter 3, 343 young people had logged in to access support 3,983 times and there were 250 new registrations. 9% of service users identified as BAME. The most common presenting issues this quarter were anxiety/stress, suicidal thoughts and friendships. 97% of young people said they would recommend KOOTH to a friend.</p> |
| 3.5 | Young people feel empowered to succeed and achieve their aspirations | Implement the Rotherham inclusion Pathway (a school-led, multi-agency approach to supporting young people at risk of exclusion). | October 2021 – July 2022     | Complete | Inclusion Pathway fully implemented, with primary and secondary inclusion panels in place and meeting regularly. A review of secondary outreach offer has been completed and commissioning of social, emotional and mental health offer agreed.   |
| 3.6 |  | Evaluate the current 'team around the school' project to establish the impact on the sample schools and their pupils.            | January 2022 – July 2022     | Complete | The Team Around the School (TAS) project is complete with 2,493 pupils supported. An evaluation has been completed and a final impact report was submitted to the Office for Health Improvement and Disparities (OHID) on 22 July 2022. Schools involved in TAS shared case studies and wellbeing surveys to evidence the impact on both pupils and staff.  |

## 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

|     |  |   |                          |          |  |
|-----|--|---|--------------------------|----------|--|
| 3.7 |  | Implement the 'Year of Reading' programme and evaluate its success. | January 2022 – July 2023 | On track | <p>Delivery remains ongoing and universal training on early reading offered to all schools.</p> <p>Following an expression of interest campaign, a fully funded project has been made available to 15 Rotherham Schools focussing on Y2 pupils (KS1). The project will be repeated in spring 2023.</p> <p>Reading fluency project accessed by 29 schools and 225 pupils for Y3, Y4 and 7 schools, 67 pupils for Y7. A number of virtual author visits have been arranged and these will continue throughout this academic year.</p> <p>Universal reading for pleasure training has taken place and Ofsted training linked to reading has been delivered.</p> <p>In October 2022 the Take 10 reading campaign was launched, this is a campaign that focuses on the power of reading to support wellbeing for children and adults.</p> |
|-----|--|---|--------------------------|----------|--|

## 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

|     |  |   |               |          |  |
|-----|--|---|---------------|----------|--|
| 3.8 |  | Deliver the Enterprise Adviser Network programme, ensuring 75 % of schools and colleges are matched to an adviser from a local business and are demonstrating progress towards achieving the eight Gatsby benchmarks for good quality careers education information, advice and guidance. | March 2023    | On track | <p>The project remains on target and is currently on track to achieve a match rate in excess of 75 %.</p> <p>There are 21/27 schools and colleges officially matched to an Enterprise Adviser to date, giving a match rate of 78 %.</p> <p>Positive engagement from local businesses, colleges and schools is continuing. All Rotherham schools are engaged with the project and are making excellent progress towards achieving the 8 Gatsby benchmarks. During the Autumn Term 2022, 88 % of schools completed the Compass Evaluation, a tool for schools to assess career activity against the eight Gatsby Benchmarks. This provided the highest return rate ever achieved in Rotherham.</p> |
| 3.9 |  | Deliver the Business Education Alliance programme, with 33 SMEs engaging with schools and colleges to help raise aspirations through meaningful employer encounters.  | December 2023 | On track | Project remains on track, with 32 employers actively engaged and recruitment ongoing. The project has delivered 12 careers events to 1,201 students, providing young people with meaningful careers encounters and the latest insight about industry straight from local employers. These events are also allowing local businesses to raise awareness of career opportunities in their sector amongst young people. Further activities planned and the project has also supported schools' own careers activities and events.   |

## 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

|      |   |   |                        |          |  |
|------|---|---|------------------------|----------|--|
| 3.10 |   | Maximise Kickstart placements to provide employment opportunities for local, unemployed, young people’.               | September 2022         | Complete | <p>In September 2022 the Kickstart placements ended, in line with the Government scheme.</p> <p>The Kickstart scheme provided 63 young people aged 16-24 with a placement at the Council, creating employment opportunities for young people on Universal Credit and at risk of long-term employment.</p> <p>The Council employed more Kickstart placements than any other single employer across South Yorkshire. This achievement was recognised by an award from DWP in December 2022 .</p> <p>Of the 63 people the Council employed via Kickstart, two thirds remained in employment, set up their own business or moved into further education. 39 continued into employment at the end of the scheme, either with the Council or alternative employers. 24 of these continued their employment with the Council – 15 have permanent roles, 8 have temporary roles and one individual has chosen to remain with the Council via a casual contract. Two individuals went into further education and one individual started their own business.</p> |
| 3.11 | Children and young people have fun things to do and safe places to go | Work with children and young people across the borough to co-design the Children’s Capital of Culture 2025 programme. | August 2021 – May 2022 | Complete | <p>Children’s Capital of Culture launched in February 2022 with a high-profile Skate &amp; Arts Festival taking over the town centre alongside a new exhibition at Clifton Park Museum, a performance of spoken word at Rotherham Civic Theatre and a range of activities at Grimm &amp; Co’s Linger Longer Lane, all of which were designed and delivered in partnership with young people. In total, the launch event engaged with more than 15,000 children, young people and families across the borough.</p> <p>The programme will continue to work with children and young people to co-design the next phase of development.</p>  |

## 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

|      |  |  |              |          |  |
|------|--|--|--------------|----------|--|
| 3.12 |  | Agree a new universal Youth offer including the contributions of both the Council and voluntary sector partners. | January 2023 | Complete | <p>The new Youth Offer website ‘Places to Go &amp; Things to Do,’ went live in November 2022, having been shaped through consultation with partners and young people at the Rotherham Show in September 2022. The new website provides information for children and young people and families to find out about different activities taking place in Rotherham.</p> <p>The Places to Go &amp; Things To Do website landing page had been viewed 989 times since its launch in November 2022. 17 Voluntary and Community Sector providers were commissioned to offer universal youth work sessions during 2022/2023. AT the end of February over 1,000 universal youth work sessions have already been delivered exceeding the annual target of 800 sessions. Now that the provision is in place a vision an agreement for the Youth Offer over coming years needs to be agreed by Members, and partners.</p> |
| 3.13 |  | Complete delivery of the £100k Play Equipment replacement programme.   | March 2023   | On track | <p>The Play Area Improvement Programme is on track to complete by March 2023.</p> <p>Following the first £50,000 phase of play improvements across nine play areas, the second phase of the programme began in November 2022.</p> <p>When complete, the programme will have undertaken improvements across 28 play areas, exceeding the initial commitment to deliver improvements across a minimum of 13 play areas in the borough.</p>   |



# Every Child able to fulfil their potential

## Outcomes

- Children get the best start in life
- Children and young people safe from harm

- Young people feel empowered to succeed and achieve their aspirations
- Children and young people have fun things to do and safe places to go

| Ref  | Key Performance Indicators   | LEAD SERVICE          | LEAD OFFICER     | Good is?         | Qtrly or Annual? | 2021/22 (Yr End) | 2022/23         |                 |                 |            |           | Direction of travel | Progress against target | Notes   |
|------|--|-----------------------|------------------|------------------|------------------|------------------|-----------------|-----------------|-----------------|------------|-----------|---------------------|-------------------------|---|
|      |  |                       |                  |                  |                  |                  | QTR 1 (Apr-Jun) | QTR 2 (Jul-Sep) | QTR 3 (Oct-Dec) | Yr to Date | TARGET    |                     |                         |   |
| CH01 | Percentage of eligible children accessing their 2-2.5yr health visitor checks                                      | ACHPH - Public Health | Ben Anderson     | High             | Q                | 92.0%            | 94.0%           | 94.0%           | Not Available   | 94.0%      | 93%       | ↑                   | ✓                       | 94% of eligible children accessed their 2-2.5yr health visitor checks in 2021/22. Despite currently being on target, this is a challenge as above contractual requirements. Benchmarking data is not as up-to-date and is only available if the Local Authority data passes Stage 1 validation. All benchmarking data are aggregate values. The 2021/22 value for England is 74% and 78% for Yorkshire and the Humber. Benchmarking data, National data, show an annual value of 71.5% (note data for the annual value is 2021/22 due to data availability) DoT compared to Q1 22/23, which was 93.78% (currently at 93.84%). Data for Q3 will be available mid Feb.  |
| CH02 | Number of Children in Need (rate per 10K population 0-17 as per DfE population)                                    | CYP - Social Care     | Monica Green     | Low              | Q                | 380.5            | 373             | 416.7           | 385.7           | 385.7      | 375.5     | ↑                   | ●                       | The number of children in need (CiN) population has reduced in Q3 to 385.7 (2216 children and young people (CYP) and is now below the latest statistical neighbours average (431.5), although remains above the national (334.3) and regional (354.2) averages. Performance sits slightly above year end target, however, there has been significant progress throughout the year, against the backdrop of the impact of things like cost of living etc. The service remains focused on meeting the target, by providing the right service at the right time. This measure follows the DfE definition which includes CiN, child protection (CP), looked after children (LAC) and leaving care cohorts. As such, if any of these cohorts rise then this measure will too.  |
| CH03 | The number of children with a Child Protection plan (rate per 10K population 0-17)                                 | CYP - Social Care     | Monica Green     | Low              | Q                | 82.7             | 82.2            | 84.8            | 80.1            | 80.1       | 85        | ↑                   | ✓                       | Performance in Quarter 3 is 80.1 (460 children on a plan at 31 Dec 22) and is comfortably below the year end target of 85.0. However it continues to be above the latest national (42.1), stat neighbour (59.7) and regional (48.5) averages.   |
| CH04 | The number of Looked After Children (rate per 10k population 0-17)   | CYP - Social Care     | Monica Green     | Low              | Q                | 97.8             | 93.1            | 94.7            | 95.9            | 95.9       | 95.2      | ↓                   | ●                       | The looked after children (LAC) cohort continues to steadily reduce from 598 at the end of March 2021 to 535 at the end of Q1. Q3 has seen a slight increase to 551, with the rate of LAC per 10,000 population aged 0yrs to 17yrs being 95.9. The increase is largely due to the number of unaccompanied asylum-seeking children (UASC) arriving in Rotherham, which was 42 at the end of Q3. Based on the 509 children in care that are not UASC, the rate per 10k population is 88.6. By monitoring performance in this way, the true impact of reducing numbers safely through other preventative work being done that keeps children at home can be monitored. Focused work continues to ensure that children are brought into care only at the point that it is essential for them to be safeguarded in this way. (It is important to note that supporting children and families in a strengths-based way in order for them to remain together, which may be through use of Child Protection and Child in Need Plans, could, as a consequence, increase these numbers). |
| CH05 | Open Early Help cases at the end of the reporting period (number of children)                                      | CYP - Early Help      | David McWilliams | Neither High/Low | Q                | 2889             | 2908            | 2916            | 3168            | 3168       | No target | ◆                   | ⓘ                       | There were 3168 children (1421 families) open to the service at the end of Q3 compared to 2916 children (1301 families) in Q2, showing an increase of 252 children (120 families) in the quarter. 508 families were closed to the service during Q3 (1617 ytd).   |
| CH06 | Proportion of social care re-referrals in 12 months - in current month   | CYP - Social Care     | Monica Green     | Low              | Q                | 18.3%            | 19.9%           | 21.1%           | 14.9%           | 14.9%      | 22%       | ↑                   | ✓                       | Performance in Q3 is below the target, with 14.9% of re-referrals within 12 months, compared to 21.1% in Q2. The year-to-date performance is 17.0%, below target of 22.0%.  |
| CH07 | Number of children and young people who are currently assessed as having a medium to high risk of CSE (CSE cohort) | CYP - Social Care     | Monica Green     | Neither High/Low | Q                | 41               | 40              | 39              | 42              | 42         | No target | ◆                   | ⓘ                       | There were 42 children and young people assessed as having a medium to high risk of Child Sexual Exploitation (CSE) at the end of Q3, an increase of 3 since Q2.  |

| Ref  | Key Performance Indicators   | LEAD SERVICE                | LEAD OFFICER     | Good is?         | Qtrly or Annual? | 2021/22 (Yr End) | 2022/23                |                        |                        |                        |                                    | Direction of travel | Progress against target | Notes  |
|------|--|-----------------------------|------------------|------------------|------------------|------------------|------------------------|------------------------|------------------------|------------------------|------------------------------------|---------------------|-------------------------|--|
|      |  |                             |                  |                  |                  |                  | QTR 1 (Apr-Jun)        | QTR 2 (Jul-Sep)        | QTR 3 (Oct-Dec)        | Yr to Date             | TARGET                             |                     |                         |  |
| CH08 | Proportion of two-year olds taking up an early education place     | CYP - Education & Inclusion | Nathan Heath     | High             | Q                | 87.6%            | 86.4% (Term 2 - 21/22) | 88.1% (Term 3 - 21/22) | 96.4% (Term 1 - 22/23) | 96.4% (Term 1 - 22/23) | 80%                                | ↑                   | ✓                       | There has been an increase in two-year-olds taking up an early education place in Q3 (96.4%) compared to the end of academic year 2021/22 (87.6%). This is positive compared to latest published benchmarking data of 62% national and 72% stat neighbours. This is an academic year measure which is reported by term on a quarterly basis where available. |
| CH09 | Proportion of pupils passing the phonics screening check in year 1 | CYP - Education & Inclusion | Nathan Heath     | High             | A                | 75.0%            | -                      | -                      | -                      | -                      | 76% (21/22) (above stat neigh av.) | ◆                   | △                       | Annual measure and status and DOT not applicable in Q3. This is an academic year measure which is reported on an annual basis with validated data being published in September/October. Latest available performance is for the 2021/22 academic year.   |
| CH10 | Number of children with Education, Health and Care Plan            | CYP - Education & Inclusion | Nathan Heath     | Neither High/Low | Q                | 2640             | 2702                   | 2771                   | 2857                   | 2857                   | No target                          | ◆                   | ⓘ                       | There were 2857 children with an Education, Health, and Care Plan (EHCP) at the end of Q3, an increase of 86 in this quarter.  |
| CH11 | Number of additional universal youth work sessions delivered       | CYP - Early Help            | David McWilliams | High             | Q                | 339              | 142                    | 251                    | 331                    | 724                    | 800                                | ↑                   | ✓                       | During Q3, 331 universal youth work sessions were confirmed as being delivered. This brings the year-to-date total up to 724. This is on track to meet the year end target of 800 sessions. There are currently 16 providers commissioned to deliver Places to Go & Things to Do across the Borough.   |

## 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

### CASE STUDY

#### Places to Go & Things to Do – a new universal youth offer for young people in Rotherham

The Council is committed to having an inclusive universal youth offer so that all children and young people have fun things to do and safe places to go across Rotherham. This commitment also contributes to the targeted youth early help offer.

As part of this inclusive universal offer, the Council provides youth work provision across the borough, working in partnership with the voluntary sector. Activities are currently delivered by 17 voluntary sector agencies who have been commissioned to offer universal youth work sessions during 2022/2023. In conjunction with these commissioned sessions, the Council successfully launched the new universal youth offer website 'Places to Go and Things to Do' in November 2022. The 'Places to Go and Things to Do' website enables the Council to give details of what Universal Youth Work commissioned provision is available, as well as providing a 'what's on and when' guide for young people, their parents and carers. This allows for everyone to see the breadth of opportunities and activities that are available across Rotherham. Since the launch of the website, the landing page has been viewed 989 times.

The 'Places to Go and Things to Do' website was launched following consultation with partners, young people, and families at the Rotherham Show in September 2022 and is now updated termly to ensure that the information presented is as accurate and as accessible as possible. Additional organisations across the wider public, voluntary, community and faith groups can fill in an online form to have their activities publicised and as more partners submit their requests, the more comprehensive the online footprint will be. Looking to the future, the next steps for the website are to continue

updating provision on a termly basis and to collate and analyse usage data to identify trends and drive further improvements across the site.

When looking to the impact of the Universal Youth Offer, the Council and its partners continue to widen the activities on offer across communities and create positive outcomes for children and young people in Rotherham. Activities on offer include biking, football and cooking, with provision taking place across all areas of the borough. This

year 724 universal youth work sessions have already been delivered across Rotherham, providing a safe space for young people to enjoy a variety of activities. Through structured youth work, group leaders also offer support to young people to develop life skills, raise aspiration and encourage positive community engagement, which contributes to preventing anti-social and offending behaviour.

Universal youth work sessions are currently delivered by 17 providers such as Rotherham United Community Sports Trust, BME Young Carers, Rotherham BMX and Youth Work Works. As well as enabling young people to take part in fun activities, the Council's Universal Youth Offer has coordinated the sequencing of youth activity to prevent a bottleneck of provision taking place at the same time, which has further enhanced accessibility and opportunities for young people.



## 6.3 THEME 3 – EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

Since September 2022, the majority of provision has received a quality assurance visit and this has proved invaluable in sharing learning and raising awareness of the excellent work being undertaken with young people in Rotherham. The positive impacts of this are clear. Young people have said that it has been good to have somewhere to go that is safe, and where they could spend positive time with friends. Providers have said that the Universal Youth Work Offer has helped them to deliver more activities, buy more resources, and better meet the needs of young people.

### **Our young people and families tell us of the positive impacts**

- *“It has been a lifeline coming to the group, making friends”*
- *“We have conversations around topics like this at school but not as long and as important as this. It’s also nice to talk about stuff like this with my friends”*
- *“We never really do anything for Halloween so to come here and do things with my friends was class. Especially with it raining outside”*

### **Providers have stated the difference that is being made:**

- *“This funding has given our local children a lifeline, we have been able to provide a safe space not only for them to ride and be physically active but a place where they feel they belong, they can communicate with their peers whilst also receiving support, information, advice and guidance. The consistent funding has really allowed us to develop positive relationships with our young people and liaising with Early Help is allowing us to work with the young people to overcome adversity” – Rotherham BMX.*
- *“Clearly the funding has helped the families, young people and carers on all fronts. This group helps young people with their confidence levels, decision making, being stronger and focused’ – BME Young Carers*

Whilst delivery of the youth sessions is ongoing, bidding is currently underway for the Universal Youth Work Fund for the next year and providers are to jointly evaluate their work share best practice in March 2023. Successful bids will then be announced in April 2023. We will continue to arrange site inspections in partnership with the Young Inspectors so that we can keep understanding the impact that the funded projects are having on young people in Rotherham.

## 6.4 THEME 4 – EXPANDING ECONOMIC OPPORTUNITY

Our vision is to create a fair and prosperous economy that provides chances for everyone to get a good job, or start and grow a business, and plan confidently for the future.

| Outcomes – our ambition   | How we will get there  |
|---|--|
| <ul style="list-style-type: none"><li>• A growing economy that provides decent jobs and chances to progress</li><li>• Delivering regeneration schemes that bring investment and opportunity, both in Rotherham town centre and in our towns and villages</li><li>• Working with partners and suppliers to create more local jobs, paid at the Real Living Wage or above, and apprenticeships</li><li>• People having opportunities to learn, develop skills and fulfil their potential</li><li>• Strengthening digital infrastructure and skills which enable access for all.</li></ul> | <ul style="list-style-type: none"><li>• Support people to improve their skills and secure decent work through a range of schemes and initiatives</li><li>• Provide a package of support and advice that enables businesses to start up and thrive, including targeted support to those most affected by the pandemic</li><li>• Deliver improvements and opportunities for local communities through major regeneration programmes</li><li>• Create a vibrant town centre, accessible to everyone, through a range of complementary schemes and major projects, including the flagship leisure development at Forge Island</li><li>• Secure further commitments through our social value policy and work with partners to maximise the impact of our collective spending power</li><li>• Connect people to economic opportunities through a range of transport schemes and improvements that also offer more environmentally friendly travel options.</li></ul> |

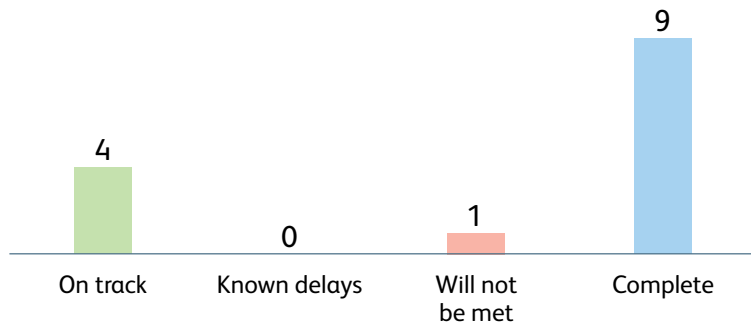
# 6.4 THEME 4 – EXPANDING ECONOMIC OPPORTUNITY

## HEADLINES – EVIDENCING OUR PROGRESS

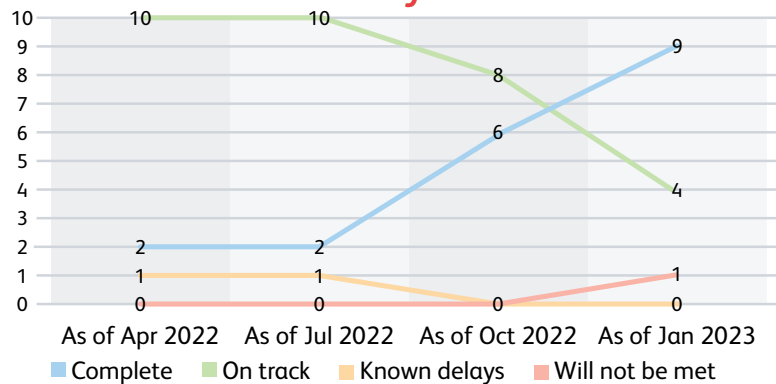
To provide evidence of delivery of the outcomes and commitments within this theme, there are nine headline performance measures and 14 priority actions/milestones contained within the Year Ahead Plan Delivery Plan. The diagrams below provide an overview of performance and progress.

### YEAR AHEAD ACTIONS AND MILESTONES

Year Ahead Delivery Plan Actions Status

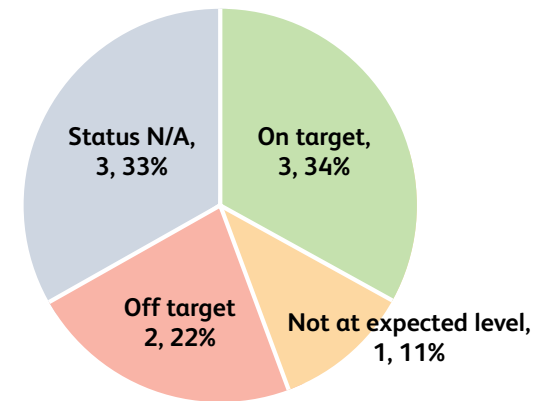


Year Ahead Delivery Plan Action Trend

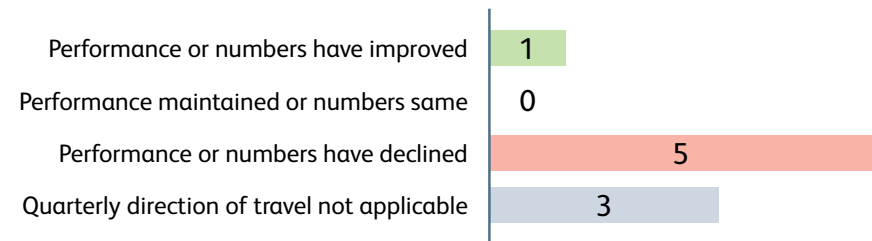


### PERFORMANCE MEASURES

Performance Measures Status



Performance Measures Direction of Travel



## 6.4 THEME 4 – EXPANDING ECONOMIC OPPORTUNITY

### NARRATIVE – THE BIGGER PICTURE

This theme is working towards the vision of a fair and prosperous economy that provides chances for everyone to get a good job, or start and grow a business, and plan confidently for the future. It includes initiatives with partner organisations and employers to develop skills and enable people to realise their ambitions, tailored support for those who are disadvantaged in the jobs market, the delivery of regeneration throughout Rotherham, and maximising value from the money that is spent to create opportunities, raise living standards, and benefit local communities.

Progress continues on the ambitious regeneration programme, despite the challenging financial situation. Construction has now started on the flagship leisure development at Forge Island – comprising a cinema, hotel, and restaurants – with Derbyshire company Bowmer and Kirkland securing the £33.9m contract. All work is due to be completed by spring 2024. Planning approval for the market and library project was secured in November, with Henry Boot Construction selected to finalise the technical design and build the exciting new facility. The £31.6m Town Investment Plan is moving closer to reality, with projects now moving into delivery following submission of six business cases to government earlier in the year. And the new Century business centre at Manvers, which will provide space for 38 businesses through 20 workshops, 16 office units and 2 laboratories, remains on track for completion.

The Council is working with partners and suppliers to create more local jobs paid at the Real Living Wage or above. Local labour agreements are continuing to be applied to large scale developments, using the conditions attached to relevant planning permissions to increase the chances for local people to access jobs. The social value agenda is being progressed, including planning events and activities with partners, and working with suppliers.

Additionally, a commissioning toolkit and guidance document has been published, helping contract managers to understand the importance of social value in service design and delivery. This is all part of the Council's ongoing drive to ensure the money it spends generates maximum benefit for local people and communities.

A range of initiatives are supporting residents to gain skills and progress their careers. For those already in work but looking to progress, the Advance project is performing well, with 174 participants signed up (to end December 2022) and monthly participant targets exceeded for six consecutive months to November 2023. Despite a significant drop off in December, the project expects numbers to recover in 2023 as new referral routes are introduced.

The ESF Pathways programme has seen 1069 residents start on the programme since November 2020. 365 participants have secured employment and a further 165 moved into accredited education or training. In the current reporting year (April to December 2022), there have been 299 starts on the programme with 92 people finding work and a further 35 entering accredited education or training. The project has exceeded all contractual targets and as a result secured additional funding until 31 December 2023.

Libraries across Rotherham are also continuing to provide support to job seekers and those looking to undertake further training. Since April 2022, libraries have delivered 482 sessions with local partner organisations, helping people with job searches, interview techniques, and general advice and support. The Business and Intellectual Property Service (BIPC) based at the central library in Riverside House provides support and a range of databases for local businesses. Rotherham Investment and Development Office have used the BIPC space to hold workshops for new and growing businesses.

## 6.4 THEME 4 – EXPANDING ECONOMIC OPPORTUNITY

Finally, development of a Digital Inclusion Strategy is in progress with a range of organisations collaborating on content. A workshop took place in November 2022 to identify key actions that will form part of the final strategy when it is completed in July 2023.



# 6.4 THEME 4 – EXPANDING ECONOMIC OPPORTUNITY

## YEAR AHEAD DELIVERY PLAN TRACKER

| Expanding economic opportunity |  |   |                           |          |  |
|--------------------------------|--|---|---------------------------|----------|--|
| Ref                            | Outcome  | Activity  | Timescales for delivery   | Status   | Rationale for status   |
| 4.1                            | A growing economy that provides decent jobs and chances to progress. | Delivery of new Century business centre at Manvers.   | January 2022 – July 2023  | On track | Work underway on site. The main steel frame is now erected and the cladding works progressing. Internal fit out work commenced in November 2022. Despite some delays experienced in supply of items, the contractor has been able to manage this within the programme and is still working towards a projected handover date of May 2023.  |
| 4.2                            |  | Deliver ‘Reload Programme’ of sector support for culture and creative industries, including providing 20 microgrants for event organisers and 21 new commissions. | October 2021 – March 2022 | Complete | <p>This programme is now complete with a total of £285,000 awarded to arts and cultural organisations through grants and new commissions. The programme supported:</p> <ul style="list-style-type: none"> <li>• 54 artists, performers and musicians</li> <li>• 20 local community event organisers</li> <li>• 31 events and a festival to take place safely</li> <li>• Mentoring and coaching support for seven artists as part of a museum residency programme</li> <li>• A combined audience attendance estimated at over 500,000. A combined social media reach in excess of 5 million engagements.</li> </ul> |

## 6.4 THEME 4 – EXPANDING ECONOMIC OPPORTUNITY

|     |   |   |   |          |  |
|-----|---|---|---|----------|--|
| 4.3 | Delivering regeneration schemes that bring investment and opportunity, both in Rotherham town centre and in our towns and villages. | Secure planning approval, complete detailed design and appoint contractor for the construction of the market and library project as part of Future High Streets Fund. | February 2022 (Planning Board) – October 2022 | Complete | <p>Planning approved 03 November 2022 with the Stage 3 Design completed.</p> <p>Henry Boot Construction selected in November 2022 as the contractor to finalise the technical design and undertake the construction of the development.</p>                            |
| 4.4 | Delivering regeneration schemes that bring investment and opportunity, both in Rotherham town centre and in our towns and villages. | Develop business cases for the six Town Deal projects and submit summaries to government by 27 June 2022.   | January 2022 – June 2022                      | Complete | <p>Six businesses cases now submitted for:</p> <ul style="list-style-type: none"> <li>• Corporation Street</li> <li>• Templeborough</li> <li>• Riverside residential</li> <li>• Guest &amp; Chrimes</li> <li>• Mainline Station</li> <li>• Eastwood bridge.</li> </ul> |
| 4.5 |   | Complete the detailed design prior to construction of the leisure development on Forge Island.  | January 2022 – October 2022                   | Complete | Design completed and construction tender packages returned September 2022.   |

## 6.4 THEME 4 – EXPANDING ECONOMIC OPPORTUNITY

|     |   |   |                                       |          |  |
|-----|---|---|---------------------------------------|----------|--|
| 4.6 | Working with partners and suppliers to create more local jobs, paid at the Real Living Wage or above, and apprenticeships | Work with partners to identify their local spending profile as well as promoting living wage accreditation. | September 2022 (progress review date) | Complete | <p>The Council has been working with partners and local spending profile data has now been provided by the Council and TRFT for financial years 2020/21 and 2021/22 that has enabled some baselining and trend analysis activity to take place between the two organisations. Work will continue to encourage other partners to participate.</p> <p>Anchor networks are in place with partner organisations around procurement and knowledge sharing activity is ongoing as part of regular meetings.</p> <p>The social value charter has been signed by members of the Rotherham Together Partnership. The Council is actively promoting the living wage accreditation and a Rotherham Council Social Value event was held on 14 July, with key partners aiming to help organisations learn more about social value and the benefits.</p> |
| 4.7 |   | Ensure new in scope contracts are in line with Living Wage accreditation.                                   | Ongoing – March 2023 (review date)    | Complete | <p>All “in scope” contracts are required to meet the real living wage standard as part of the procurement process and standard wording contained in procurement template documents. Updates made to contract data to support ongoing reporting.</p> <p>This was included in social value reporting to OSMB in November 2022.</p>   |

## 6.4 THEME 4 – EXPANDING ECONOMIC OPPORTUNITY

|     |   |   |   |                 |  |
|-----|---|---|---|-----------------|--|
| 4.8 |   | Adopt a local labour policy to encourage and/or enable local people to access job opportunities arising from major development sites.                     | Ongoing – March 2023                              | Will not be met | <p>The Council has introduced a local labour agreement through the use of planning conditions and local labour clauses are being applied to major planning permissions, increasing the chances for local people to access jobs. A local labour policy has not yet been agreed.</p> <p>Clauses have been applied to developments at: Wentworth Woodhouse, Eastwood trading estate, Bessemer Way (Templeborough) and Rotherham Road (Dinnington). Additional clauses have since been added to developments at the Swinton town centre redevelopment scheme, Churchill House at Eastwood and Callflex Business Park at Golden Smithies Lane to encourage and/or enable local people to access job opportunities arising from major development sites.</p> |
| 4.9 | People having opportunities to learn, develop skills and fulfil their potential | Deliver the European Social Fund (ESF) 'Pathways to Success' employment support programme to at least 450 residents, helping them into training and work. | Ongoing to March 2022 (extended to December 2023) | Complete        | <p>The ESF Pathways programme has seen 1,069 residents start on the programme since inception. Of this, 365 participants have secured employment and a further 165 have secured accredited education or training.</p> <p>In the current reporting year, (April '22 - December '22), there have been 299 starts on the programme with 92 securing employment and a further 35 into accredited education or training.</p> <p>The project has exceeded all contractual targets set and as a result we have secured additional funding which will extend the project until 31 December 2023.</p>   |

## 6.4 THEME 4 – EXPANDING ECONOMIC OPPORTUNITY

|      |  |  |                              |          |  |
|------|--|--|------------------------------|----------|--|
| 4.10 |  | Commence the delivery of the Advance project and provide assistance to 500 people in employment to enhance their career prospects. | January 2022 – December 2023 | On track | <p>Department for Levelling Up, Housing and Communities has agreed a reprofile of targets to reflect the late start of Advance.</p> <p>The project has signed up 174 clients to end December 2022 against profiled outputs of 179. Numbers of sign-ups exceeded the monthly profiled target for six consecutive months to November 2022 but there was a significant fall off in activity in December. In January 2023 there 19 sign-ups against a target of 20. The project continues to develop new referral streams towards the target of 500 clients over the lifetime of the project.</p> <p>New referral streams are being developed across council directorates and with external partners, particularly in the VCS and health and social care. Self-referrals to Advance have also increased, indicating a growing awareness of the Advance offer.</p> <p>Referrals from local DWP sources are also anticipated to increase as their Progression in Work initiative moves from proof of concept to trial phase.</p> |
|------|--|--|------------------------------|----------|--|

## 6.4 THEME 4 – EXPANDING ECONOMIC OPPORTUNITY

|      |  |   |  |          |   |
|------|--|---|--|----------|---|
| 4.11 |  | <p>Train library staff and work with partners to help people make best use of library resources for job seeking, gaining skills, and supporting small businesses and entrepreneurs to grow. This includes:</p> <ul style="list-style-type: none"> <li>• Work with partners from the People and Skills Networking Group to set up work coaches and job seeker support across the library network.</li> <li>• Business and intellectual Property Centre (BIPC) to launch at the Central Library.</li> </ul> | <p>November 2021 onwards</p> <p>March 2022</p> | Complete | <p>Marked as complete for the purposes of the plan, however this work remains ongoing.</p> <p>63 staff have now undertaken the Libraries Connected e-learning training in Media and Information and Key Digital Skills. Library staff are undertaking digital skills masterclass delivered through the Advanced Rotherham scheme in partnership with RNN. Further courses for staff to gain confidence and skills in delivering support to those job seeking and/or gaining skills are being developed.</p> <p>Since April 2022, libraries have delivered 629 sessions via partners from the people and skills networking group. These sessions supported people looking for work including job search support, interview support, training advice and general employment support advice. 3 partners are currently delivering sessions across 10 libraries in the borough.</p> <p>The BIPC launched in March 2022 with 45 people attending. Since the launch libraries have worked with Rotherham Investment and Development Office (RIDO) to provide the BIPC space to RIDO users as well as delivering their business start-up Module 1. This is an ideas workshop which looks in detail at products, services, customers and competitors and how individuals can make their business stand out from the competition. RIDO deliver their session then make use of the BIPC space to promote the benefits of the databases. Since June 2022 RIDO have delivered 8 sessions with 12 attendees overall and future sessions booked in. A BIPC start up day took place on 22 February 2023, with support from RIDO, who delivered a session for start up businesses.</p> |
|------|--|---|--|----------|---|

## 6.4 THEME 4 – EXPANDING ECONOMIC OPPORTUNITY

|      |   |   |                           |          |  |
|------|---|---|---------------------------|----------|--|
| 4.12 | Strengthening digital infrastructure and skills which enable access for all | Identify measures to improve digital inclusion through consultation with communities.   | December 2022             | Complete | <p>Consultation with residents to help establish Rotherham Place Digital Inclusion baseline, completed.</p> <p>Findings and recommendations report accepted by all members of the Digital Inclusion Stakeholder group, which will be used to develop a draft strategy and delivery plan to be approved by the Place Board before implementation.</p> |
| 4.13 |   | Develop a Digital Inclusion Strategy.   | December 2022 – July 2023 | On track | <p>First draft version of Digital Inclusion strategy in progress with stakeholder group members all collaborating on content.</p> <p>Workshop in November 2022 used to identify priorities, actions and timescales; to be worked up into an Action Plan which will accompany the strategy document due to be completed by July 2023.</p>             |
| 4.14 |   | Deliver public Wi-Fi to the new town centre library and markets building and investigate the feasibility of delivering Wi-Fi to other council owned public spaces within the town centre. | March 2023                | On track | <p>Activity will be joined up with build timescales for the library/ market and other town centre developments. A programme is also in place to deliver wi-fi in 10 neighbourhood centres across the borough.</p>  |

# Expanding Economic Opportunity

## Outcomes

- A growing economy that provides decent jobs and chances to progress
- Delivering regeneration schemes that bring investment and opportunity, both in Rotherham town centre and in our towns and villages
- Working with partners and suppliers to create more local jobs, paid at the Real Living Wage or above, and apprenticeships
- People having opportunities to learn, develop skills and fulfil their potential
- Strengthening digital infrastructure and skills which enable access for all

| Ref   | Key Performance Indicators  | LEAD SERVICE                    | LEAD OFFICER   | Good is? | Qtrly or Annual? | 2021/22 (Yr End) | 2022/23         |                 |                 |               |                          | Direction of travel | Progress against target | Notes  |
|-------|---|---------------------------------|----------------|----------|------------------|------------------|-----------------|-----------------|-----------------|---------------|--------------------------|---------------------|-------------------------|--|
|       |   |                                 |                |          |                  |                  | QTR 1 (Apr-Jun) | QTR 2 (Jul-Sep) | QTR 3 (Oct-Dec) | Yr to Date    | TARGET                   |                     |                         |  |
| EC01  | Proportion of working age population who are in work (or actively looking for work) in Rotherham  | RE - Planning, Regen. & Transp. | Simon Moss     | High     | Q                | 77.0%            | 76.8%           | 76.4%           | Not Available   | Not Available | Achieve national average | ↓                   | ✗                       | The data for Economic Activity is taken from the Annual Population Survey. The survey releases data quarterly. The data released is based on surveys conducted with residents over a 12 month period rather than a quarter. The data presented here relates to Oct 2021-Sep 2022. 76.4% of Rotherham's working age population is economically active. In comparison, Yorkshire & Humber and Great Britain are at 77.4% and 78.5% respectively. Currently Rotherham is 2.1% below the national average. The gap has widened since the year end position. This is because the national economic activity rate has been increasing at the same time that Rotherham's economic activity rate has been falling. |
| EC02a | Optimistic about the future:<br>a) Proportion optimistic about the future of Rotherham as a place to live   | RE - Planning, Regen. & Transp. | Simon Moss     | High     | A                | 57%              | Not Available   | 51.0%           | Not Available   | 51.0%         | >57%                     | ◆                   | △                       | Annual measure and status and DOT not applicable in Q3. Data obtained from results of the Residents Survey (June 2022). 51% of respondents reported feeling "very optimistic" or "fairly optimistic" about the future of Rotherham as a place to live, showing a decrease from previous levels.  |
| EC02b | Optimistic about the future:<br>b) Proportion optimistic about the future of Rotherham town centre  | RE - Planning, Regen. & Transp. | Simon Moss     | High     | A                | 24%              | Not Available   | 27.0%           | Not Available   | 27.0%         | >24%                     | ◆                   | △                       | Annual measure and status and DOT not applicable in Q3. Data obtained from results of Residents Survey (June 2022). This is above the average of 22 per cent across all eight surveys, and the highest result since the question was first asked in June 2017.   |
| EC03  | Number of new businesses started with help from the Council   | RE - Planning, Regen. & Transp. | Simon Moss     | High     | Q                | 103              | 15              | 13              | 17              | 45            | 60                       | ↑                   | ✓                       | For Q3 the Council supported 9 new businesses via Launchpad and 8 via Business Centres. Launchpad is a regional ERDF funded business support programme for new businesses. The Business Centres are a network of RMBC funded hubs which provide space for businesses and business support. Year to Date performance is on the profile needed to achieve the annual target. 45 YTD against a target of 60.  |
| EC04a | Actions taken in Rotherham to promote progressive and sustainable Economic Development:<br>a) Survival rate of new businesses supported in RiDO Business Centres over the first three trading years | RE - Planning, Regen. & Transp. | Simon Moss     | High     | A                | 93.0%            | Not Available   | Not Available   | Not Available   | Not Available | 81%                      | ◆                   | △                       | There are various reasons why measuring survival rate for just the first 3 years of trading is an issue for the business centres. This is partly down to early stage businesses taking space often already being 1-2 years old as they have to afford commercial rent level payments. The data is also extracted from a report on the business centres customer database, which includes all occupants. Data for 22-23 will be available in Q4.  |
| EC04b | Actions taken in Rotherham to promote progressive and sustainable Economic Development:<br>b) Provide advice and support to local businesses to help them recover and grow.                         | RE - Planning, Regen. & Transp. | Simon Moss     | High     | Q                | 136              | 157             | 117             | 89              | 363           | 300                      | ↓                   | ✓                       | Another strong quarter, albeit down on Q2. Year to date total (363) for this measure already exceeds the annual target (300). DoT based on comparison to Q2 which was 117.   |
| EC05  | Number of engagements with libraries' services which help people learn, acquire new skills or get a job   | RE - Culture, Sport & Tourism   | Polly Hamilton | High     | Q                | 41,577           | 19,847          | 23,379          | 22,676          | 65,902        | 75,000                   | ↓                   | ✓                       | The number of Engagements that assist customers to develop their talents and skills has seen 65,902 activities this financial year to date compared to 24,861 activities offered in the whole of last year 21-22. DOT based on comparison to Q2. The yearly target is within reach with just another 9,098 needed in Q4 to achieve the target.   |
| EC06  | Proportion of new starter apprenticeships created within the Council as a percentage of the workforce   | ACEX - HR                       | Lee Mann       | High     | Q                | 0.6%             | 0.4%            | 0.6%            | 0.5%            | 0.5%          | 1.5%                     | ↓                   | ✗                       | Following the launch of the Council's Workforce Plan, work is being undertaken to identify Council roles that are suitable for new starter apprenticeships. This will enable the Council to provide a range of career development opportunities to Council employees, building talent pipelines to difficult to recruit to roles to ensure we retain the skills and capacity to deliver services for residents.  |
| EC07  | Number of online customer transactions (digital inclusion measure - aim to achieve 3% increase year-on- year)   | FCS - Customer, Info & Digital  | Luke Sayers    | High     | Q                | 200,200          | 45,660          | 44,081          | 42,818          | 132,559       | 185,400                  | ↓                   | ●                       | Qtrs 2 and 3 have seen a lower number of digital transactions than Q1, which means that over the year to date the cumulative total (132,559) is below the nine month target of 139,050. Historically Q4 evidences high digital transaction numbers (58,288 in Qtr4 2021/22) so remain confident the whole year target is achievable.   |



## 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

Our vision is to create a clean and welcoming environment across the borough, and in turn secure our natural environment for the next generation.

| Outcomes – our ambition   | How we will get there   |
|---|---|
| <ul style="list-style-type: none"><li>• Increasing satisfaction with the cleanliness of the borough</li><li>• Creating better transport systems for future generations</li><li>• Reducing the risk and impact of flooding and other environmental emergencies</li><li>• Contributing to reducing carbon emissions across the borough.</li></ul> | <ul style="list-style-type: none"><li>• Ensure our streets are clean by providing an effective response to fly-tipping and littering, and continually improving our approach to street cleaning</li><li>• To continue to invest in our urban green spaces and country parks, maintaining our four Green Flag accredited parks, whilst aiming for additional accreditations</li><li>• Complete masterplans for the borough’s three country parks, with an ambition to enhance services provided at these parks, whilst improving the appearance, cleanliness and welcome of our green spaces</li><li>• Work with regional partners to deliver public transport improvements such as a new Tram-train stop at Magna, as well as longer term aims a railway station at Waverley and a new mainline station for Rotherham</li><li>• Develop a new Cycling Strategy and invest in new cycleways across Rotherham</li><li>• Continue the roll out of public charging points to make electric vehicles a more viable option for residents and visitors</li><li>• Deliver flood alleviation projects and work with communities and businesses to develop flood resilience measures in the worst-affected areas</li><li>• Deliver a renewable energy generation project by 2025</li><li>• Plant a minimum of 500 new trees every year</li><li>• Encourage our suppliers to reduce their emissions through implementation of the Council’s Social Value Policy</li><li>• Support residents to access nationally available insulation grants to improve energy efficiency.</li></ul> |

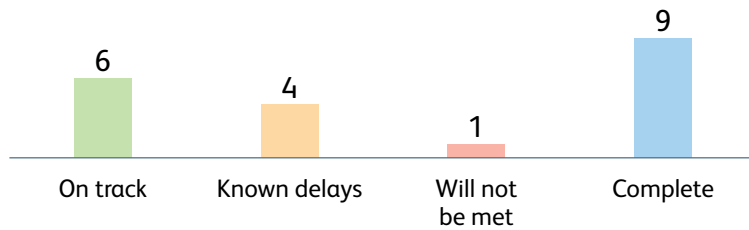
# 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

## HEADLINES - EVIDENCING OUR PROGRESS

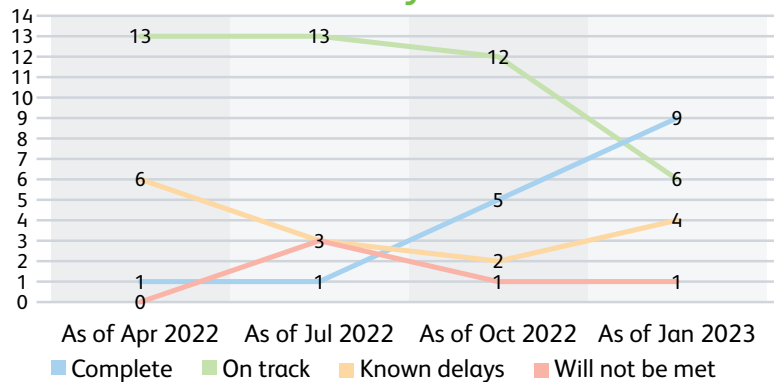
To provide evidence of delivery of the outcomes and commitments within this theme, there are eight headline performance measures and 20 priority actions/milestones contained within the Year Ahead Plan Delivery Plan. The diagrams below provide an overview of performance and progress.

### YEAR AHEAD ACTIONS AND MILESTONES

Year Ahead Delivery Plan Actions Status

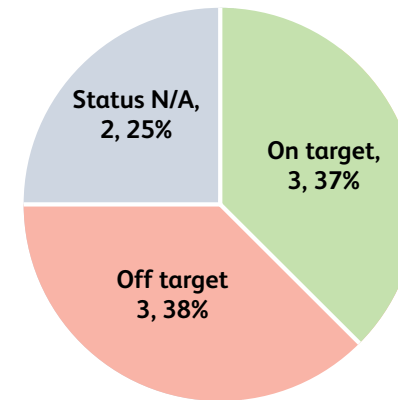


Year Ahead Delivery Plan Action Trend

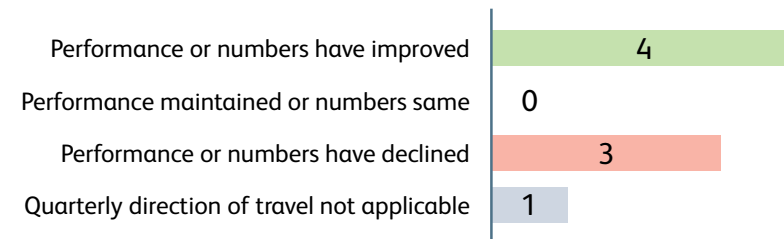


### PERFORMANCE MEASURES

Performance Measures Status



Performance Measures Direction of Travel



## 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

### NARRATIVE – THE BIGGER PICTURE

This theme aims to create clean and welcoming places across the borough, supporting environmentally friendly activity and initiatives that cut carbon emissions, helping to secure and preserve our natural environment for the next generation. Recent progress is outlined below.

Proposals for the development of masterplans at both Thrybergh and Rother Valley country parks are now complete. The plans were consulted on at events between August and October 2022.

Enhancements to street cleaning and weed removal across the borough are continuing. New software was rolled out in October 2022 and is now enabling better monitoring and assessment of the environment in local areas. Currently, three zonal areas are on sites across the borough and the 240 target has been exceeded, with further ad-hoc sites being completed before the commencement of the grass cutting season. To date the number of completed sites stands at 268.

33 Fixed Penalty Notices (FPNs) for fly-tipping were issued between April and December 2022, which continues to show strong improvement on the previous year's data. There have now been five successful prosecutions taken through the courts as well as 28 Fixed Penalty fines.

Delivery of significant projects as part of the Transforming Cities programme is continuing. These aim to create better and more sustainable transport systems. The Frederick Street cycleway scheme is due to be completed in March 2023 and construction is expected to start on the new footbridge to Forge Island in April 2023. The first phase of a scheme to provide a cycleway on Sheffield Road has been largely completed and construction at Moor Road is expected to start in March 2023. Business cases are to be submitted to the Mayoral Combined Authority by March 2023 for most of the other schemes.

The scheme to improve the A630 Parkway formally opened on 6 December 2022.

In relation to reducing flood risk, the canal barrier at Forge Island has been operational since 18 August 2022 and work is progressing well on site at Ickles Lock. However, this remains behinds schedule due to the time taken to obtain third party landowner approvals and the construction forecasted completion date is now August 2023. Detailed design on other schemes will be completed in the course of 2023. Work is also underway to support community resilience and the Neighbourhoods Team has been helping co-ordinate the development/refresh of Parish Council Emergency Plans and support flood preparedness training for Parish Councils and Borough Council officers who work within communities where there is a high risk of flooding. Further work is also being carried out to produce a communication and engagement strategy and promote the work delivered in Whiston, Dinnington and Woodsett with the Parish Councils to share with neighbouring authorities.

The Climate Change action plan has recently been updated with progress and actions planned for the period of 2023/2024. Further assessment by the Climate Change Team is required to develop an action plan to 2030 and the annual report to Cabinet is scheduled for March 2023. Unfortunately, the CO2 emissions data will not be available until July 2023 and therefore the 18% reduction target, from introducing efficiency measures in Council buildings, will not be known until this point. As reported previously, a heat decarbonisation plan has been developed and £3.2m Government 'Public Sector Decarbonisation Scheme' grant funding has now passed the initial technical assessment to decarbonise Riverside House; Town Hall; Bailey House; Civic Theatre; Clifton Museum and Orchard Centre. This funding includes enabling works to connect the sites to the planned heat network

## 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

(Rotherham Energy Network (REN)) using waste heat from Templeborough Biomass Power Plant. Work is in progress to establish a decarbonisation delivery contract, through which additional works will be carried out on operational properties to reduce energy consumption and reduce electrical capacity to prepare sites for low carbon heating when current systems reach the end of life.

Work is progressing well with the installation of nine electric vehicle charge points on Council car parks and 14 additional sites are shortlisted and being assessed to extend the Council managed EV charging infrastructure to provide 2 -3 more rapid charging sites (9 to 12 bays). Work is on track to deliver at least two residential charging hubs (4 to 8 bays) based on geographic coverage, housing densities and economic indicators pointing to earlier uptake of EV. Options are being developed that considers the number of battery electric vehicles (BEV) versus internal combustion engine vehicles (ICE) that could be acquired within the scope of the current budget and this is due to be presented to Cabinet this month in March 2023.

The ECO4 scheme continues to progress well, and there are now 4 energy retrofit contractors working with RMBC to identify qualifying residents and carry out work on Rotherham properties. Support is continuing for residents who need help in applying for government grants and for residents needing support to improve their home's energy efficiency. Work has been signed off on 300 properties since August 2022 and participating residents have now saved an average of £579.99/year on their energy bills.

The preferred renewable energy project site, at Kilnhurst is currently on hold. The Coal Authority, whom hold restrictions on use have recently identified the potential need for the entire site for a water contamination project, and until site investigations are conducted, which could take 18-24 months, they are unable to release the restrictions. Therefore investigations are underway to identify an alternative location.

# 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

## YEAR AHEAD DELIVERY PLAN TRACKER

| A cleaner, greener local environment |   |   |                         |          |  |
|--------------------------------------|---|---|-------------------------|----------|--|
| Ref                                  | Outcome   | Activity  | Timescales for delivery | Status   | Rationale for status   |
| 5.1                                  | Increasing satisfaction with the cleanliness of the Borough | Develop first proposals for country park masterplans (Rother Valley and Thrybergh) for public consultation. | April 2022              | Complete | Proposals for the development of Masterplans both complete. These were delayed slightly to accommodate and prioritise the Levelling Up Fund elements. The plans for Thrybergh Country Park were consulted on at events throughout August and September 2022 with consultation on Rother Valley Country Park proposals taking place throughout October 2022.  |
| 5.2                                  |   | Increase the number of fines, prosecutions or legal actions for fly tipping.                                | August 2022             | On track | <p>There has been targeted work undertaken by the service to increase the number of fines, prosecutions or legal actions for fly tipping and whilst progress against this action has been achieved, it is essential to continue monitoring this throughout the year, hence this action being marked as ‘on track’.</p> <p>A total of 33 fines and prosecutions against the target of 37 has been achieved, consisting of 28 Fixed Penalty fines for fly-tipping and five successful prosecutions heard in Court. This remains on track to achieve the target. In addition, 35 ‘Producer’ Notices; 16 ‘Producer’ fixed penalties; 10 Duty of Care Fixed Penalties; have been issued along with one Vehicle Seizure to tackle fly-tipping.</p> |

## 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

|     |  |   |            |          |  |
|-----|--|---|------------|----------|--|
| 5.3 |  | Implement systems to monitor and assess the environment in local areas and enable improvements in grounds maintenance and street cleansing. | April 2022 | Complete | <p>Software purchased and training carried out across all zones.</p> <p>System initially implemented in the north zone and since w/c 24 October 2022 implemented in all grounds and streets zones. The plan was initially to pilot the system in the north zone, however the Council felt that this could be rolled out across all zones to make the best use of the system and benchmarking statistics.</p> <p>Benchmarking data is now routinely provided.</p> |
| 5.4 |  | Target an extra 240 local areas for additional cleaning and weed removal.   | March 2023 | Complete | <p>The 240 target has been exceeded, although this activity remains ongoing. Local areas have been targeted for additional grubbing and weeding operations throughout the year, but due to teams performing grass cutting operations in the summer, the vast majority have been taking place during the winter. As at mid-February 2023, across the 3 zones, 268 areas have been completed.</p>  |

## 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

|     |   |  |  |          |  |
|-----|---|--|--|----------|--|
| 5.5 | Creating better transport systems for future generations. | <p>Deliver bus, tram and cycle improvements through the Transforming Cities Fund (TCF) programme, including:</p> <ul style="list-style-type: none"> <li>• Sheffield Road Cycleway</li> <li>• Frederick Street public realm with cycleway</li> <li>• Forge Island footbridge</li> <li>• Moor Road, Manvers cycle route</li> <li>• Doncaster Road, Dalton</li> <li>• A631 Maltby bus corridor</li> </ul> | <p>Revised target date:</p> <p>March 2024 (as agreed at Cabinet in September 2022)</p> | On track | <p>In agreement with SYMCA, project completion dates have been extended to March 2024. Two schemes (Frederick St cycleway, Forge Island Footbridge) are scheduled to be largely completed by March 2023, three schemes are now expected to be completed during 2024 (Sheffield Rd cycleway, Moor Road cycle route, Maltby bus corridor) and a further scheme is under review.</p> <p>Updates on specific schemes are as follows:</p> <ul style="list-style-type: none"> <li>• <b>Moor Road</b> – Business Case approved at Transport Environment Board (TEB), now entering into contract for construction from March 2023</li> <li>• <b>Sheffield Road</b> – phases 2/3 business case to be approved by MCA in March 2023 with construction from April 2023-July 2024.</li> <li>• <b>A631 Maltby bus corridor</b> – business case to be approved by MCA in March 2023 with construction from April 2023.</li> <li>• Doncaster Road – scheme withdrawal confirmed at December TEB. Funding to be used to address inflation and supply chain cost pressures for other TCF schemes within the Rotherham programme.</li> <li>• <b>Frederick Street</b> was substantially completed in March 2023. The connection with the adjoining works on Howard Street will be completed as part of the Howard Street scheme which is programmed to finish in May 2023.</li> <li>• <b>Forge Island footbridge</b> is being delivered as part of the wider Forge Island development. The footbridge is expected to be in construction by April 2023.</li> </ul> |
| 5.6 |   | Finalise delivery plan for the approved cycling strategy.  | March 2023   | On track | Final Delivery Plan is being prepared for approval by a delegated Officer Decision in March 2023.  |

## 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

|      |   |   |                              |                 |   |
|------|---|---|------------------------------|-----------------|---|
| 5.7  |   | Complete A630 Parkway Improvement Scheme to reduce speeds (50mph), reduce congestion and improve air quality.                     | June 2023                    | Complete        | Scheme achieved practical completion on time and within budget. The scheme was formally opened on 6 December 2022. See case study below.  |
| 5.8  | Reducing the risk and impact of flooding and other environmental emergencies. | Achieve 'shovel ready' status for the six priority flood alleviation schemes and work to secure funding to implement the schemes. | March 2024                   | On track        | Six schemes are in varying stages with the majority currently finalising the works required to achieve approval, which will then lead to detailed designs being produced during 2023.   |
| 5.9  |   | Construct the Forge Island canal barrier.   | August 2022                  | Complete        | Canal barrier is complete and has been operational since 18 August 2022.  |
| 5.10 |   | Construct the Ickles Lock to Centenary Way flood wall and embankment.   | October 2021 – December 2022 | Will not be met | Construction works for the Ickles Lock to Centenary Way flood wall and embankment are progressing well. However, due to events outside of the Council's control, due to third party approvals, the construction forecasted completion date is now August 2023. The access track through the Rotherham and Sheffield Canal Association compound has been kerbed and the binder course laid. The bike ramp is continuing, with the walls and bays being constructed in alternate sequence. The concrete piles for the Ickles Lock to Centenary Way section are progressing well. Liaison with Network Rail continues in terms of the ongoing track side monitoring being carried out during the construction works. |



## 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

|      |   |   |                         |              |  |
|------|---|---|-------------------------|--------------|--|
| 5.11 |   | Develop plans to support community resilience and community-led activities in areas at risk of flooding.  | September 2022          | Complete     | <p>The “Connected By Water” team - which includes the Environment Agency, Yorkshire Water and Doncaster, Barnsley and Sheffield Councils – have recently recruited a Project Manager and a Communication &amp; Engagement Officer. The Plan has been in place and operational for some time.</p> <p>Further work is being carried out to produce a communication and engagement strategy to support the Plan. A new Communication and Engagement Officer will promote the work delivered by the Council in Whiston, Dinnington and Woodsett with the Parish Councils to share with other Neighbouring Local Authorities.</p> |
| 5.12 | Contributing to reducing carbon emissions across the borough. | Develop a medium term and long-term Climate Change Strategy and Action Plan.  | March 2022              | Complete     | <p>The action plan has been updated with progress and actions planned for the period of 2023/2024 and this has been included within the Climate Emergency Action Report. Further assessment by the Climate Change Team is required to develop an action plan to 2030.</p> <p>The annual report to Cabinet is scheduled for March 2023.</p>   |
| 5.13 |   | Implement heating or energy efficiency measures in Council buildings that reduce CO2 emissions, working towards the target of an 18% reduction by March 2023. | April 2022 – March 2023 | Known delays | <p>The status of this action has changed to ‘known delays’ as the data for 2022-2023 will not be available until July 2023 and the Council will not know whether the target has been achieved until this point.</p> <p>The CO2 emissions report for 2021/22 shows emissions from operational buildings decreased by 4%, contributing to the 18% target.</p>  |

## 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

|      |  |  |                         |              |   |
|------|--|--|-------------------------|--------------|---|
| 5.14 |  | Install additional eight vehicle charging units to complement existing provision, and two residential charging hubs. | April 2022 – March 2023 | On track     | Work is progressing well with the installation of 9 electric vehicle charge points on Council car parks at Drummond St, Constable Lane and Douglas St. 14 additional sites are shortlisted and being assessed to extend the Council managed EV charging infrastructure to provide 2 -3 more rapid charging sites (9 to 12 bays). Work is also on track to deliver at least 2 residential charging hubs (4 to 8 bays) based on geographic coverage, housing densities and economic indicators pointing to earlier uptake of EV.  |
| 5.15 |  | Develop a fleet conversion programme to low carbon fuel.   | November 2022           | Known delays | The fleet conversion plan has now been developed (hence this being rated as known delays) and is subject to approval at Cabinet in March 2023. The plan developed proposes to replace around 35% of the Council's fleet with over half of those purchases intended to be electric vehicles and the remainder meeting the latest emission standards.   |
| 5.16 |  | Develop a plan to tackle single use plastics across council buildings and events.                                    | May 2022                | Known delays | <p>An action plan to tackle single use plastics has been developed (hence Amber rating) and the draft document was shared in June 2022 with relevant Cabinet Members and the Climate Change Members Working Group for initial approval, with changes made as a result.</p> <p>The new Climate Change Team is now leading on this action and an updated plan for action in 2023 has been created with the support of a buildings audit to create a baseline. This plan will be included in the Climate Change Annual Report due to Cabinet in March 2023 for final sign off.</p> |

## 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

|      |  |  |                            |          |  |
|------|--|--|----------------------------|----------|--|
| 5.17 |  | Deliver a communications plan to raise awareness about climate change and influence positive changes in behaviour across the borough.                | Ongoing – March 2023       | Complete | The plan was developed and agreed with the Climate Change Manager and has now been delivered. Due to its nature, many actions within the plan are ongoing.<br>A carbon literacy project ‘proof of concept’ business case has been agreed at the Climate Change Project Board and this will help shape the delivery of awareness raising amongst council officers and then be scaled up for wider consumption.  |
| 5.18 |  | Plant 10,000 new trees across the borough, working with community groups and schools.  | November 2021 – March 2023 | Complete | This action has now been achieved and 24,000 trees have been planted to date, over the last two years, since November 2021. Activity remains ongoing and 7,700 additional trees will be planted before March 2023, taking the total to 31,700.   |
| 5.19 |  | Continue to provide direct support to residents to enable them to apply for insulation grants where applicable through the ECO3 and ECO4 programmes. | March 2023                 | On track | The ECO4 scheme started on 1 July 2022 and continues to progress well. There are now 4 energy retrofit contractors working with the Council to identify qualifying residents and carry out work on Rotherham properties. Support is continuing for residents who need help in applying for government grants and for residents needing support to improve their home’s energy efficiency. The Council has signed off ECO4 work on 300 properties since August 2022. Following the work on a property, participating residents have now saved an average of £579.99/year on their energy bills. |

## 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

|      |  |  |            |              |   |
|------|--|--|------------|--------------|---|
| 5.20 |  | Find a suitable site for renewable energy generation, obtain planning permission and commence procurement. | March 2023 | Known delays | The preferred identified site at Kilnhurst for the £1m proof of concept renewable energy project is currently on hold. The Coal Authority, whom hold restrictions on use have recently identified the potential need for the entire site for a water contamination project, and until site investigations are conducted, which could take 18-24 months, they are unable to release the restrictions. Therefore investigations are underway to identify an alternative location. |
|------|--|--|------------|--------------|---|

# A Cleaner, Greener Local Environment

## Outcomes

- Increasing satisfaction with the cleanliness of the borough
- Creating better transport systems for future generations

- Reducing the risk and impact of flooding and other environmental emergencies
- Contributing to reducing carbon emissions across the borough

| Ref   | Key Performance Indicators  | LEAD SERVICE                     | LEAD OFFICER | Good is? | Qtrly or Annual? | 2021/22 (Yr End)   | 2022/23  |   |  |  |  | Direction of travel | Progress against target | Notes  |
|-------|---|----------------------------------|--------------|----------|------------------|--|--|---|--|--|--|---------------------|-------------------------|--|
|       |   |                                  |              |          |                  |  | QTR 1 (Apr-Jun)  | QTR 2 (Jul-Sep)   | QTR 3 (Oct-Dec)  | Yr to Date   | TARGET   |                     |                         |  |
| EN01a | Fly tipping and environmental crime:<br>a) Effective enforcement actions; fly-tipping   | RE - Comm. Safety & Street Scene | Sam Barstow  | High     | Q                | 61   | 22   | 5   | 6  | 33   | 37   | ↑                   | ✓                       | Breakdown of 6 enforcement actions:<br>0 Fly Tipping FPN's<br>2 Small Fly tipping FPN's.<br>4 Prosecutions secured for Fly Tipping offenses<br>DoT in comparison to Q2 which was 5.<br><br>This metric measures FPNs issued specifically for fly tipping. Wider activities such as other FPNs, warnings issued in advance of prosecutions are all part of the work the council undertakes to combat enviro-crime.<br><br>YTD total at Q3 is 33, against an annual target of 37.  |
| EN01b | Fly tipping and environmental crime:<br>b) Effective enforcement actions; other environmental crime (cumulative)  | RE - Comm. Safety & Street Scene | Sam Barstow  | High     | Q                | 780  | 384  | 337   | 307  | 1028   | 2,000  | ↓                   | ✗                       | Enforcement actions taken against Enviro-crime in partnership with Kingdom and Doncaster Council have seen a decrease in Q3 figures, in comparison to Q2 which was 337. The Kingdom team have struggled to recruit to the Rotherham side of this contract. Across the last month much of the activity has been largely delivered by a single Enforcement Officer. They have successfully recruited an additional Enforcement Officer to support this contract and hope that this will increase their ability to enforce against environmental crime. |
| EN02  | Proportion of waste sent for reuse (recycling and composting)   | RE - Comm. Safety & Street Scene | Sam Barstow  | High     | Q                | 38.8%  | 43.7%  | 40.7%   | 36.0%  | 40.1%  | 45%  | ↓                   | ✗                       | Performance in Q3 has slightly decreased. The measure is subject to seasonal variance.<br>NB-this is just % of kerbside waste that was collected for recycling, not overall recycling rates, so is purely driven by what residents put in their bins.  |
| EN03  | Number of official complaints and service requests relating to<br>a) street cleaning, b) grounds maintenance and c) waste management<br>i) Complaints<br>ii) Service Requests | RE - Comm. Safety & Street Scene | Sam Barstow  | Low      | Q                | a) Street Cleansing<br>i) 5<br>ii) 7,458<br><br>b) Grounds Maintenance<br>i) 17<br>ii) 1,343<br><br>c) Waste Management<br>i) 143<br>ii) 85,941<br><br>Total:<br>Complaints= 165<br>Service Requests= 94,742 | a) Street Cleansing<br>i) 3<br>ii) 550<br><br>b) Grounds Maintenance<br>i) 6<br>ii) 337<br><br>c) Waste Management<br>i) 31<br>ii) 12,538<br><br>Totals:<br>Complaints= 40<br>Service Requests= 13,425 | a) Street Cleansing<br>i) 6<br>ii) 1,915<br><br>b) Grounds Maintenance<br>i) 4<br>ii) 301<br><br>c) Waste Management<br>i) 85<br>ii) 8,156<br><br>Totals:<br>Complaints= 95<br>Service Requests= 10,372 | a) Street Cleansing<br>i) 3<br>ii) X<br><br>b) Grounds Maintenance<br>i) 3<br>ii) X<br><br>c) Waste Management<br>i) 61<br>ii) 10,592<br><br>Totals:<br>Complaints= 67<br>Service Requests= 10,592 | a) Street Cleansing<br>i) 12<br>ii) 2,465<br><br>b) Grounds Maintenance<br>i) 13<br>ii) 638<br><br>c) Waste Management<br>i) 177<br>ii) 31,286<br><br>Total =<br>Complaints = 202<br>Service Requests = 34,389 | 190 cumulative for year in the number of official complaints received. | ↓                   | ✗                       | 67 complaints were received in Q3. This is a substantial reduction on Q2 (95 complaints). Unfortunately the cumulative complaints total is now above the Council Plan target for the year which was to have 190 complaints or less for the year.<br><br>There is a delay with the Service Request data. This will be added retrospectively.  |

| Ref   | Key Performance Indicators  | LEAD SERVICE                    | LEAD OFFICER   | Good is? | Qtrly or Annual? | 2021/22 (Yr End)  | 2022/23         |                 |                 |               |                       | Direction of travel | Progress against target | Notes  |
|-------|---|---------------------------------|----------------|----------|------------------|---|-----------------|-----------------|-----------------|---------------|-----------------------|---------------------|-------------------------|--|
|       |   |                                 |                |          |                  |   | QTR 1 (Apr-Jun) | QTR 2 (Jul-Sep) | QTR 3 (Oct-Dec) | Yr to Date    | TARGET                |                     |                         |  |
| EN04  | Carbon dioxide emission levels for the Council (for specific areas, for example operational buildings, street lighting) | RE - Planning, Regen. & Transp. | Simon Moss     | Low      | A                | a. Fleet 2433<br>b. Council Buildings- Electric 1890<br>c. Council Buildings- Gas 1749<br>d. Streetlighting 1396<br>e. Grey Fleet 222<br>f. Onsite Generation 7<br>g. EV Charging 1<br>Above in Emissions (tco2e) | Not Available   | Not Available   | Not Available   | Not Available | 18% reduction by 2023 | ◆                   | △                       | Baseline figures supplied by Climate Change Data Analysis Officer.<br><ul style="list-style-type: none"> <li>Carbon Emissions have dropped by 25% between 2019 and 2021</li> <li>Carbon Emissions from streetlighting reduced by 39% between 2019 and 2021</li> <li>Carbon Emissions from Grey fleet dropped by 65% between 2019 and 2021 due to the pandemic. Has risen a further 22% between 2021 and 2022, but still nowhere near as high as pre-pandemic records.</li> <li>Fleet carbon emissions fell by 11% in 2020 before returning to pre-pandemic levels in 2021.</li> <li>Emissions from Council building gas rose by 8% in 2020 before returning to near pre-pandemic levels in 2021.</li> <li>Council building electricity emissions fell by 38% between 2019 and 2021</li> </ul>  |
| EN05a | Number of trees planted by the Council<br>a) Number of Hectares   | RE - Culture, Sport & Tourism   | Polly Hamilton | High     | A                | 9.4   |                 |                 | 11              | 11            | 5                     | ↑                   | ✓                       | Measure defined as the number of hectares of land given to woodland creation. 7,186 woodland trees covering 11 hectares.<br>While there are a lot of potential sites for urban tree planting there is limited local authority land to use for woodland creation ,and liaison with private land owners is essential as part of the process. Due to the Accelerator fund the Trees Service expects woodland creation will become easier.   |
| EN05b | Number of trees planted by the Council<br>b) Number of trees  | RE - Culture, Sport & Tourism   | Polly Hamilton | High     | A                | 22139   |                 |                 | 1874            | 1874          | 500                   | ↑                   | ✓                       | This measure tracks tree planting in urban areas. This year's total tree planting is likely to be below the last year's planting season (21-22). This has been largely due to the reduction in the number of funding sources from last year. Last year, financial resources were available from the Mayors fund, Local Authority Tree Scape Fund, Urban Tree Challenge and Green Recovery fund. This year funding comes from Urban Tree Challenge and Grow Back Greener fund. Some of the funding has also been delayed in coming through, e.g. the Woodland planting funding which was only received at the end of January 23. Although lower than the 21/22 total, planting is forecast to be substantially higher than the Council Plan target. The projected total for planting this season is around 9,761 trees.                               |
| EN06  | Proportion of council housing with an Energy Performance Certificate (EPC) rated C and above                            | ACHPH - Housing                 | James Clark    | High     | A                | 46.48% (Oct'21)   |                 |                 | 49.7%           | 49.7%         | baseline year         | ↑                   | ⓘ                       | Baseline position relates to October 2021. The national target is to aim to have all stock at EPC C-rated by 2030. This figure will be provided annually at Q4. Total proportion of dwellings rated band C and above as at 05/01/23 = 49.67% (9,927 of 19,984 properties). Benchmarking received from Housemark 2021/22: 72% of existing social homes had an EPC rating of C+. 29% of landlords were unable to provide the EPC rating for their homes. 3 additional officers approved 24/01/23 to focus on EPC surveys and improvements using full SAP analysis during summer months. Retrofit (SHDF) works ongoing to 131 properties in Maltby - due to be completed in May 2023, where all 131 properties to achieve EPC C rating . Data has commenced to be reported from Quarter 3, and this has informed the proposed target for 2023-24 50.1%. |

# 6.5 THEME 5 – A CLEANER, GREENER LOCAL ENVIRONMENT

## CASE STUDY

### Investment in popular country parks is progressing with support from the Levelling Up Fund.

It was announced in autumn 2021 that the council had secured £20million from the government’s Levelling Up Fund for a range of projects to boost Rotherham’s leisure economy. Two of the local assets to benefit from the investment are Rother Valley (£5.5m) and Thrybergh (£2.5m) country parks.

Both of these popular attractions have been providing high-quality outdoor recreation for decades, with Rother Valley celebrating its 40th anniversary this year. The funding will upgrade the parks’ hospitality offers and facilities to ensure that they continue to attract visitors for years to come, benefiting the local economy and the health and wellbeing of local people.

At Rother Valley, as well as general improvements to the site layout and accessibility, a new lakeside building will feature indoor and outdoor seating,



Rother Valley artistic impression

function space and a play area. New and improved car parks will also be provided, along with attractive public realm and outdoor event space to enhance the visitor experience.

Thrybergh country park will benefit from a replacement café and much needed additional indoor and outdoor spaces designed to be sympathetic to the natural and tranquil surroundings of the park. Investment in public realm around the building will provide an improved sense of arrival, and a new south-facing seating area with views over the lake will enhance the experience of visitors throughout the year.

The projects have been widely supported as much welcomed investment in local country parks, and the designs reflect feedback received on the importance of protecting these valuable green spaces whilst making them more attractive and accessible to a wider range of users.

Since the funding was secured, the focus has been on developing and consulting on the designs, securing the relevant permissions – planning permission has now been secured at both parks - and preparing for the works.

Work is expected to start in late summer and the existing facilities will remain open and continue to welcome visitors throughout the construction period.



Thrybergh artistic impression

## 6.6 THEME 6 – ONE COUNCIL

As a Council we have an important part to play in addressing the challenges faced and achieving better outcomes for the people of Rotherham. Our vision is to work with communities to deliver responsive and modern services that are easily accessible to all.

| Outcomes – our ambition  | How we will get there   |
|--|---|
| <ul style="list-style-type: none"><li>• Effective customer services – residents know we mean what we say, are kept informed and can access the services they need in the way that suits them</li><li>• Engaged, diverse and skilled workforce who feel empowered to adopt new ways of working to meet the needs of all customers</li><li>• Sound financial management and governance arrangements</li><li>• Effective leadership, working with our partners to achieve better outcomes across the whole borough.</li></ul> | <ul style="list-style-type: none"><li>• Work with services, partners and communities to promote equality, celebrate diversity and ensure fairness for everyone</li><li>• Communicate and engage with residents so that they feel informed about council services and how to access these</li><li>• Work in an efficient, open, transparent and accountable way, in partnership with key stakeholders</li><li>• Work to improve customer satisfaction, including by developing and implementing a new set of customer service standards.</li></ul> |



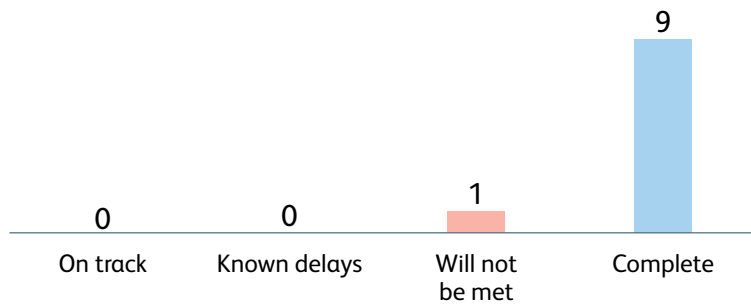
# 6.6 THEME 6 – ONE COUNCIL

## HEADLINES – EVIDENCING OUR PROGRESS

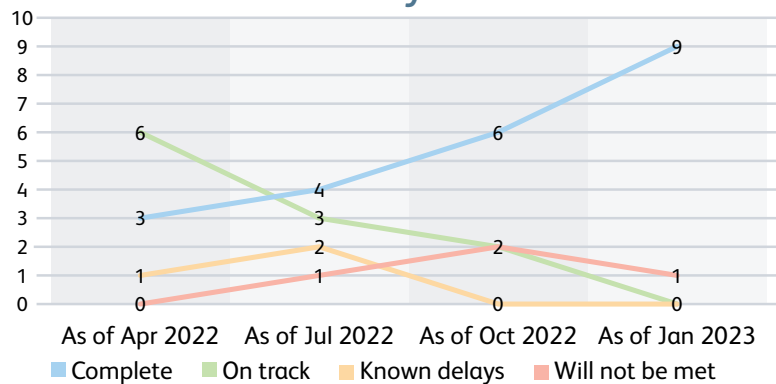
To provide evidence of delivery of the outcomes and commitments within this theme, there are 11 headline performance measures and 10 priority actions/milestones contained within the Year Ahead Plan Delivery Plan. The diagrams below provide an overview of performance and progress.

### YEAR AHEAD ACTIONS AND MILESTONES

Year Ahead Delivery Plan Actions Status

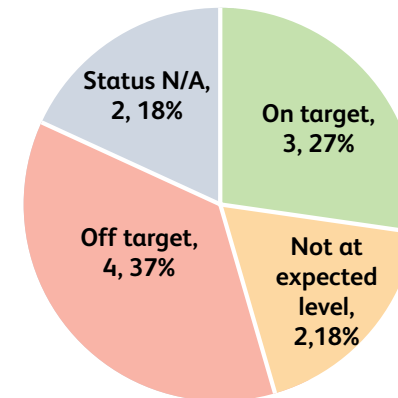


Year Ahead Delivery Plan Action Trend

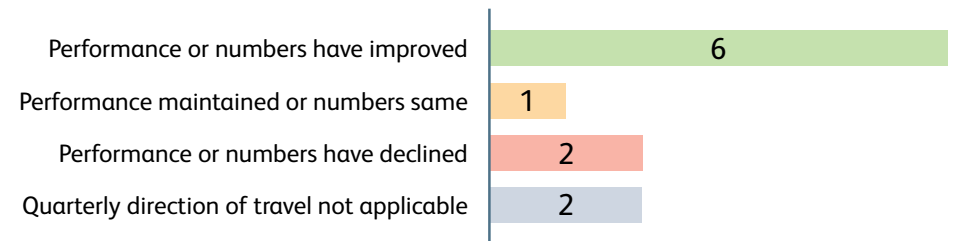


### PERFORMANCE MEASURES

Performance Measures Status



Performance Measures Direction of Travel



## 6.6 THEME 6 – ONE COUNCIL

### NARRATIVE – THE BIGGER PICTURE

The One Council theme is focussed around working with communities to achieve the Council’s vision and deliver responsive and modern services which are accessible to all.

The Council remains committed to increasing the range of services available online and reducing unnecessary call demand to improve customer waiting times. In the period since the last report, the high-level customer standards have been signed off by the Council’s Customer Experience Strategic Board. The new call back facility for housing repairs is continuing to operate successfully with over 7,500 call back requests successfully completed but further work will be completed before this is extended to other services. In addition, the “Bin App”, which was launched in Quarter 2 has been downloaded over 10,000 times.

Average call wait time across all services in Quarter 3 was 6 minutes 55 seconds which is a significant improvement from 8 minutes and 50 seconds in Quarter 2. This improvement is, in part, down to the recruitment of an additional 10 FTE staff in quarter 2. In addition, the Council’s Consultation and Engagement Framework has been approved in the quarter. This framework informs how the Council ensures it takes account of the views of residents and other stakeholders when formulating new policies and fully takes account of the Council’s new Equality, Diversity, and Inclusion Strategy, with clear links to the Council Plan and Year Ahead Delivery Plan.

Another important foundation of the Council’s service delivery is the Workforce Plan. Covering the period 2022-25, it outlines five workforce priorities and various supporting activities to be delivered under each priority. Implementation is overseen by the Workforce Strategy Board. The Council continues to work with partners across Rotherham to market careers in health

and social care and is actively engaging with schools and Higher Education providers to raise the profile of careers within the Council.

Workforce planning analysis and mitigating actions are in place for the top three critical roles for each directorate and these plans continue to be reviewed. These are roles where recruitment issues have been identified, enabling a targeted and comprehensive approach to be applied. Following research and benchmarking, an updated recruitment brochure, supporting videos and a refreshed summary of staff benefits have been produced. A review of recruitment processes is being carried out to make the process easier from a candidate perspective and proportionate to the role being recruited to. Mitigating actions are in place to increase capacity and work will continue to review additional critical roles across Council services. Work is also continuing to implement the corporate action plan which was developed in response to the most recent Employee Opinion Survey.

Since the pandemic, the number of working days lost to sickness remains a challenge but has improved once again in this quarter to 13.1 against a year-end target of 10.3 (was 13.6 at the end of Quarter 2). Absence management clinics are continuing to advise and upskill managers and absence data is being shared with senior management to ensure effective oversight. In addition, a new management development programme is being created to provide specific learning for managers on effective absence management. Absence management clinics are continuing to take place to advise and upskill managers. Absence data is also being shared with senior management to ensure effective oversight. Development work is also being undertaken to automate sickness absence triggers for managers through the Council’s online HR system.

## 6.6 THEME 6 – ONE COUNCIL

The Member Development Plan is continually being refreshed to include sessions which are specifically requested by Members and officers alike. Consideration is currently being given to repeating the Member Survey to further inform Development Plan in the future and to include parts of the Council's operations that have not been covered to date.

As reported in the last update, the Council's Medium Term Financial Strategy (MTFS) was further updated for 2022/23 to 2025/26, with a report taken to Cabinet in November 2022. The Council's budget and council tax report for 2023/24 was considered by Cabinet in February 2023 and is intended to be approved at Council in March 2023.

An update of the Rotherham Plan 2025, an overarching plan setting out partner organisations' joint priorities to improve outcomes for local people, has now been completed. Following the public consultation exercise in September and October, the Plan was endorsed by the Cabinet in December 2022 and a well attended, launch event took place at University Centre Rotherham at the end of January 2023.

## 6.6 THEME 6 – ONE COUNCIL

### YEAR AHEAD DELIVERY PLAN TRACKER

| One Council |   |   |                         |                 |   |
|-------------|---|---|-------------------------|-----------------|---|
| Ref         | Outcome   | Activity  | Timescales for delivery | Status          | Rationale for status  |
| 6.1         | Effective customer services – residents know we mean what we say, are kept informed and can access the services they need in the way that suits them. | Develop and implement a new set of cross organisational customer service standards following consultation with customers (internal and external stakeholders).                  | December 2023           | Complete        | <p>The high-level customer standards have been developed and were signed off by directorate leadership teams by August 2022.</p> <p>Customer Experience Strategic Board approved the new Customer Standards in January 2023 and these are now being rolled out to staff via an internal communications campaign before being added to the website in April/May 2023.</p>  |
| 6.2         | Effective customer services – residents know we mean what we say, are kept informed and can access the services they need in the way that suits them. | Expand and improve the range of services available online and identify ways to reduce unnecessary call demand to improve average customer wait times to a maximum of 6 minutes. | Ongoing – March 2023    | Will not be met | <p>Average call wait time across all services in Quarter 3 was 6 mins 55 secs which is an improvement on Quarter 2 (8 mins 50 secs). Resource challenges remain but an improving picture with 10 FTE recruited during Quarter 2.</p> <p>The ‘Bin App’ was launched in November 2022 allowing residents to receive automated notifications and reminders. Over 10K downloads.</p> <p>New menu option for Housing Enquiries/Repairs line implemented in August 2022 continues to work well.</p> <p>Call back facility remains in place for Housing/Repairs – over 7.5k call back requests successfully completed. Further work needed before considering extending to other services.</p> |

## 6.6 THEME 6 – ONE COUNCIL

|     |  |   |                |          |  |
|-----|--|---|----------------|----------|--|
| 6.3 |  | Refresh the Council's equality strategy and objectives.   | April 2022     | Complete | The Equality, Diversity and Inclusion Strategy was approved by Cabinet in June 2022.   |
| 6.4 |  | Review the Corporate Consultation and Engagement Framework.   | November 2022  | Complete | The Consultation and Engagement Framework has been refreshed and is available for staff to use. This was a delegated Officer Decision, in consultation with the Cabinet Member.  |
| 6.5 | Engaged, diverse and skilled workforce who feel empowered to adopt new ways of working to meet the needs of all customers. | Implementation of the Workforce Plan.   | January 2022   | Complete | The Workforce Plan 2022-25 went live on the intranet on 29 June and was referenced in the Chief Executive's Briefing on 1 July. A management briefing was issued on 4 July 2022 to support the launch.<br><br>Implementation is overseen by the Workforce Strategy Board.  |
| 6.6 |  | Assess and implement a strategic workforce planning approach to attraction and retention for high priority roles such as care and social work, with a focus on encouraging applications from Rotherham residents. | September 2022 | Complete | Research and benchmarking to identify opportunities to further enhance the approach to attraction and retention of key staff has been completed. This has included an updated recruitment brochure, supporting videos and a refreshed summary of staff benefits. A review of recruitment processes to make the process easier from a candidate perspective and proportionate to the role being recruited has also been carried out.<br><br>Analysis of top three critical roles in each directorate and associated workforce planning activity has been delivered and will be kept under review. |

## 6.6 THEME 6 – ONE COUNCIL

|     |   |  |                       |          |   |
|-----|---|--|-----------------------|----------|---|
| 6.7 |   | Review feedback from the Employee Opinion Survey 2021, identify priority areas and agree corporate and directorate action plans. | June 2022             | Complete | <p>Results of the 2021 Employee Opinion Survey were shared with senior leaders from March 2022, with a request to develop directorate and service level action plans that identify areas for improvement, share best practice and raise engagement levels across the whole of the Council. Action plans are reviewed on a regular basis to ensure key activity is being delivered, including monitoring at Workforce Strategy Board.</p> <p>Based on the findings from the latest report and building on actions within the Workforce Plan to better engage with employees across the Council, a corporate Employee Opinion Survey action plan designed to increase engagement levels of staff across the organisation was agreed in November 2022.</p> |
| 6.8 | Sound financial management and governance arrangements. | Deliver a balanced budget and Medium-Term Financial Strategy approved by Council.  | March 2022 (annually) | Complete | <p>The Council's balanced budget and MTFS was approved at Council on the 2 March 2022.</p> <p>The MTFS has been further updated for 2022/23 to 2025/26, with a report taken to Cabinet in November 2022 before the Council's Budget and Council Tax Report 2023/24 was presented to Cabinet in February 2023. The Council's Budget and Council Tax Report 2023/24 will be presented for approval at Council on 1 March 2023.</p>  |

## 6.6 THEME 6 – ONE COUNCIL

|      |  |   |            |          |  |
|------|--|---|------------|----------|--|
| 6.9  | Effective leadership, working with our partners to achieve better outcomes across the whole Borough. | Refresh the Member Development Programme. | April 2022 | Complete | <p>The Member Development Plan is continually being refreshed to include sessions which are specifically requested by Members and officers.</p> <p>As part of Member catch-up meetings, discussions will take place regarding individual development needs and aspirations to support delivery of ward priorities.</p> <p>The results of the Member Survey completed in May 2022 were fed back to the Member Development Panel in November 2022. Discussions are currently taking place around repeating the Survey to cover other areas of the Council in the future.</p> |
| 6.10 |  | Refresh the Rotherham Together Plan.      | June 2022  | Complete | <p>Following a Rotherham Together Partnership showcase event held in June 2022, the refreshed Plan was developed, informed by public consultation undertaken in September and early October 2022.</p> <p>The Plan was agreed by the Partnership, endorsed by Cabinet in December 2022 and formally launched in January 2023.</p>   |

## Outcomes

- Effective customer services – residents know we mean what we say, are kept informed and can access the services they need in the way that suits them
- Engaged, diverse and skilled workforce who feel empowered to adopt new ways of working to meet the needs of all customers
- Sound financial management and governance arrangements
- Effective leadership, working with our partners to achieve better outcomes across the whole borough

| Ref   | Key Performance Indicators  | LEAD SERVICE                   | LEAD OFFICER | Good is? | Qtrly or Annual? | 2021/22 (Yr End)                      | 2022/23         |                 |                 |                |                      | Direction of travel | Progress against target | Notes   |
|-------|---|--------------------------------|--------------|----------|------------------|---------------------------------------|-----------------|-----------------|-----------------|----------------|----------------------|---------------------|-------------------------|---|
|       |   |                                |              |          |                  |                                       | QTR 1 (Apr-Jun) | QTR 2 (Jul-Sep) | QTR 3 (Oct-Dec) | Yr to Date     | TARGET               |                     |                         |   |
| OC01  | Proportion of complaints closed within timescales   | ACEX - Policy, Perf & Intell.  | Fiona Boden  | High     | Q                | 85.0%                                 | 87.0%           | 81.0%           | 84.0%           | 84%            | 85%                  | ↑                   | ●                       | Quarter 3 performance slightly below the target of 85%. Performance was below target in December at 79%. The year to date figure is on target and currently at 84%. Figures for Q1 and Q2 recalculated based on complaints resolved and outstanding at the time of calculation.   |
| OC02a | Satisfaction:<br>a) The proportion of residents who feel that the Council keeps them informed | ACEX - Comms. & Marketing      | Chris Burton | High     | A                | 50.0%                                 | Not Available   | 48.0%           | Not Available   | 48%            | >50%                 | ◆                   | △                       | Annual measure and status and DOT not applicable in Q3. 48% (June 2022) of residents said that RMBC keeps residents 'very well' or 'fairly well' informed about the services and benefits it provides. This is below the most recent national result (57%) and just below the average percentage across all Rotherham surveys (51%).  |
| OC02b | b) To what extent do you think that the Council acts on the concerns of local residents       | ACEX - ACEX                    | Chris Burton | High     | A                | 48.0%                                 | Not Available   | 42.0%           | Not Available   | 42%            | >48%                 | ◆                   | △                       | Annual measure and status and DOT not applicable in Q3. 42% (June 2022) great deal or fair amount. This is below the national average which is 52%. Respondents aged 35-44 were most likely to think that the Council acts on the concerns of local residents whilst those aged 25-34 were least likely to have this view.  |
| OC03  | Average customer wait time to corporate contact centre (in minutes)                           | FCS - Customer, Info & Digital | Luke Sayers  | Low      | Q                | Not available - New measure for 22/23 | 6mins 8 secs    | 8 mins 50 secs  | 6 mins 55 secs  | 7 mins 12 secs | 6 (Quarterly target) | ↑                   | ×                       | New Council Plan measure for 2022-23. 6 minute target is a quarterly target. Qtr3 - Average call wait time 6 mins 55 secs which is an improvement on Qtr2 (8 mins 50 secs).<br>Resource challenges remain but an improving picture with 10 FTE recruited during QTR2.<br>'Bin App' launched in November 2022 allowing residents to receive automated notifications and reminders. Over 10K downloads.<br>New menu option for Housing Enquiries/Repairs line implemented in August 2022 continues to work well.<br>Call back facility remains in place for Housing/Repairs – over 8.3k call back requests successfully completed. Further work needed before considering extending to other services. Review of demand management continuing to identify opportunities for service redesign.   |
| OC04  | Number of council working days lost to sickness per full time equivalent post                 | ACEX - HR                      | Lee Mann     | Low      | Q                | 13.6                                  | 13.9            | 13.6            | 13.1            | 13.12          | 10.3                 | ↑                   | ×                       | The 10.3 days lost per FTE target is based on benchmarking by the CIPD of public sector organisations with over 5000 employees, reflecting absence levels in similar sized organisations in the public sector.<br>Calculations for this measure are based on a rolling 12 months and therefore absence is still impacted by the COVID-19 pandemic - 14% of absence during 2021/22 was due to COVID-19.<br>Absence management clinics are continuing to take place to advise and upskill managers. Absence data is also being shared with senior management to ensure effective oversight. In addition, a new management development programme is being developed that will provide specific learning for managers on effective absence management. A dedicated performance session to discuss sickness absence is scheduled for February 2022. Development work is also being undertaken to automate sickness absence triggers for managers through the Council's online HR system. |
| OC05  | The proportion of completed annual staff performance development reviews                      | ACEX - HR                      | Lee Mann     | High     | Q                | 78.6%                                 | 3.5%            | 48.1%           | 67.5%           | 67.5%          | 95%                  | ↑                   | ●                       | The Council aims to complete PDRs by end of August 2022, however 95% refers to a year-end target which the Council is confident will be achieved. Fortnightly reports are shared with directorates to identify non-completion of PDRs.  |



| Ref   | Key Performance Indicators   | LEAD SERVICE  | LEAD OFFICER | Good is?        | Qtrly or Annual? | 2021/22 (Yr End) | 2022/23         |                 |                 |            |              | Direction of travel | Progress against target | Notes  |
|-------|--|---------------|--------------|-----------------|------------------|------------------|-----------------|-----------------|-----------------|------------|--------------|---------------------|-------------------------|--|
|       |  |               |              |                 |                  |                  | QTR 1 (Apr-Jun) | QTR 2 (Jul-Sep) | QTR 3 (Oct-Dec) | Yr to Date | TARGET       |                     |                         |  |
| OC06a | Diverse workforce:<br>a) Overall proportion of disabled employees  | ACEX - HR     | Lee Mann     | Rep. of borough | Q                | 9.3%             | 9.2%            | 9.3%            | 9.6%            | 9.6%       | 9%           | ↑                   | ✓                       | Currently on track to achieve year end target and DOT positive in comparison to previous quarter. The new Workforce Plan sets out key activity to become an employer of choice, including a review of how the Council attracts, recruits, develops and retains staff from different sections of the community.   |
| OC06b | b) Overall proportion of Black, Asian and Minority Ethnic employees  | ACEX - HR     | Lee Mann     | Rep. of borough | Q                | 4.7%             | 4.6%            | 4.5%            | 4.5%            | 4.5%       | 6.3%         | →                   | ✗                       | Seek to achieve 6.3% working age population in the borough, ONS Census. The new Workforce Plan sets out key activity to become an employer of choice, including a review of how the Council attracts, recruits, develops and retains staff from different sections of the community.   |
| OC06c | c) Proportion of workforce under 25  | ACEX - HR     | Lee Mann     | Rep. of borough | Q                | 4.2%             | 3.8%            | 3.8%            | 2.9%            | 2.9%       | 4.6%         | ↓                   | ✗                       | Benchmark LGA Average in Local Government December 2021. The new Workforce Plan sets out key activity to become an employer of choice, including a review of how the Council attracts, recruits, develops and retains staff from different sections of the community.  |
| OC07a | Council tax and business rates collected:<br>a) Proportion of Council Tax collected in the current financial year compared with other Met Councils | FCS - Finance | Rob Mahon    | High            | Q                | 97.4%            | 27.2%           | 53.5%           | 79.3%           | 79.3%      | Top Quartile | ↓                   | ✓                       | The final collection performance for 21/22 of 97.42% was a 0.87% increase on 96.55% reported in 20/21. This was the 4th highest collection rate reported by Metropolitan Councils.<br><br>Q3 performance of 79.26% is 0.97% down on performance at the same time last year. At this stage comparisons with last year are skewed due to the award of additional CTS earlier in the year than last year and by the large proportion of Council Tax staff time taken up dealing with the Energy Rebate work rather than collecting Council Tax. It is anticipated that the target of Top Quartile Metropolitan Council will be achieved however other councils performance will not be available until June 2023.<br><br>DoT based on comparison to Q3 2021-22. |
| OC07b | b) Proportion of business rates collected in the current financial year compared with other Met Councils   | FCS - Finance | Rob Mahon    | High            | Q                | 97.4%            | 28.8%           | 56.3%           | 79.0%           | 79.0%      | Top Quartile | ↑                   | ✓                       | The final collection performance for 21/22 of 97.35% was a 0.47% increase on 96.95% reported in 20/21. This was the 3rd highest collection rate reported by Metropolitan Councils.<br><br>Q3 performance of 78.99% is 3.81% up on performance at the same time last year. At this stage comparisons with last year are skewed due to significant changes to available business rates reliefs for the current financial year. It is anticipated that the target of Top Quartile Metropolitan Council will be achieved however other councils performance will not be available until June 2023.<br><br>DoT based on comparison to Q3 2021-22.   |



## Appendix 2 - Revisions to Council Plan performance measures and targets for 2023-24

| Ref   | Key Performance Indicator   | Good is | Previous target 22-23  | New target 23-24 | Reason for change  |
|---|---|---------|--|------------------|--|
| <b>Every Neighbourhood Thriving</b>   |   |         |  |                  |  |
| <b>Outcomes</b>   |   |         |  |                  |  |
| <ul style="list-style-type: none"> <li>Work with communities on the things that matter to them</li> <li>Residents, organisations and businesses use their skills and resources to help others</li> <li>Neighbourhoods are welcoming and safe</li> </ul> |   |         | <ul style="list-style-type: none"> <li>Local people have access to libraries, cultural activities, parks and green spaces</li> <li>Improved local towns and villages are improved</li> </ul> |                  |  |
| NE02a   | Volunteering:<br>a) Number of staff involved in the council employee volunteer scheme to support local communities                      | High    | Baseline   | No target        | No target currently due to the employment volunteering scheme being launched in 2023. The scheme will be kept under review to determine a future target.   |
| NE03a   | Anti-social behaviour<br>a) Number of community protection notices (New: and warnings) issued (anti-social behaviour, waste, and noise) | High    | >350   | 1,000            | Measure to be redefined to include all community protection warnings as well as notices. This gives a target of 1,000 in total.<br><br>The number of community protection notices will also be measured through a sub measure of NE03 (NE03b), with a target of 200 for the year.<br><br>The current NE03b (Public Perception of Anti-Social Behaviour) will be renumbered to NE03c. |
| NE05a   | Proportion of the local "principal" road network classed as 'green status' (do not require repair).                                     | High    | 81%  | 72%              | Measure definition changed from 'classified' road network, to 'principal'.<br><br>Historically these targets have been set at the equivalent national averages. Using  |

| Ref   | Key Performance Indicator  | Good is   | Previous target 22-23  | New target 23-24 | Reason for change  |
|---|--|---|--|------------------|--|
|   |  |   |  |                  | the most recent national data (as published by DfT) for this type of road the average was 72%, which is why the target has been set at this level.   |
| NE05b   | Proportion of the local "non-principal" road network classed as 'green status' (do not require repair) | High  | 79%  | 66%              | Historically these targets have been set at the equivalent national averages. Using the most recent national data (as published by DfT) for this type of road the average was 66%, which is why the target has been set at this level. |
| NE05c   | Proportion of the local "unclassified" road network classed as 'green status' (do not require repair)  | High  | 63.8%  | 60%              | Our target is for "Green" status, whereas the National data is against the proportion of the relevant road network which requires repair (ie "Red"). 60% target based on national benchmarking.  |
| <b>People are Safe, Healthy and Live Well</b>   |  |   |  |                  |  |
| <b>Outcomes</b>   |  |   |  |                  |  |
| <ul style="list-style-type: none"> <li>• People have good mental health and physical wellbeing</li> <li>• People feel empowered, safe and live independently for as long as possible</li> </ul> |  |   | <ul style="list-style-type: none"> <li>• People can access affordable, decent housing</li> <li>• Inequalities are addressed and nobody is left behind</li> </ul> |                  |  |
| PE04  | Manage the number of new older adult admissions to long term residential care (aged 65+)               | Neither High/Low<br><br>Measure for information | No target  | 300              | Year end performance in 2021-22 was 324 and the latest regional benchmark is 288. The Council acknowledges that further work is required to achieve a stepped reduction in placements.   |
| PE05  | Proportion of council housing repairs completed 'Right 1st time'                                       | High  | 97%  | 93%              | During the creation of the Council Plan, a 97% "right first time" target was adopted, although the KPI minimum level of acceptable performance (MLAP) in the   |

| Ref  | Key Performance Indicator  | Good is | Previous target<br>22-23 | New target<br>23-24 | Reason for change  |
|------|--|---------|--------------------------|---------------------|--|
|      |  |         |                          |                     | <p>contract being 90%. The 97% reflects an older target that predates the current plan.</p> <p>Rotherham performance is not only higher than the national average of 89% but is comfortably above the latest top quartile threshold of 90.94%. The old 97% target is now no longer realistic and continuing to monitor services against this standard will unfairly show Rotherham as failing when we are performing better than most other authorities.</p>   |
| PE06 | Number of new homes delivered with Council support, including affordable homes | High    | 225                      | 200                 | <p>Due to the lengthy timescales associated with housing development, there are inherent peaks and troughs in delivery and the projections for 23/24 will be highly dependent on the final outturn for 22/23, the range for which is currently as broad as 199 - 402. This means that the projected delivery for 23/24 is equally broad, being 116-316, according to latest projections.</p> <p>This is year two of a three-year project. Delivery is not equally distributed over each of the three years so reducing for 2023/24 doesn't have to equate to a drop in ambition given the three-year target is the same.</p> <p>The target for 2023-24 being proposed is 200 completions due to most sites currently in the planning cycle, a higher</p> |

| Ref  | Key Performance Indicator  | Good is | Previous target 22-23 | New target 23-24 | Reason for change  |
|------|--|---------|-----------------------|------------------|--|
|      |  |         |                       |                  | outturn is projected next year (2024/25) once planning consent has been received.  |
| PE09 | Number of households in temporary accommodation (both temporary accommodation and hotels)  | Low     | 95                    | 130              | Definition amended to include both temporary accommodation and hotels. The new target is based on current performance (134) and future known pressures.  |
| PE12 | <p><del>Average number of days taken to process new claims for Housing Benefits and Council Tax Support.</del></p> <p>Proportion of new claims for Housing Benefits and Council Tax Support dealt with within 14 days of receipt of all necessary information.</p> | High    | 24 days               | 90%              | <p>Housing Benefits and Council Tax Support claims should be dealt with quickly and efficiently to support our residents. Most new claims for Council Tax Support are now made by Universal Credit (UC) claimants. In order to assess these claims, we require information regarding their UC entitlement. For new UC claimants this is not available from the DWP until 1 month after their application for UC so, for this cohort, we are not able to assess within the target 24 days.</p> <p>To ensure that the measure reflects the performance of the Council in processing claims, it is proposed that the measure changes to: Proportion of new claims for Housing Benefits and Council Tax Support dealt with within 14 days of receipt of all necessary information with a target for this of 90%.</p> |

| Ref   | Key Performance Indicator   | Good is | Previous target<br>22-23  | New target<br>23-24 | Reason for change  |
|---|---|---------|---|---------------------|--|
| <b>Every Child Able to Fulfil Their Potential</b>   |   |         |   |                     |  |
| <b>Outcomes</b>   |   |         |   |                     |  |
| <ul style="list-style-type: none"> <li>Children get the best start in life</li> <li>Children and young people safe from harm</li> </ul>   |   |         | <ul style="list-style-type: none"> <li>Young people feel empowered to succeed and achieve their aspirations</li> <li>Children and young people have fun things to do and safe places to go</li> </ul>   |                     |  |
| CH08  | Proportion of two-year olds taking up an early education place  | High    | 80%   | 85%                 | It is felt the target for this measure can be increased to 85% following recent performance being consistently above the current 80% target throughout 2021/22 and 2022/23 year to date. |
| <b>Expanding Economic Opportunity</b>   |   |         |   |                     |  |
| <b>Outcomes</b>   |   |         |   |                     |  |
| <ul style="list-style-type: none"> <li>A growing economy that provides decent jobs and chances to progress</li> <li>Delivering regeneration schemes that bring investment and opportunity, both in Rotherham town centre and in our towns and villages</li> </ul> |   |         | <ul style="list-style-type: none"> <li>Working with partners and suppliers to create more local jobs, paid at the Real Living Wage or above, and apprenticeships</li> <li>People having opportunities to learn, develop skills and fulfil their potential</li> <li>Strengthening digital infrastructure and skills which enable access for all</li> </ul> |                     |  |
| EC04b   | Actions taken in Rotherham to promote progressive and sustainable Economic Development:<br><br>b) Provide advice and support to local businesses to help them recover and grow. | High    | 300   | 400                 | Propose to increase target to 400 support sessions for the next year based on current strong performance.  |
| EC05  | Number of engagements with libraries' services which help people learn, acquire new skills or get a job   | High    | 75,000  | 80,000              | Proposed that the target increases to 80,000 engagements to reflect the strong performance from the service.   |
| ECO7  | Number of online customer transactions  | High    | 185,400   | 185,400             | Measure definition amended to remove reference to 3% increase year-on-year. The target remains unchanged.  |

| Ref   | Key Performance Indicator   | Good is | Previous target 22-23  | New target 23-24      | Reason for change   |
|---|---|---------|--|-----------------------|---|
| <b>A Cleaner, Greener Local Environment</b>   |   |         |  |                       |   |
| <b>Outcomes</b>   |   |         |  |                       |   |
| <ul style="list-style-type: none"> <li>Increasing satisfaction with the cleanliness of the borough</li> <li>Creating better transport systems for future generations</li> </ul> |   |         | <ul style="list-style-type: none"> <li>Reducing the risk and impact of flooding and other environmental emergencies</li> <li>Contributing to reducing carbon emissions across the borough</li> </ul> |                       |   |
| EN01a   | Fly tipping and environmental crime:<br>a) Effective enforcement actions; fly-tipping   | High    | 37   | 60                    | Proposing to increase to 60 enforcement actions for the next year (up from 37) recognising the previous peak in performance.  |
| EN01b   | Fly tipping and environmental crime:<br>b) Effective enforcement actions; other environmental crime (cumulative)  | High    | 2,000  | 1,500                 | The initial target was set up under pilot contract conditions and this has been adjusted to reflect a change in the contract.   |
| EN03  | Number of official complaints relating to:<br>a) street cleaning, b) grounds maintenance and c) waste management  | Low     | 190  | 190                   | Measure definition amended to remove reference to service requests. The target remains unchanged.   |
| EN04a   | Overall Carbon dioxide emission levels for the Council:<br>a) Operational Property Portfolio Decarbonisation, Solar PV and other Energy Generation, Street Lighting | Low     | 18%  | 10% reduction by 2024 | It is proposed that this measure is recalculated to create a semi linear profile intended to bring the Council to its Net Zero 2030 targets. These targets may need to be recalibrated again in the future.<br><br>The main reason for the reduction in the proposed target this year is linked to the lag between developments and then seeing the associated reduction realised in CO2 emissions. |
| EN04b   | Overall Carbon dioxide emission levels for the Council:   | Low     | 18%  | 10% reduction by 2024 | It is proposed that this measure is recalculated to create a semi linear profile intended to bring the Council to its Net   |



| Ref   | Key Performance Indicator  | Good is | Previous target 22-23   | New target 23-24 | Reason for change   |
|---|--|---------|---|------------------|---|
|   | b) Corporate Fleet, Grey Fleet, EV Charging Infrastructure                                   |         |   |                  | <p>Zero 2030 targets. These targets may need to be recalibrated again in the future.</p> <p>The main reason for the reduction in the proposed target this year is linked to the lag between developments and then seeing the associated reduction realised in CO2 emissions.</p>  |
| EN06  | Proportion of council housing with an Energy Performance Certificate (EPC) rated C and above | High    | No target set (Baseline needed)   | 50%              | <p>The 50% target will see Rotherham Council move to have the majority of its stock at EPC C. The service has estimated that between 2022-23, where the base line is 49.7%, to 2023-24, the percentage should increase to at least 50%.</p> <p>This is on the basis that the 130 properties at Maltby benefiting from ongoing thermal improvement works, represent 0.65% of our 19,982 stock (as at March 2023). These properties rated D or worse will improve to a C, with returns likely to come through in April, May and June following final EPC assessments.</p> |
| <b>One Council</b>  |  |         |   |                  |   |
| <b>Outcomes</b> <ul style="list-style-type: none"> <li>Effective customer services – residents know we mean what we say, are kept informed and can access the services they need in the way that suits them</li> <li>Engaged, diverse and skilled workforce who feel empowered to adopt new ways of working to meet the needs of all customers</li> </ul> |  |         | <ul style="list-style-type: none"> <li>Sound financial management and governance arrangements</li> <li>Effective leadership, working with our partners to achieve better outcomes across the whole borough</li> </ul> |                  |   |

| Ref   | Key Performance Indicator  | Good is                       | Previous target 22-23 | New target 23-24                 | Reason for change   |
|-------|--|-------------------------------|-----------------------|----------------------------------|---|
| OC06b | Overall proportion of Black, Asian and Minority Ethnic employees | Representative of the Borough | 6.3%                  | 5.4% (2023-24)<br>6.3% (2024-25) | Proposing an incremental target for next year that means the Council is halfway to the target of 6.3%.<br>New Census data is not currently broken down to this level. |
| OC06c | Proportion of workforce under 25                                 | Representative of the Borough | 4.6%                  | 3.8% (2023-24)<br>4.6% (2024-25) | Proposing an incremental target for next year that means the Council is halfway to the target of 4.6%.<br>New Census data is not currently broken down to this level. |

## Appendix 3 - Year Ahead Delivery Plan 2023-24

| Ref  | Outcomes and commitments:  | Activity  | Timescales for completion (Quarter and month) | Lead officer   | Lead directorate             | Features in current YADP or new action? | Lead Cabinet Member   |
|--|--|---|---|--|------------------------------|---|---|
| <b>Every Neighbourhood Thriving</b><br><b>Commitments:</b> <ul style="list-style-type: none"> <li>Continue to drive local priority setting and activity through ward plans and devolved budgets, with councillors, residents and partner organisations working together</li> <li>Work with Rotherham's voluntary and community sector to support and facilitate local networks and groups</li> <li>Further expand and promote a range of volunteering opportunities</li> <li>Invest in and develop our library services as neighbourhood hubs, promoting access to books, computers and community events</li> <li>Work alongside our partners to ensure Rotherham is a safe, inclusive and welcoming place for local people, including responding effectively to community safety issues such as anti-social behaviour and hate crime</li> <li>Deliver improvements to local towns and villages</li> <li>Bring our communities together through a range of enjoyable activities, cultural and social events, which inspire hope and pride in Rotherham.</li> </ul> |  |   |   |  |                              |   |   |
| 1.1  | <b>Work with communities on the things that matter to them</b>                               | Produce ward plans with ward priorities informed by local communities.  | Quarter 1                                     | Head of Neighbourhoods                                   | Assistant Chief Executives   | Current                                 | Deputy Leader and Cabinet Member for Neighbourhood working.         |
| 1.2  |  | Progress phase 1 of the Local Neighbourhood Road Safety programme to design and implement new neighbourhood road safety measures in 13 Wards: <ul style="list-style-type: none"> <li>Anston &amp; Woodsetts</li> <li>Swinton Rockingham</li> <li>Bramley &amp; Ravenfield</li> <li>Hellaby &amp; Maltby West</li> <li>Hoover</li> <li>Maltby East</li> <li>Thurcroft &amp; Wickersley South</li> <li>Rotherham West</li> <li>Wales</li> <li>Rawmarsh East</li> <li>Boston Castle</li> <li>Greasbrough</li> <li>Kilnhurst &amp; Swinton East.</li> </ul><br><i>(Also links to Neighbourhoods are welcoming and safe outcome)</i> | Quarter 4                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment | Current (but amended)                   | Cabinet Member for Transport and Environment                        |
| 1.3  |  | To agree a policy on the localised use of traffic powers to manage pavement parking and to progress an initial scheme under this policy.  | Quarter 4                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment | Current (but amended)                   | Cabinet Member for Transport and Environment                        |
| 1.4  |  | Implementing a new model of equalities engagement, including a new dedicated post and three key consultation projects to build stronger networks and connections with our communities.  | Quarter 4                                     | Head of Policy, Performance and Intelligence             | Assistant Chief Executives   | New                                     | Cabinet Member for Corporate Services, Community Safety and Finance |
| 1.5  | <b>Residents, organisations and businesses use their skills and resources to help others</b> | Deliver a learning and development programme that will help embed a strength based-working approach across the Council's workforce:   | Quarter 2                                     | Head of Neighbourhoods                                   | Assistant Chief Executives   | Current                                 | Deputy Leader and Cabinet Member for Neighbourhood working.         |

| Ref  | Outcomes and commitments:  | Activity   | Timescales for completion (Quarter and month) | Lead officer   | Lead directorate                               | Features in current YADP or new action?   | Lead Cabinet Member   |
|------|--|--|---|--|--|---|---|
|      |  | <ul style="list-style-type: none"> <li>Level 1 general awareness e-learning module to commence.</li> </ul>   |   |  |  |   |   |
| 1.6  |  | Provide support to voluntary and community groups through a new infrastructure contract, developed through a co-design exercise.   | Quarter 4                                     | Head of Policy, Performance and Intelligence             | Assistant Chief Executives                     | New                                       | Cabinet Member for Social Inclusion   |
| 1.7  | <b>Neighbourhoods are welcoming and safe</b>   | Complete delivery of the £24m to 2024 roads programme.   | Quarter 4                                     | Assistant Director Community Safety and Street Scene     | Regeneration and Environment                   | Current                                   | Cabinet Member for Transport and Environment  |
| 1.8  |  | Deliver a communications campaign to promote access to enforcement services, such as the out of hours team, and establish a robust performance management framework for the services.                | Quarter 4                                     | Assistant Director Community Safety and Street Scene     | Regeneration and Environment                   | Current (but amended)                     | Cabinet Member for Transport and Environment<br><br>Cabinet Member for Corporate Services, Community Safety and Finance |
| 1.9  |  | Complete delivery of the second phase of CCTV investment, including additional safer streets funding.<br><br><i>(Also links to people are safe, healthy and live well theme and CCTV commitment)</i> | Quarter 3                                     | Assistant Director Community Safety and Street Scene     | Regeneration and Environment                   | New                                       | Cabinet Member for Corporate Services, Community Safety and Finance   |
| 1.10 |  | Deliver a full review of Taxi Licensing Policy, ensuring policy changes are swiftly adopted.   | Quarter 4                                     | Assistant Director Community Safety and Street Scene     | Regeneration and Environment                   | New                                       | Cabinet Member for Jobs and the Local Economy   |
| 1.11 |  | To adopt a coherent approach to local 20 mph speed limits, ensuring that children and older people alike feel safe on small residential roads  | Quarter 3                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment                   | Current (but amended)                     | Cabinet Member for Transport and Environment  |
| 1.12 |  | <b>Local people have access to libraries, cultural activities, parks and green spaces</b>  | Complete the new library at Thurcroft.        | Quarter 3  | Assistant Director, Culture, Sport and Tourism | Regeneration and Environment              | Current   |
| 1.13 | Deliver cultural events in varied locations and venues throughout the Borough, building on events such as: <ul style="list-style-type: none"> <li>Rotherham Show</li> <li>Yorkshire Day</li> <li>Town Centre Events e.g., UPLIFT.</li> </ul> |  | Quarter 4                                     | Assistant Director, Culture, Sport and Tourism           | Regeneration and Environment                   | Current                                   | Cabinet Member for Social Inclusion   |
| 1.14 | Undertake the restoration of Waterloo Kiln.  |  | Quarter 4                                     | Assistant Director, Culture, Sport and Tourism           | Regeneration and Environment                   | New (replaces action for Keppel's Column) | Cabinet Member for Social Inclusion   |

| Ref   | Outcomes and commitments:  | Activity  | Timescales for completion (Quarter and month) | Lead officer  | Lead directorate                      | Features in current YADP or new action? | Lead Cabinet Member                             |
|---|--|---|---|---|---------------------------------------|---|---|
| 1.15  | <b>Local towns and villages are improved</b>                                       | Complete delivery of the Round 1 Towns and Villages Fund programme.   | Quarter 4                                     | Assistant Director, Community Safety and Street Scene | Regeneration and Environment          | Current                                 | Cabinet Member for Neighbourhood Working        |
| <b>People are safe, healthy and live well</b><br><b>Commitments:</b> <ul style="list-style-type: none"> <li>Focus on minimising/tackling the leading risk factors for death and disability in Rotherham, such as tobacco, unhealthy weight, and alcohol</li> <li>Promote the best possible mental health for all, building on existing campaigns such as the Five Ways to Wellbeing, the Great Big Rotherham To-do list and Be the One</li> <li>Work with people to build on their strengths and resilience, reducing reliance on social care interventions</li> <li>Deliver the 'My Front Door' programme, providing adults with learning disabilities and autism with increased choice and opportunities for greater independence</li> <li>Tackle poverty and financial crisis, including development of a 'social supermarket' which will help people to move on from food banks, a new Rothercard that will provide discounts on Council services for those who most need them, and our Community Energy Scheme, which will enable households to reduce their energy bills</li> <li>Work with partners to deliver our domestic abuse strategy, taking a coordinated approach to reduce the prevalence of domestic violence</li> <li>Invest in affordable housing and support those at risk of or experiencing homelessness</li> <li>CCTV improvements will be realised through the Capital investment currently agreed (£420,000) alongside improving corporate management of CCTV purchases and assets (action included under Neighbourhoods theme)</li> <li>Continuing to focus on promoting access to services, including out of hours alongside a robust performance management framework within enforcement services (enforcement action included under Neighbourhood theme)</li> <li>Transformation within Domestic Abuse Services is being delivered through strong partnership working, increased investment and the re-design of both internal and commissioned services.</li> </ul> |  |   |   |   |                                       |   |   |
| 2.1   | <b>People have good mental health and physical wellbeing</b>                       | Launch a new public health improvement and prevention campaign to provide advice on areas such as smoking, tobacco control, food and physical activity.                                       | Quarter 1                                     | Director of Public Health                             | Adult Care, Housing and Public Health | New                                     | Cabinet Member for Adult Social Care and Health |
| 2.2   |  | Lead the Rotherham Combatting Drugs Partnership in the expansion of drug treatment and recovery services to increase the number of people successfully supported to 1,555.                    | Quarter 4                                     | Director of Public Health                             | Adult Care, Housing and Public Health | New                                     | Cabinet Member for Adult Social Care and Health |
| 2.3   |  | Work with partners to design a new delivery model for mental health services to better meet the needs of those in crisis.   | Quarter 4                                     | Assistant Director of Adult Care and Integration      | Adult Care, Housing and Public Health | New                                     | Cabinet Member for Adult Social Care and Health |
| 2.4   |  | Develop a Flexible Purchasing System (FPS) specifically for Mental Health to procure a range of services for people living with mental ill-health to be supported to live in their community. | Quarter 2                                     | Assistant Director Strategic Commissioning            | Adult Care, Housing and Public Health | New                                     | Cabinet Member for Adult Social Care and Health |
| 2.5   | <b>People feel empowered, safe, and live independently for as long as possible</b> | Co-produce with people with a learning disability, and their carers, the priorities for learning disability services transformation over the next three years.                                | Quarter 3                                     | Assistant Director of Adult Care and Integration      | Adult Care, Housing and Public Health | Updated existing action                 | Cabinet Member for Adult Social Care and Health |
| 2.6   |  | Commence the building groundwork for Castle View which will provide new day opportunities for people with high support needs.   | Quarter 3                                     | Assistant Director of Adult Care and Integration      | Adult Care, Housing and Public Health | Updated existing action                 | Cabinet Member for Adult Social Care and Health |
| 2.7   |  | Implement new assistive technology to expand the community alarm offer (currently Rothercare), to enable people to live independently at home.  | Quarter 4                                     | Assistant Director of Adult Care and Integration      | Adult Care, Housing and Public Health | New                                     | Cabinet Member for Adult Social Care and Health |

| Ref     | Outcomes and commitments:                                   | Activity   | Timescales for completion (Quarter and month) | Lead officer   | Lead directorate  | Features in current YADP or new action? | Lead Cabinet Member   |
|---------|---|--|---|--|---|---|---|
| 2.8     |   | Build on service improvements by developing a new Adult Social Care Strategy which enables residents to understand how services will work with them to build on their strengths, resilience and maximise their independence.                 | Quarter 4                                     | Assistant Director of Adult Care and Integration                                     | Adult Care, Housing and Public Health   | New                                     | Cabinet Member for Adult Social Care and Health                         |
| 2.9     |   | Through co-production with carers and other stakeholders, develop a detailed action plan to facilitate delivery of the ambitions within the Borough that Cares Strategy  | Quarter 3                                     | Assistant Director Strategic Commissioning   | Adult Care, Housing and Public Health   | Updated existing action                 | Cabinet Member for Adult Social Care and Health                         |
| 2.10 a) | <b>People can access affordable, decent housing</b>         | Continue to deliver on the Council's commitment to build 1,000 new homes through the Housing Growth programme, including;  | Quarter 4                                     | Assistant Director Housing<br><br><i>(Joint with Regeneration &amp; Environment)</i> | Adult Care, Housing and Public Health<br><br><i>(Joint with Regeneration &amp; Environment)</i> | Updated existing action                 | Cabinet Member for Housing  |
| 2.10 b) |   | a) Commence groundwork on new homes across sites in Eastwood, Harthill and Maltby (forecasting 99 homes)   |   |  |   |   |   |
| 2.10 c) |   | b) Commence groundwork on new homes in Canklow as part of a joint development with a new day opportunities centre, "Castle View" (forecasting 25 homes)  | Quarter 3                                     |  |   |   |   |
| 2.11    |   | c) Complete 13 new homes across sites in East Herringthorpe & Thrybergh  | Quarter 4                                     |  |   |   |   |
| 2.11    |   | Enable others to create more new homes through release of Council land and partnership working, including;<br><br>Conclude the remaining homes in the programme of 237 enabled homes across the Chesterhill/Whinney Hill; development sites. | Quarter 2                                     | Assistant Director Housing<br><br><i>(Joint with Regeneration &amp; Environment)</i> | Adult Care, Housing and Public Health<br><br><i>(Joint with Regeneration &amp; Environment)</i> | Updated existing action                 | Cabinet Member for Housing  |
| 2.12    | <b>Inequalities are addressed and nobody is left behind</b> | Restructure the homelessness service to focus more resources on prevention and early intervention activity.  | Quarter 2                                     | Assistant Director Housing   | Adult Care, Housing and Public Health   | New                                     | Cabinet Member for Social Inclusion.<br><br>Cabinet Member for Housing. |
| 2.13    |   | Develop a range of accessible free information, advice and guidance resources and improve communications/engagement with private landlords, to support those at risk of homelessness at the earliest opportunity.                            | Quarter 4                                     | Assistant Director Housing   | Adult Care, Housing and Public Health   | New                                     | Cabinet Member for Social Inclusion.<br><br>Cabinet Member for Housing. |
| 2.14    |   | Agree a new model for crisis food provision for the borough.   | Quarter 3                                     | Head of Policy, Performance and Intelligence   | Assistant Chief Executive   | New                                     | Cabinet Member for Social Inclusion                                     |
| 2.15    |   | Provide food vouchers to children eligible for free school meals, through the household support fund, for school holidays through to February Half Term 2024.  | Quarter 4                                     | Assistant Director Education and Skills  | Children and Young People's Services  | Current                                 | Cabinet Member for Children and Young People                            |
| 2.16    |   | Delivery of the Council's Local Council Tax Support Top Up scheme, providing up to £117.60 to working households in receipt of council tax support.  | Quarter 4                                     | Assistant Director Financial Service   | Finance and Customer Services   | Yes                                     | Cabinet Member for Corporate Services, Community Safety and Finance     |
|         |   |  |   |  |   |   |   |

| Ref   | Outcomes and commitments:                       | Activity  | Timescales for completion (Quarter and month) | Lead officer  | Lead directorate                     | Features in current YADP or new action? | Lead Cabinet Member                          |
|---|---|---|---|---|--------------------------------------|---|--|
|   |   | <i>(The scheme will commence from 1 April 2023, but will pick up all new applicants through to 31 March 2024).</i>  |   |   |                                      |   |  |
| 2.17  |   | Complete an annual review of Rothercard.  | Quarter 4                                     | Assistant Director Customer, Information and Digital Services | Finance and Customer Services        | New but links to previous action        | Cabinet Member for Social Inclusion          |
| <b>Every child able to fulfil their potential</b><br><b>Commitments:</b> <ul style="list-style-type: none"> <li>• Further develop our partnership approach to ensuring that all children and young people get the best possible start in life and are ready to attend school and learn</li> <li>• Continue with the development of residential homes for our looked after children and work with local providers in residential and foster care to access the best local placements</li> <li>• We will work to improve our YOT inspection judgement through the delivery of our improvement plan</li> <li>• With our partners, we will address the variability of Education, Health and Care Plans and the quality of provision for children and young people</li> <li>• Collaborate with partners to embed a multi-agency Family Hub Approach for our children, families, and communities</li> <li>• Ensure that they Early Help workforce are equipped with the right, most up to date knowledge and tools to effect outstanding outcomes for children and families</li> <li>• Work with young people that are disengaged to reconnect them to training, further education and employment</li> <li>• Focus on raising the achievement of KS1 and 2 pupils in reading through the reading fluency project and will support pupils who are currently below the expected standard in reading and/or who may have difficulty accessing reading required in the wider curriculum</li> <li>• Work in collaboration with schools to narrow the persistent attainment gap between disadvantaged and non-disadvantaged pupils and raise the attainment of disadvantaged pupils</li> <li>• Deliver on our commitment to become the first Children's Capital of Culture holding a year-long festival in 2025.</li> </ul> |   |   |   |   |                                      |   |  |
| 3.1   | <b>Children get the best start in life</b>      | Obtain sign off of our Written Statement of Action which has been developed to address the findings from the Special Educational Needs and Disabilities (SEND) inspection undertaken in 2021. This includes actions to address the variability of Education, Health and Care Plans. | Quarter 4                                     | Assistant Director Education and Skills                       | Children and Young People's Services | New                                     | Cabinet Member for Children and Young People |
| 3.2   |   | Launch an online resource for families to access support in relation to their emotional health and wellbeing.   | Quarter 4                                     | Assistant Director Early Help and Family Engagement           | Children and Young People's Services | New                                     | Cabinet Member for Children and Young People |
| 3.3   |   | Launch the multi-agency Rotherham Relationships Charter designed to engage agencies in thinking about parental conflict in day-to-day practice.<br><br><i>(Also links to children and young people safe from harm outcome)</i>  | Quarter 4                                     | Assistant Director Early Help and Family Engagement           | Children and Young People's Services | New                                     | Cabinet Member for Children and Young People |
| 3.4   |   | Deliver the year 1 and 2 objectives of the national nationally funded Family Hubs programme (22-25), which is a national initiative aimed at making support and services more easily accessible to children and families.   | Quarter 4                                     | Assistant Director Early Help and Family Engagement           | Children and Young People's Services | New                                     | Cabinet Member for Children and Young People |
| 3.5 a)  | <b>Children and young people safe from harm</b> | Provide new homes to make sure looked-after children and young people in Rotherham can stay in the borough:<br><br>a) Open a two-bedroom home.  | Quarter 1                                     | Assistant Director Safeguarding                               | Children and Young People's Services | New                                     | Cabinet Member for Children and Young People |
| 3.5 b)  |   | b) Open a second two-bedroom home.  | Quarter 2                                     |   |                                      |   |  |

| Ref     | Outcomes and commitments:  | Activity   | Timescales for completion (Quarter and month) | Lead officer   | Lead directorate                     | Features in current YADP or new action? | Lead Cabinet Member                          |
|---------|--|--|---|--|--------------------------------------|---|--|
| 3.5 c)  |  | c) Open a third two-bedroom home.  | Quarter 4                                     |  |                                      |   |  |
| 3.5 d)  |  | d) Open a fourth two-bedroom home.   | Quarter 4                                     |  |                                      |   |  |
| 3.6     |  | Complete the actions set out in our Youth Justice Action Plan which has been developed to address the findings from a peer review of the Youth Justice Service in March 2022.  | Quarter 2                                     | Assistant Director Early Help and Family Engagement  | Children and Young People's Services | New                                     | Cabinet Member for Children and Young People |
| 3.7     |  | Develop and launch the refreshed Early Help Strategy and ensure future revisions are informed by the start for life and family hubs developments.  | Quarter 4                                     | Assistant Director Early Help and Family Engagement  | Children and Young People's Services | Brought Forward                         | Cabinet Member for Children and Young People |
| 3.8     | <b>Young people feel empowered to succeed and achieve their aspirations</b>  | Develop an independent travel training offer to support children with special educational needs or disabilities, so that they have the confidence and skills to travel independently and achieve their full potential.   | Quarter 4                                     | Assistant Director Community Safety and Street Scene | Regeneration and Environment         | New                                     | Cabinet Member for Transport and Environment |
| 3.9     |  | As part of 'Rotherham loves reading' project: <ul style="list-style-type: none"> <li>Undertake monthly themed promotions to implement the take 10 campaign.</li> <li>Train a second cohort of primary schools to implement the reading fluency project into schools.</li> </ul> <i>(Also links to Children get the best start in life outcome)</i> | Quarter 4                                     | Assistant Director Education and Skills              | Children and Young People's Services | New                                     | Cabinet Member for Children and Young People |
| 3.10    |  | Support teachers and school leaders to enhance learning opportunities for disadvantaged pupils by launching a Disadvantaged Pupils Toolkit.<br><br><i>(Also links to Children get the best start in life outcome)</i>  | Quarter 4                                     | Assistant Director Education and Skills              | Children and Young People's Services | New                                     | Cabinet Member for Children and Young People |
| 3.11 a) | <b>Children and young people have fun things to do and safe places to go</b> | Work with children and young people across the borough to co-design the Children's Capital of Culture (CCOC) 2025 programme and deliver a series of events, including:   | Ongoing to Quarter 4 2025                     | Assistant Director, Culture, Sport and Tourism       | Regeneration and Environment         | Current                                 | Cabinet Member for Social Inclusion          |
|         |  | a) UPLIFT: Rotherham Skate and Arts Festival   | Quarter 1                                     |  |                                      |   |  |
| 3.11 b) |  | b) Teenager market   | Quarter 1                                     |  |                                      |   |  |
| 3.11 c) |  | c) Wow festival  | Quarter 1                                     |  |                                      |   |  |
| 3.12    |  | Complete the two-year capital investment programme to improve play areas across the borough  | Quarter 1                                     | Assistant Director, Culture, Sport and Tourism       | Regeneration and Environment         | Current                                 | Cabinet Member for Social Inclusion          |

### Expanding economic opportunity

#### Commitments:

- Support people to improve their skills and secure decent work through a range of schemes and initiatives
- Provide a package of support and advice that enables businesses to start up and thrive, including targeted support to those most affected by the pandemic
- Deliver improvements and opportunities for local communities through major regeneration programmes



| Ref  | Outcomes and commitments:   | Activity  | Timescales for completion (Quarter and month) | Lead officer   | Lead directorate                      | Features in current YADP or new action? | Lead Cabinet Member                           |
|--|---|---|---|--|---------------------------------------|---|---|
| <ul style="list-style-type: none"> <li>• Create a vibrant town centre, accessible to everyone, through a range of complementary schemes and major projects, including the flagship leisure development at Forge Island</li> <li>• Secure further commitments through our social value policy and work with partners to maximise the impact of our collective spending power</li> <li>• Connect people to economic opportunities through a range of transport schemes and improvements that also offer more environmentally-friendly travel options.</li> </ul> |   |   |   |  |                                       |   |   |
| 4.1  | <b>A growing economy that provides decent jobs and chances to progress</b>  | Using funding available from the UK Shared Prosperity Fund, design and commence delivery of a programme of grants to help small businesses grow and create jobs in Rotherham.   | Quarter 1                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment          | Current                                 | Cabinet Member for Jobs and the Local Economy |
| 4.2  |   | Open Century II Business Incubation Centre.   | Quarter 2                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment          | Current                                 | Cabinet Member for Jobs and the Local Economy |
| 4.3  |   | Deliver a programme of workshops to 150 business entrepreneurs to provide start-up advice and support (to both pre-start and new start businesses).   | Quarter 4                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment          | New                                     | Cabinet Member for Jobs and the Local Economy |
| 4.4  |   | Continue to deliver 'Pathways to Success' and 'Inspire' support programmes ensuring at least a further 88 residents secure employment or training   | Quarter 3                                     | Assistant Director Housing                               | Adult Care, Housing and Public Health | Updated existing action                 | Cabinet Member for Social Inclusion           |
| 4.5  |   | Agree a local labour policy to encourage and/or enable local people to access job opportunities arising from major development sites.   | Quarter 3                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment          | Current                                 | Cabinet Member for Jobs and the Local Economy |
| 4.6  | <b>Delivering regeneration schemes that bring investment and opportunity, both in Rotherham town centre and in our towns and villages</b> | Commence construction works for the Markets and Library redevelopment.  | Quarter 3                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment          | New                                     | Cabinet Member for Jobs and the Local Economy |
| 4.7  |   | Commence construction works on Riverside Gardens.   | Quarter 3                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment          | New                                     | Cabinet Member for Jobs and the Local Economy |
| 4.8  |   | Demolish the existing Swinton Library building, move the library and neighbourhood hub to the redeveloped Customer Service Centre, and refurbish the Civic Hall.  | Quarter 3                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment          | New                                     | Cabinet Member for Jobs and the Local Economy |
| 4.9  |   | Practical completion of Forge Island construction works and hand over to tenants.   | Quarter 4                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment          | New                                     | Cabinet Member for Jobs and the Local Economy |
| 4.10   |   | Acting as accountable body, monitor and support partners to deliver projects across Rotherham with funding secured by the Council through Town Deal, Levelling Up Fund and Future High Street Fund including: <ul style="list-style-type: none"> <li>• Wentworth Woodhouse</li> <li>• Maltby Skills Academy</li> <li>• Grimm and Co</li> <li>• Gulliver's Skills Academy</li> <li>• Magna.</li> </ul> | Ongoing to Quarter 4                          | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment          | New                                     | Cabinet Member for Jobs and the Local Economy |

| Ref   | Outcomes and commitments:  | Activity   | Timescales for completion (Quarter and month) | Lead officer   | Lead directorate              | Features in current YADP or new action? | Lead Cabinet Member   |
|---|--|--|---|--|-------------------------------|---|---|
| 4.11  |  | Let the contract for the construction works to deliver new workspace and commercial units comprising the Towns Fund scheme at Templeborough.   | Quarter 4                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment  | New                                     | Cabinet Member for Jobs and the Local Economy                       |
| <i>See Towns and Villages fund action under Neighbourhoods Theme actions, which also contribute to this outcome.</i>  |  |  |   |  |                               |   |   |
| <i>In addition to the actions outlined above, there are a range of activities within the environment theme (Better transport systems for future generations) which will contribute to connecting people to economic opportunities.</i>  |  |  |   |  |                               |   |   |
| 4.12  | <b>Working with partners and suppliers to create more local jobs, paid at the Real Living Wage or above, and apprenticeships</b> | Work with partners to develop a 12-month plan to collectively drive the social value agenda and determine governance arrangements to support delivery.   | Quarter 2                                     | Assistant Director Financial Services                    | Finance and Customer Services | New, although links to previous actions | Leader  |
| 4.13  | <b>People having opportunities to learn, develop skills and fulfil their potential</b>   | Deliver the Advance Project, assisting 50 residents to improve their qualifications and enhance their career prospects.  | Quarter 4                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment  | Current                                 | Cabinet Member for Jobs and the Local Economy                       |
| 4.14  |  | Procure a programme of activity (Multiply) that engages adults (with numeracy levels below level 2) in informal learning to boost their maths skills.  | Quarter 3                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment  | New                                     | Cabinet Member for Jobs and the Local Economy                       |
| 4.15  | <b>Strengthening digital infrastructure and skills which enable access for all</b>   | Agree a Digital Inclusion Strategy.  | Quarter 2                                     | Assistant Director, Customer, Information and Digital    | Finance and Customer Services | Yes                                     | Cabinet Member for Corporate Services, Community Safety and Finance |
| <b>A cleaner, greener local environment</b><br><b>Commitments:</b> <ul style="list-style-type: none"> <li>• <i>Ensure our streets are clean by providing an effective response to fly-tipping and littering, and continually improving our approach to street cleaning</i></li> <li>• <i>To continue to invest in our urban green spaces and country parks, maintaining our four Green Flag accredited parks, whilst aiming for additional accreditations</i></li> <li>• <i>Complete masterplans for the borough's three country parks, with an ambition to enhance services provided at these parks, whilst improving the appearance, cleanliness and welcome of our green spaces</i></li> <li>• <i>Work with regional partners to deliver public transport improvements such as a new Tram-train stop at Magna, as well as longer term aims a railway station at Waverley and a new mainline station for Rotherham</i></li> <li>• <i>Develop a new Cycling Strategy and invest in new cycleways across Rotherham</i></li> <li>• <i>Continue the roll out of public charging points to make electric vehicles a more viable option for residents and visitors</i></li> <li>• <i>Deliver flood alleviation projects and work with communities and businesses to develop flood resilience measures in the worst-affected areas</i></li> <li>• <i>Deliver a renewable energy generation project by 2025</i></li> <li>• <i>Plant a minimum of 500 new trees every year</i></li> <li>• <i>Encourage our suppliers to reduce their emissions through implementation of the Council's Social Value Policy</i></li> <li>• <i>Support residents to access nationally available insulation grants to improve energy efficiency.</i></li> </ul> |  |  |   |  |                               |   |   |
| 5.1   | <b>Increasing satisfaction with the cleanliness of the borough</b>   | Implement a new IT system (Confirm), which will improve the cleanliness of the borough by providing better performance monitoring, maximising use of resources and improving how the public report and receive feedback on local issues. | Quarter 2                                     | Assistant Director, Community Safety and Street Scene    | Regeneration and Environment  | New                                     | Cabinet Member for Transport and Environment                        |
| 5.2   |  | Procure a Household Waste Recycling Service.   | Quarter 3                                     | Assistant Director, Community Safety and Street Scene    | Regeneration and Environment  | New                                     | Cabinet Member for Transport and Environment                        |

| Ref    | Outcomes and commitments:                                       | Activity  | Timescales for completion (Quarter and month) | Lead officer   | Lead directorate             | Features in current YADP or new action?       | Lead Cabinet Member                          |
|--------|---|---|---|--|------------------------------|---|--|
| 5.3    |   | Procure new narrow access vehicles and introduce a new narrow access waste collection round.  | Quarter 3                                     | Assistant Director, Community Safety and Street Scene    | Regeneration and Environment | New   | Cabinet Member for Transport and Environment |
| 5.4    |   | Pilot a commercial waste recycling service.   | Quarter 3                                     | Assistant Director, Community Safety and Street Scene    | Regeneration and Environment | New   | Cabinet Member for Transport and Environment |
| 5.5 a) |   | Commence construction of the new café and visitor facilities, in collaboration with RIDO, supported by Levelling Up Fund at:<br><br>a) Rother Valley Country Park.<br><br><i>(Also links to Every Neighbourhoods Thriving outcome and to maintaining Green Flag status as per Council Plan)</i> | Quarter 3                                     | Assistant Director, Culture, Sport and Tourism           | Regeneration and Environment | New (links to previous action on masterplans) | Cabinet Member for Social Inclusion          |
| 5.5 b) |   | b) Thrybergh Country Park.<br><br><i>(Also links to every Neighbourhoods thriving outcome)</i>  | Quarter 3                                     |  |                              |   |  |
| 5.6 a) | <b>Creating better transport systems for future generations</b> | Progress delivery of the Transforming Cities Fund and the Active Travel Fund programmes, including:<br><br>a) Commence construction of the Sheffield Road Cycleway  | Quarter 2                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment | Current (updated)                             | Cabinet Member for Transport and Environment |
| 5.6 b) |   | b) Complete construction of the Moor Road, Manvers cycle route  | Quarter 1                                     |  |                              |   |  |
| 5.6 c) |   | c) Commence construction A.631 Maltby bus corridor.   | Quarter 1                                     |  |                              |   |  |
| 5.6 d) |   | d) Complete construction of the Broom Road Active Travel Scheme   | Quarter 4                                     |  |                              |   |  |
| 5.7    |   | Complete structural repair of the RMBC funded Centenary Way Viaduct remedial works scheme.  | Quarter 4                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment | Current (updated)                             | Cabinet Member for Transport and Environment |
| 5.8    |   | Complete submission of the Outline Business Case (OBC) for Rotherham Mainline Station.<br><br><i>(Also links to expanding Economic Opportunities theme and outcome)</i>   | Quarter 4                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment | New   | Cabinet Member for Transport and Environment |
| 5.9    |   | Work with regional partners, including South Yorkshire Mayoral Combined Authority (SYMCA), Transport for the North and Network Rail to deliver the Council's Transforming Cities Fund (TCF) programme funded public transport improvements, such as:  | Quarter 4                                     | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment | New   | Cabinet Member for Transport and Environment |

| Ref     | Outcomes and commitments:  | Activity  | Timescales for completion (Quarter and month)            | Lead officer   | Lead directorate             | Features in current YADP or new action?                   | Lead Cabinet Member                              |
|---------|--|---|--|--|------------------------------|---|--|
|         |  | <ul style="list-style-type: none"> <li>Progress construction of a new Tram-train stop at Magna</li> <li>Parkgate Link Road and Park &amp; Ride TCF Scheme</li> <li>Work with SYMCA to finalise the drafting the Outline Business Case for the new railway station at Waverley.</li> </ul> |  |  |                              |   |  |
| 5.10 a) | <b>Reducing the risk and impact of flooding and other environmental emergencies.</b>   | Continue to progress 'Shovel Ready' flood defence/mitigation schemes and complete Stage 2 (initial design work and engagement with third parties), including:   |  | Assistant Director, Community Safety and Street Scene    | Regeneration and Environment | Current   | Cabinet Member for Transport and Environment     |
| 5.10 b) |  | a) Rotherham Renaissance  | Quarter 3  |  |                              |   |  |
| 5.10 c) |  | b) Parkgate and Rawmarsh  | Quarter 4  |  |                              |   |  |
| 5.10 d) |  | c) Whiston Brook  | Quarter 4  |  |                              |   |  |
| 5.10 e) |  | d) Eel Mires Dike   | Quarter 2  |  |                              |   |  |
| 5.10 f) |  | e) Catcliffe Pumping Station  | Quarter 3  |  |                              |   |  |
| 5.11    | <b>Contributing to reducing carbon emissions across the borough</b>  | Implement the fleet replacement plan including the procurement of 64 electric vehicles.   | Quarter 3  | Assistant Director, Community Safety and Street Scene    | Regeneration and Environment | New (links to existing action)                            | Cabinet Member for Transport and Environment     |
| 5.12    |  | Identify suitable site(s) to develop low carbon energy generation plans as part of the Council's commitment to deliver a renewable energy project by 2025.  | Quarter 4  | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment | New, however links to renewable energy generation project | Cabinet Member for Jobs and the Local Economy    |
| 5.13    |  | Support residents to apply for energy efficiency grants through the Energy Company Obligation (ECO4) programme and the Council's Community Energy Support Scheme (CESS) with at least:  | Quarter 4  | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment | New   | Cabinet Member for Social Inclusion              |
| 5.14    |  | d) 600 ECO4 projects signed off<br>e) 300 CESS household support projects completed.  |  |  |                              |   |  |
| 5.15    |  | Develop and agree an electric vehicle charging strategy.  | Quarter 4  | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment | New   | Cabinet Member for Transport and the Environment |
| 5.15    | Approve design for the Government Local Electric Vehicle Infrastructure (LEVI) funded scheme at Drummond Street car park (Scheme will look will provide: solar photovoltaic canopy, ultra-rapid bays, rapid bays, fast bays, and standard bays). | Quarter 4   | Assistant Director, Planning, Regeneration and Transport | Regeneration and Environment                             | New                          | Cabinet Member for Transport and the Environment          |  |

| Ref   | Outcomes and commitments:   | Activity  | Timescales for completion (Quarter and month) | Lead officer  | Lead directorate              | Features in current YADP or new action? | Lead Cabinet Member   |
|---|---|---|---|---|-------------------------------|---|---|
| <b>One Council</b>  |   |   |   |   |                               |   |   |
| <b>Commitments:</b>   |   |   |   |   |                               |   |   |
| <ul style="list-style-type: none"> <li>• Work with services, partners and communities to promote equality, celebrate diversity and ensure fairness for everyone (actions included throughout the plan)</li> <li>• Communicate and engage with residents so that they feel informed about council services and how to access these</li> <li>• Work in an efficient, open, transparent and accountable way, in partnership with key stakeholders</li> <li>• Work to improve customer satisfaction, including by developing and implementing a new set of customer service standards.</li> </ul> |   |   |   |   |                               |   |   |
| 6.1   | <b>Effective customer services – residents know we mean what we say, are kept informed and can access the services they need in the way that suits them</b> | Implement the findings from the Local Government Association (LGA) Customer Services Peer Review.   | Quarter 4                                     | Assistant Director, Customer, Information and Digital             | Finance and Customer Services | No                                      | Leader  |
| 6.2   | <b>Engaged, diverse and skilled workforce who feel empowered to adopt new ways of working to meet the needs of all customers</b>                            | Launch new management development programme.  | Quarter 1                                     | Assistant Director Human Resources and Organisational Development | Assistant Chief Executives    | New                                     | Cabinet Member for Corporate Services, Community Safety and Finance |
| 6.3   |   | Deliver the Employee Opinion survey for 2023.   | Quarter 3                                     | Assistant Director Human Resources and Organisational Development | Assistant Chief Executives    | New but links to previous action.       | Cabinet Member for Corporate Services, Community Safety and Finance |
| 6.4   |   | Undertake targeted events and campaigns to engage with residents to remove barriers to recruitment and ensure employment opportunities are maximised.                                     | Quarter 3                                     | Assistant Director Human Resources and Organisational Development | Assistant Chief Executives    | New                                     | Cabinet Member for Corporate Services, Community Safety and Finance |
| 6.5   | <b>Sound financial management and governance arrangements</b>   | LGA Corporate Peer Challenge to review the capacity, governance, leadership, and finances to deliver on the Council's ambition.   | Quarter 2                                     | Head of Policy, Performance and Intelligence                      | Assistant Chief Executives    | New                                     | Leader  |
| 6.6   |   | Gain an unqualified audit opinion on the Council's Statement of Accounts and a positive Value for Money assessment outcome.   | Quarter 4                                     | Assistant Director Financial Services                             | Finance and Customer Services | New                                     | Cabinet Member for Corporate Services, Community Safety and Finance |
| 6.7   | <b>Effective leadership, working with our partners to achieve better outcomes across the whole borough</b>  | Facilitate quarterly Strategic Partnership Group meetings and undertake two stakeholder events to promote collaborative working across agencies and progress the Rotherham Together Plan. | Ongoing – Quarter 4                           | Head of Policy, Performance and Intelligence                      | Assistant Chief Executives    | New but links to previous action.       | Leader  |
| 6.8   |   | Refresh the member development process using the member development survey and member personal development plans.   | Quarter 3                                     | Head of Democratic Services                                       | Assistant Chief Executives    | New but links to previous action.       | Deputy Leader and Cabinet Member for Neighbourhood working.         |

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## Appendix 4

### PART B – Equality Analysis Form

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.

This form:

- Can be used to prompt discussions, ensure that due regard has been given and remove or minimise disadvantage for an individual or group with a protected characteristic
- Involves looking at what steps can be taken to advance and maximise equality as well as eliminate discrimination and negative consequences
- Should be completed before decisions are made, this will remove the need for remedial actions.

Note – An Initial Equality Screening Assessment (Part A) should be completed prior to this form.

When completing this form consider the Equality Act 2010 protected characteristics 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. – see page 11 of Equality Screening and Analysis Guidance.

| 1. Title   |  |
|--|--|
| <b>Equality Analysis title:</b> Council Plan Update  |  |
| <b>Date of Equality Analysis (EA):</b> 20 February 2023 and updated 22 March 2023  |  |
| <b>Directorate:</b> Assistant Chief Executive  | <b>Service area:</b> Policy, Performance and Intelligence  |
| <b>Lead Manager:</b> Simon Dennis  | <b>Contact:</b> <a href="mailto:simon.dennis@rotherham.gov.uk">simon.dennis@rotherham.gov.uk</a> |
| <b>Is this a:</b><br><input checked="" type="checkbox"/> <b>Strategy / Policy</b> <input type="checkbox"/> <b>Service / Function</b> <input type="checkbox"/> <b>Other</b> |  |
| <b>If other, please specify</b>  |  |

## 2. Names of those involved in the Equality Analysis (Should include minimum of three people) - see page 7 of Equality Screening and Analysis Guidance

| Name           | Organisation                           | Role<br>(eg service user, managers, service specialist) |
|----------------|--|---|
| Tanya Lound    | Rotherham Metropolitan Borough Council | Corporate Improvement and Risk Officer                  |
| Simon Dennis   | Rotherham Metropolitan Borough Council | Corporate Improvement and Risk Manager                  |
| Steve Eling    | Rotherham Metropolitan Borough Council | Policy and Equalities Manager                           |
| Levi Karigambe | Rotherham Metropolitan Borough Council | Policy Officer  |
| Michael Homes  | Rotherham Metropolitan Borough Council | Partnership Officer                                     |
| Leonie Wieser  | Rotherham Metropolitan Borough Council | Policy Officer  |
| Florence Drew  | Rotherham Metropolitan Borough Council | Corporate Improvement Officer                           |

## 3. What is already known? - see page 10 of Equality Screening and Analysis Guidance

### Aim/Scope (who the Policy/Service affects and intended outcomes if known)

This may include a group/s identified by a protected characteristic, others groups or stakeholder/s e.g. service users, employees, partners, members, suppliers etc.)

The Council Plan is a key document which sets out the Council's vision for the borough and priorities for serving residents and communities. This plan provides 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.

The Year Ahead Delivery Plan sits alongside the Council Plan. To ensure delivery of the Council Plan, the annual Year Ahead Delivery Plan will run until March 2023 and will be reviewed and updated each year thereafter. This is the fourth quarterly progress report to Cabinet.

The report focuses on progress made in delivering the 92 priority actions/milestones contained within the Year Ahead Delivery Plan and the 66 headline performance measures that best demonstrate progress in achieving the 26 key outcomes. It also brings together wider information, key facts and intelligence to explain how the Council is working and performing, including timelines and case studies to demonstrate our impact.

To ensure the Council remains focussed on working towards the outcomes and commitments set out in the Council Plan, a review of the Council Plan performance measures has been conducted and a new Year Ahead Delivery Plan developed for 2023-24. 22 performance targets have been updated in total and the new Year Ahead Delivery includes one hundred actions/activities to be delivered during the new financial year (April 2023-March 2024).

Through directorate and service-level business plans the Council carries out wider work to measure performance and quality. This report is intended to provide an overview of the contribution that the Council makes across all its activities to improving Rotherham as a place to live, work and spend time.



### What equality information is available? (Include any engagement undertaken)

A mix of contextual equalities information, such as the census, and consultation on the Council Plan is provided here.

#### Population

- Population estimates indicate that the borough is becoming increasingly diverse with significant international migration, mainly from other EU countries. Based on the 2021 census, the proportion of residents from ethnic minority communities increased from 8.1% in 2011 to 8.9% in 2021. Ethnic diversity is most evident amongst young people illustrated by the 15.2% of school age pupils who were from ethnic minority groups in 2021. The Pakistani community is the second largest ethnic group in Rotherham after White British, with 3.8% of residents in 2021 and 6.1% of school aged pupils in 2021.
- Rotherham's ethnic minority population is very concentrated in the inner areas of the town (Boston Castle/Rotherham East and Rotherham West wards) whilst the outer areas were 95.3% White British in 2021. 42% of residents from ethnic minorities live in areas that are amongst the 10% most deprived in the country and for some groups the figure is higher. This compares with the Borough average of 19.5%.
- The population is ageing; Rotherham has 52,228 people aged 65 years or over or 19.6% of the population, above the national average of 18.4%. The population aged over 65 is projected to increase to over 21% by 2026, with the largest increase being in the number of people aged over 75.

#### Economy

- Rotherham has a polarised geography of deprivation and affluence with the most deprived communities concentrated in the central area whilst the most affluent areas are to the south, although the overall pattern is complex.
- Rotherham is one of the 20% most deprived areas in England with 12,667 children living in "absolute poverty" 2018/19.
- The inequality in the pay gap between men and women is substantial. According to the 2022 ONS Annual Survey of Hours and Earnings full-time male workers in Rotherham earn £10,583 more than full-time female workers, on average (median gross annual pay). This means women's pay in Rotherham is only 65% of men's pay, compared with 68% nationally.
- In the consultation for the Council Plan, 45% of respondents stated there were not enough job opportunities in their area, as opposed to 19% who stated there were enough. Those with no disabilities were more likely to state there were enough job opportunities in their area (21%) than those with disabilities (15%), with female respondents more likely to be unsure about the opportunities (37%), than men (32%).

#### Health and wellbeing

- Rotherham had 56,177 people with a limiting long-term health problem or disability in 2021, with 9.8% saying this limits their activity a lot, compared with the average of 7.3% in England. Although there have been health improvements, health inequalities remain and in some cases are widening.
- Health inequalities are also significant, both between the borough and the national average and between the most and least deprived communities in Rotherham. In addition to these factors, the COVID-19 pandemic has exacerbated existing inequalities, with the most disadvantaged communities being hit the hardest.
- In the Council Plan consultation, in response to the question on what would have the biggest positive impact on wellbeing and quality of life, men (30%) and those without a disability (27%) were more likely to state environmental improvements (23% overall), while more women and those with a disability stated 'More things to do in the community' (16% women, 22% with disability, 13% overall). Male respondents (14%) and those with a

disability (12%) were also more likely to state 'improved working conditions' as factors (8% overall).

### Neighbourhoods

- In the survey consultation on the Council Plan, men were more likely to say they used parks daily (46%) than women (28%), while women were more likely to never use parks at all (7%), than men (1.2%).
- With regards to crime and community safety, tackling anti-social behaviour (79%), tackling crime such as car crime (67%), and protecting vulnerable older people (62%) emerged as respondents' top priorities, over preventing harassment and violence against women and girls (42%), and preventing hate crime (includes disability/ racial/ religious/ homophobic/ transphobic crimes) (35%) – which might partly be due to the age profile and the overrepresentation of older age groups, as well as the underrepresentation of religious and ethnic minorities.

The statistics above have been updated to reflect the 2021 Census data.

### Resident Satisfaction Survey

The Council Plan includes eight performance measures from the Resident Satisfaction Survey. The 2022 results included:

- **Satisfaction with Local Area as a Place to Live** – 76% of respondents in reported feeling 'very satisfied' or 'fairly satisfied' which is just below the average recorded level across all waves. Adults aged 45-54 were the *least* likely to report being 'satisfied' (68%). People aged 55-64 years and aged 65+ are the *most* likely to be satisfied with their local area (87% and 83% respectively).
- **Satisfaction with Rotherham as a Place to Live** – 57% of respondents said that, overall, they were satisfied. This was below the average across all of the previous surveys. Respondents aged 65+ were most likely to feel satisfied with Rotherham as a place to live, with 65 per cent satisfied. Respondents aged 45-54 had the lowest level of satisfaction with Rotherham as a place to live, with only 41% satisfied. Dissatisfaction with Rotherham as a place to live was highest amongst people aged 18-24.
- **Feelings of Safety** – 87% of respondents in Rotherham said they felt 'very safe' or 'fairly safe' during the day when outside in their local area (lower than the figures observed nationally at 95%). 56% reported the same feelings of safety after dark, significantly lower than the figures observed nationally (76%). This is lower than the average for the previous seven surveys (59%). There was a significant difference between men and women's feelings of safety in the Rotherham survey, with 64% of men reporting feeling 'very safe' or 'fairly safe' compared to only 47% of women. People aged 25-34 are most likely to feel safe after dark and those aged 45-54 least likely to feel safe. People with low skilled manual occupational backgrounds are least likely to feel safe.
- **Feelings of Optimism** – 51% of respondents reported feeling 'very optimistic' or 'fairly optimistic' about the future of Rotherham as a place to live, the lowest recorded level across all surveys. Young people aged 18-24 were the most likely to be optimistic about the future of Rotherham as a place to live (70%) and men were more optimistic than women overall. Fewer respondents felt as positive about the future of Rotherham town centre (27% felt 'very optimistic' or 'fairly optimistic') as they did about the future of the wider borough. This is above the average of 22% across all eight surveys, and the highest result since the question was first asked in June 2017. Young people aged 18-24 years were the most optimistic about the future of Rotherham town centre, whereas older people (aged 55 and over) were most likely to not be optimistic. Low skilled workers were more optimistic than professional and managerial workers.
- **Keeping Residents Informed** – 48% of Rotherham respondents said that RMBC keeps residents 'very well' or 'fairly well' informed about the services and benefits it provides. This

is below the most recent national result (57%) and just below the average percentage across all Rotherham surveys (51%). Younger respondents (aged 18-34) were more likely than older people to think that the Council keeps residents well informed.

- **Responsiveness of Rotherham MBC** – 42% of respondents in Rotherham answered positively when asked about the extent to which RMBC acts on the concerns of residents (i.e. 'a great deal' or 'a fair amount'). This is lower than the national result (52%). Respondents aged 35-44 were most likely to think that the Council acts on the concerns of local residents whilst those aged 25-34 were least likely to have this view.

### **Council Plan data Quarter 3**

- The Council Plan includes three performance measures which aim to create a diverse workforce and quarter 3 data includes within the report states:
  - Overall proportion of disabled employees – 9.6% against a year-end target of 9%
  - Overall proportion of Black, Asian and Minority Ethnic employees – 4.5% against a year-end target of 6.3%
  - Proportion of the workforce under 25 – 2.9% against a year-end target of 4.6%.

The targets are designed to drive the Council towards having a workforce that better reflects the diversity of the Borough.

### **Are there any gaps in the information that you are aware of?**

Promoting equality, celebrate diversity and ensuring fairness for everyone runs throughout all the themes in the Council Plan and Year Ahead Delivery Plan, however some updates are lacking information regarding equalities and equalities data, and it is therefore unclear what data is being collected and used and how outcomes for different communities and protected characteristic groups are being improved.

### **What monitoring arrangements have you made to monitor the impact of the policy or service on communities/groups according to their protected characteristics?**

Progress updates on the Council Plan Year Ahead Delivery Plan are produced on a quarterly basis. These updates are reviewed by both SLT, Cabinet and Scrutiny and are publicly available online. The update reports include progress in relation to actions within the Year Ahead Delivery Plan, as well as performance relating to a suite of key performance measures.

In addition, as the Year Ahead Delivery Plan activities are implemented, services are required to complete an equality screening and/or analysis to ensure due regard has been given and that there is an understanding of the effects of a strategy, policy, service or function on those from a protected characteristic group, where this is applicable to do so.

Finally, for each action in the new Year Ahead Delivery Plan for 2023-24, directorates have been required to set out, for internal monitoring purposes, what actions they are taking to ensure there is consideration of equalities, diversity and inclusion, including timescales for delivery. When completing directorates were asked to consider:

- Actions to improve outcomes for different communities and protected characteristic groups; to break down barriers some communities face
- Plans to gain a better understanding of communities, what opportunities there are to listen to and engage with residents
- Proposals to ensure accessibility for all
- When an Equality Analysis will be conducted
- What equality data is needed to inform activity.

|  |   |
|--|---|
| <p><b>Engagement undertaken with customers. (date and group(s) consulted and key findings)</b></p> | <p>To help inform the priorities and actions in the Council Plan, various consultation exercises took place between August and September 2021. There were over 1,300 interactions across all engagement methods. The consultation was part of an ongoing dialogue between the Council and members of the public.</p> <p>Customers are consulted and engaged in different ways by services when delivering the Year Ahead Delivery Plan activities.</p> <p>The performance measures monitored include resident satisfaction and a resident satisfaction survey is conducted annually in June. Between 9<sup>th</sup> June and 4<sup>th</sup> July 2022, a statistically representative random sample of 501 Rotherham residents (aged 18 or over) was polled mainly by landline telephone using quotas set by age and gender. The data was further weighted to reflect the age, gender, and social grade profile of Rotherham. This ensures that the sample is as representative of adults in the borough as possible as there is often a bias in the profile of people who respond to any survey. See results from 2022 survey above.</p> <p>Some performance measures are also based on customer perceptions in relation to the quality of the service received.</p> |
| <p><b>Engagement undertaken with staff (date and group(s) consulted and key findings)</b></p>      | <p>Engagement with staff was undertaken through directorates contributing to writing the report informing us of progress made on actions/milestones that applied to them. Staff also provided performance data and contributed to the gathering of case studies used in this report.</p> <p>Furthermore, the revised Council Plan targets and new Year Ahead Delivery Plan for 2023-24 has been developed in consultation with Cabinet Members and directorates.</p>  |

#### 4. The Analysis - of the actual or likely effect of the Policy or Service (Identify by protected characteristics)

**How does the Policy/Service meet the needs of different communities and groups?** (Protected characteristics of Age, Disability, Sex, Gender Reassignment, Race, Religion or Belief, Sexual Orientation, Civil Partnerships and Marriage, Pregnancy and Maternity) - see glossary on page 14 of the Equality Screening and Analysis Guidance)

Equalities is cross cutting throughout the Council Plan and Year Ahead Delivery Plan. Of the five guiding principles, two in particular aim to meet residents' and communities' differentiated needs:

- Expanding opportunities for all
- Working with our communities

Expanding opportunities encompasses the Council's essential priority to tackle inequality striving to ensure that the health and life chances of the most disadvantaged communities are improving the fastest. To complement this approach, 'working with our communities' ensures that to achieve

the best outcomes for local people, local residents are involved in the things that matter to them and services are designed based on input from those who use them. This will enable service users to take an active role in improving access to services, highlighting any barriers for those sharing protected characteristics in designs and services, making sure that specific needs are met.

There is also an outcome focussed on addressing inequalities and leaving no one behind within the 'people are safe, health and live well' theme. This will involve providing support to our communities at a level that is proportionate to the degree of need – taking a universal approach where appropriate whilst also providing targeted support to those who most need it.

Furthermore, the underlying 'One Council' theme encompasses two specific areas, which ensure different needs are met:

- All customers at the heart of everything we do
- Engaged, diverse and skilled workforce who feel empowered to adopt new ways of working to meet the needs of all customers.

The Council's commitment to place all customers at the heart of service delivery includes a strengthened approach to equalities and being inclusive. This will involve working with services and partners to promote equality, celebrate diversity and ensure fairness for everyone. The commitment to an engaged, diverse and skilled workforce is expected to improve the council's response to diverse customer needs, by bringing a more differentiated understanding of equality and diversity considerations and barriers.

The quarterly reports capture progress in relation to all activities within the Year Ahead Delivery Plan and a suite of key performance measures.

Within **five themes of the Council Plan**, a series of universal offers are aimed at all of Rotherham's residents, while several actions are specifically aimed at tackling inequalities and issues of access. The following provides examples of the activities conducted to date:

#### **Every neighbourhood thriving**

Activities in this area are aimed at meeting the needs of all residents and ensure they benefit from thriving neighbourhoods. The priorities of making neighbourhoods welcoming and safe, local people having access to libraries, cultural activities, parks and green spaces, improved local town and village centres, reducing crime and anti-social behaviour and improving street safety are for the benefit of all residents regardless of protected characteristics. Residents, organisations and businesses are encouraged and enabled to use their skills and resources to help others.

Individual services, such as parks, libraries, cultural offers and neighbourhood working will each undertake an equality analysis, where required to do so, to identify gaps, making sure that any physical, cultural, language or other access barriers are identified, and all residents have offers meeting their needs.

Progress made which links to improving equality, diversity and inclusion outcomes include:

- 25 Ward Plans produced and published - Borough-wide and local VCS organisations and groups representing communities with protected characteristics invited to contribute the priorities. Census data and other equalities data also used to inform the priorities
- The Ward Bulletin and Rotherham Round-up newsletters contain a facility to open in browser and translate into various languages
- Evaluation of the Controlling Migration Fund Programme completed and submitted to the Department for Levelling Up, Housing and Communities end April 2022. The programme

delivered various interventions aimed at making a long-term positive impact on community cohesion with tangible improvements for individuals

- During July 2022 a range of cultural events took place across the town to celebrate the Women's Euros, alongside the four matches and Women of the World Festival. The WOW festival tackled subjects that matter most to women, girls and non-binary people, and was open for everyone to attend. The event also had a British Sign Language Interpreter for the talks
- In September 2022 Rotherham Show welcomed more than 60,000 residents and visitors back to Clifton Park, a free event for everyone to enjoy
- The Summer Reading Challenge has been completed by 740 children and a total of 60 schools engaged in the challenge (face to face or digitally). Celebration event attended by 1,255 children/family members
- Fun Palace Ambassador campaign has provided opportunities for people to showcase their skills and interests. The campaign included a Fun Palace for people with disabilities and events attracted over 800 people
- Projects to reduce hate crime and improve community safety by tackling harmful narratives via Remedi, including 'who is your neighbour', 'Step Up, Beat Hate', and restorative hate crime
- Three Towns and Villages Fund schemes completed, many of which improve accessibility, including:
  - Dalton and Thrybergh included new dropped kerbs around the site and a level access into a new community garden
  - Laburnum Parade installed a new crossing point between the bus stop and shops
  - Greasbrough created a wider, level access route between Greasbrough Park and Recreation Ground.

### **People are safe, healthy and live well**

Actions in this area are aimed at protecting everyone's physical and mental health, while focusing on the most vulnerable. Within actions to ensure that people have good mental health and physical wellbeing, programmes to tackle loneliness and isolation will have particular benefits to older people and those living with disabilities. Within the priority for children, families and adults to feel empowered, safe and live independently for as long as possible, actions focus on children in care, people with learning disabilities, independent living and adult social care ensure that the needs of these vulnerable groups are prioritised. Actions further include for everyone to have access to affordable, decent housing.

One specific priority within this area focuses on addressing inequalities, ensuring nobody is left behind. This includes the confidence to understand inequalities, and actions in particular tackle financial exclusion, homelessness and domestic abuse.

Ongoing monitoring and improvement of these services contributing to this theme is key, as the most vulnerable often face the most barriers. Monitoring should identify and address gaps in provision, and in particular ensure that individuals sharing several protected characteristics, and thus potentially facing multiple barriers, can access the support they need.

Progress made which links to improving equality, diversity and inclusion outcomes include:

- Prevention and health inequalities strategy and action plan completed and agreed
- The refresh of the partnership Loneliness Action Plan was agreed by the Health and Wellbeing Board in November 2022 and implementation has commenced
- An evaluation report was completed for a cultural programme for residents aged 55+. 60% of participants said their wellbeing had improved as a result of attending, 55% of participants said that they were thinking more clearly and 45% of participants said that they were more physically active

- Promoted bespoke promotional messages to specific groups to encourage people to receive the Covid-19 vaccine
- Consultation on the build of a new in-house day service for people with learning disabilities is complete. The design and build programme will commence November 2022 with the new service expected to be operational from winter 2024/25.
- The new Carers Strategy, “The Borough that Cares”, was launched in June 2022 to coincide with National Carers Week
- New pathway for accessing domestic abuse support, commenced on 1 October 2022 to provide complex support. Commissioned services are also in place to provide refuge service, homelessness support, counselling services and support for young people
- Work to address inequalities and ensure nobody is left behind includes - Review of the current RotherCard scheme was completed in June 2022 and Cabinet approved the review January 2023
- Delivered a programme of work to support the provision of social supermarkets, a preventative approach to help people avoid food crisis, and there are now four in the borough
- Council Tax support for those eligible, free school meals and hardship grants
- Housing Growth Programme continues to be delivered, which includes a range of homes designed in consideration of the needs of those with disabilities and/or in need of carer support.

### **Every child able to fulfil their potential**

Actions under this theme are aimed at children having the best start in life, children and young people having a voice and feeling listened to, young people empowered to succeed and achieve their aspirations, and children and young people having fun things to do and safe places to go. Activities in the early years aim to address educational inequalities, collaborative working with schools to give children the opportunity to fulfil their potential, regardless of ability, including vulnerable and disadvantaged children, and reconnect those disengaged from education to opportunities and training.

Services contributing to this theme, again, will carry out equality analyses where appropriate and monitor equality data.

Progress made which links to improving equality, diversity and inclusion outcomes include:

- Online mental health service Kooth has been available to all children and young people aged 11-25 in Rotherham since November 2021 and will be in place until August 2024.. 97% of young people said they would recommend KOOTH to a friend.
- The Best Start and Beyond Framework was approved in September 2022 to enable key health and other services for children (such as the 0-19s Public Health Nursing service) to work more cohesively together
- Disadvantaged Pupils Making the Difference project working with targeted schools
- Inclusion Pathway is fully implemented to support pupils’ mental health and well-being, increase attendance, and reduce suspensions and permanent exclusions
- Universal training on early reading offered to all schools
- 63 young people provided with a Kickstart placement
- Children’s Capital of Culture launched in February 2022 with a high-profile Festival and a new exhibition and a wide range of free activities. The programme will continue to work with children and young people to co-design the next phase of development.
- Council and SYICB awarded Standout Partnership Award from DFN Project Search. This recognised the provision of supported internships for young people with an EHCP in Rotherham

- New universal Youth Offer agreed, enabling all children and young people to find out about fun activities to do in Rotherham, supported by the new website 'Places to Go and Things to Do' that went live in November 2022
- Elements Academy officially opened in January 2022, providing new provision for children with special educational needs and disabilities.

### **Expanding economic opportunity**

Aims for this theme include growing the economy to provide decent jobs and chances to progress; rejuvenating places through regeneration schemes across the borough; giving people the chance to learn, develop skills and fulfil their potential; working with partners and suppliers to create more local jobs paid at the living wage or above and more apprenticeships; and increasing digital access through infrastructure enhancements and skills development.

Contributing to these aims are projects supporting residents to gain skills and enhance their employment prospects, a range of regeneration programmes across the borough, action around social value and local labour policies, and the development of a digital inclusion strategy.

Equality analysis and monitoring will be carried out where appropriate to ensure vulnerable residents sharing protected characteristics benefit from this support. Given the gender pay gap in Rotherham is substantial and above the national average, activities in this area will need to be monitored closely to ensure they do not widen the gap.

Activity that links to improving equality, diversity and inclusion outcomes includes:

- The Council is actively promoting the living wage accreditation
- A range of initiatives are supporting residents to improve their skills and enhance their employment prospects, including the Pathways project which helps unemployed people into work or training, job seeker support sessions in libraries, and the Advance project, which helps people in work to gain skills and further their careers
- Local labour clauses are being applied to major planning permissions, increasing the chances for local people to access jobs
- Regeneration project designs are developed in consultation with Rotherham residents, including consideration of accessibility
- Consultation with residents to help establish Rotherham's digital inclusion baseline and identify actions to reduce digital exclusion.

It will be important to assess and monitor the extent to which these activities are directly addressing the inequalities identified in section 3, for example the gender pay gap and geographical disparities.

### **A cleaner, greener local environment**

The priorities of making neighbourhoods cleaner and greener are for the benefit of all residents regardless of protected characteristics.

This theme encompasses reductions in carbon emissions, working towards net zero targets, better transport systems for future generations, reduced risks of flooding and other environmental emergencies. There are no immediate equality implications in this area, although any direct impacts on residents, such as through actions in housing, transport and in work with community organisations, will be monitored.



|  |
|--|
| <p>Progress made which links to improving equality, diversity and inclusion outcomes include:</p> <ul style="list-style-type: none"> <li>• Delivering bus, tram and cycle improvements through the Transforming Cities Fund (TCF) programme</li> <li>• Local flood risk management strategy has been updated, incorporating objectives relevant to community resilience and a communication strategy is being developed to support the underlying plan.</li> </ul> |
| <p><b>Does your Policy/Service present any problems or barriers to communities or Groups?</b></p> <p>No problems or barriers have been identified or flagged as part of the quarterly reporting process.</p> <p>The new Plan for 2023-24 does not make specific reference to any protected characteristics, and ongoing monitoring as detailed above will be key to ensure any barriers are identified and addressed.</p>  |
| <p><b>Does the Service/Policy provide any positive impact/s including improvements or remove barriers?</b></p> <p>Yes as detailed above.</p>   |
| <p><b>What affect will the Policy/Service have on community relations?</b> (may also need to consider activity which may be perceived as benefiting one group at the expense of another)</p> <p>No negative impacts expected – any targeted activities are based on known needs and vulnerabilities.</p>   |

Please list any **actions and targets** that need to be taken as a consequence of this assessment on the action plan below and ensure that they are added into your service plan for monitoring purposes – see page 12 of the Equality Screening and Analysis Guidance.

## 5. Summary of findings and Equality Analysis Action Plan

If the analysis is done at the right time, i.e. early before decisions are made, changes should be built in before the policy or change is signed off. This will remove the need for remedial actions. Where this is achieved, the only action required will be to monitor the impact of the policy/service/change on communities or groups according to their protected characteristic - See page 11 of the Equality Screening and Analysis guidance

|  |
|--|
| <b>Title of analysis:</b> Council Plan Update  |
| <b>Directorate and service area:</b> Assistant Chief Executive, Policy, Performance and Intelligence   |
| <b>Lead Manager:</b> Simon Dennis  |
| <b>Summary of findings:</b>  |
| The Year Ahead Delivery Plan addresses inequalities in several of its key themes, including the overarching theme 'One Council' and guiding principles, with the aim to reduce inequalities and for the council's services to deliver for all residents. Equality and access data will need to be monitored closely, especially in the 'People are safe, healthy and well' and 'Everyone has economic opportunities' themes, as these are areas of considerable existing inequalities, which will make it more difficult for some individuals and groups to access opportunities and services. |

| Action/Target   | State Protected Characteristics as listed below | Target date (MM/YY)                      |
|---|---|--|
| Provide quarterly update reports to Cabinet, including consideration of the equality implications.  | All   | Quarterly and bi-annually during 2023-24 |
| All services to undertake equality analyses where applicable and monitor.   | All   | Ongoing                                  |
| Continue to obtain updates from directorates, regarding what has been done to consider equalities when delivering the Year Ahead Delivery Plan actions/activities. For completed actions, this will involve directorates providing specific examples of what has been done and the impact this had on delivery. | All   | Quarterly                                |

\*A = Age, D= Disability, S = Sex, GR Gender Reassignment, RE= Race/ Ethnicity, RoB= Religion or Belief, SO= Sexual Orientation, PM= Pregnancy/Maternity, CPM = Civil Partnership or Marriage. C= Carers, O= other groups

| 6. Governance, ownership and approval  |                           |               |
|--|---------------------------|---------------|
| Please state those that have approved the Equality Analysis. Approval should be obtained by the Director and approval sought from DLT and the relevant Cabinet Member. |                           |               |
| Name   | Job title                 | Date          |
| Jo Brown   | Assistant Chief Executive | February 2023 |
| Cllr Chris Read  | Leader                    | March 2023    |

| 7. Publishing   |   |
|---|---|
| The Equality Analysis will act as evidence that due regard to equality and diversity has been given.  |   |
| If this Equality Analysis relates to a <b>Cabinet, key delegated officer decision, Council, other committee or a significant operational decision</b> a copy of the completed document should be attached as an appendix and published alongside the relevant report. |   |
| A copy should also be sent to <a href="mailto:equality@rotherham.gov.uk">equality@rotherham.gov.uk</a> For record keeping purposes it will be kept on file and also published on the Council's Equality and Diversity Internet page.                                  |   |
| <b>Date Equality Analysis completed</b>   | 20 February 2023 and updated 22 March 2023  |
| <b>Report title and date</b>  | Council Plan 2022-2025 (Quarter 3 data) and Year Ahead Delivery Plan Progress report and new targets/Year Ahead Delivery Plan for 2023-24 |
| <b>Date report sent for publication</b>   | 29 March 2023   |
| <b>Date Equality Analysis sent to Performance, Intelligence and Improvement</b><br><a href="mailto:equality@rotherham.gov.uk">equality@rotherham.gov.uk</a>   | 28 February 2023 and 29 March 2023  |

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## Appendix 5 - Carbon Impact Assessment – Council Plan Update

| 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    | <p>The Council has developed a heat decarbonisation plan, which targets operational buildings with heating systems that are reaching the end of their serviceable life. The CO2 emissions report 21/22 shows emissions from operational buildings decreasing by 4% to 31 March 2022, contributing to the 18% target.</p> <p>The preferred identified site at Kilnhurst for the £1m proof of concept renewable energy project is currently on hold and investigations are underway to identify an alternative location.</p> | <p>Delivery of new Century business centre at Manvers and delivery of a range of business support and advice projects to help local companies recover are likely to increase emissions from new office buildings or other businesses.</p>                             | <p>Asset Management Board adopted a policy that all new and refurbishment properties will look at the feasibility of low carbon heating and energy efficiency measures as a first option. Business centres are included in the Council's decarbonisation Plan.</p> <p>See actions outlined in previous two columns.</p> | <p>Carbon Impact Assessments required for all Cabinet reports.</p> <p>All emissions from operational buildings are monitored and reported publicly.</p> |
| Emissions from transport?              | N/A    | <p>A fleet conversion plan has now been developed and is subject to approval at Cabinet this month (March 2023). The plan developed proposes to replace around 35% of the Council's fleet with over half of those purchases intended to be electric vehicles and the remainder</p>   | <p>Transforming Cities Fund programme includes various bus, tram, and cycle improvements. These will be expected to reduce transport emissions.</p> <p>Decreases may be offset by induced demand for transport arising from other projects (e.g. Century Business</p> | <p>See actions outlined in previous two columns.</p>  | <p>Approaches to monitoring vehicle usage, emissions and fuel efficiency.</p> <p>Carbon Impact Assessments required for all cabinet reports.</p>        |

|  |  |   |   |  |   |
|--|--|---|---|--|---|
|  |  | <p>meeting the latest emission standards.</p> | <p>Centre). Currently not possible to calculate net impact.</p> <p>The plan for neighbourhood road safety engagement, including 20 mph zones, will if successful decrease emissions.</p> <p>Work is progressing well with the installation of 9 electric vehicle charge points on Council car parks at Drummond St, Constable Lane and Douglas St. 14 additional sites are shortlisted and being assessed to extend the Council managed EV charging infrastructure to provide 2 -3 more rapid charging sites (9 to 12 bays). Work is also on track to deliver at least 2 residential charging hubs (4 to 8 bays) based on geographic coverage, housing densities and economic indicators pointing to earlier uptake of EV.</p> <p>Completion of the A630 Parkway Improvement Scheme to reduce speeds (50mph), reduce congestion and improve air quality, and delivery of bus, tram and cycle improvements through the Transforming Cities Fund programme, and Cycleways schemes in line with the cycling strategy will decrease</p> |  | <p>Data captured from the pilot to monitor and assess the environment in local areas.</p> |
|--|--|---|---|--|---|

|  |     |   |  |  |   |
|--|-----|---|--|--|---|
|  |     |   | <p>emissions and encourage people to cycle more.</p> <p>New systems implemented to monitor and assess the environment in local areas and enable improvements in grounds maintenance and street cleansing. This will help to reduce unnecessary visits/travel to certain zones.</p>                       |  |   |
| Emissions from waste, or the quantity of waste itself? | N/A | An action plan to tackle single use plastics has been developed and the draft document was shared in June 2022 with relevant Cabinet Members and the Climate Change Members Working Group for initial approval. Will go to Cabinet in March 2023. | BDR (Barnsley, Doncaster and Rotherham) Waste Partnership consultation to find out what people think of the household waste recycling service.   | See actions outlined in previous two columns.  | <p>A baseline for single use plastics across council buildings and events will be identified.</p> <p>Improved information and data to take further action in reducing waste, improving recycling rates and reducing contamination.</p> <p>Carbon Impact Assessments required for all cabinet reports.</p> |
| Emissions from housing and domestic buildings?         | N/A |   | <p>Delivery of 171 homes across 3 sites underway as part of the Council's Housing Growth Programme, including:</p> <ul style="list-style-type: none"> <li>• Town Centre housing programme</li> <li>• Chesterhill Avenue and Whinney Hill</li> <li>• Delivery of Council bungalows on sites in</li> </ul> | <p>Housing Strategy for 2022-2025 agreed by Cabinet in July 2022 includes the Green Housing Strategy to reduce energy costs and improve efficiency of homes.</p> <p>The ECO4 scheme to provide support for residents installing home insulation started on 1 July 2022 and</p> | Establish housing stock emission baselines, consolidating the available intelligence and gathering further data as required, using existing data on council-owned housing stock, and developing intelligence on the   |

|   |     |  |   |  |   |
|---|-----|--|---|--|---|
|   |     |  | <p>Treeton and Ravenfield.</p> <p>These houses will imply an increase in emissions from domestic buildings, however in the case of buildings being taken up by existing residents this may not be significantly different to current domestic emissions from those residents.</p> | <p>continues to progress well. There are now 4 energy retrofit contractors working with the Council to identify qualifying residents and carry out work on Rotherham properties. The Council has signed off ECO4 work on 300 properties since August 2022. Following the work on a property, participating residents have now saved an average of £579.99/year on their energy bills</p>   | <p>wider housing stock across the Borough.</p> <p>Carbon Impact Assessments required for all cabinet reports.</p> |
| Emissions from construction and/or development? | N/A | <p>Construction and planned developments, such as improving the condition of local neighbourhood roads through the 2024 roads programme, provision of the new library at Thurcroft, building works to improve day facilities, developing new and improved play areas for children and young people, a feasibility study for the Rotherham Theatre will increase emissions.</p> <p>Plans for large scale developments and improvements, such as the towns and villages fund, construction of the market and library schemes as part of Future High Streets Fund programme and construction of the leisure development on Forge Island could</p> |   | <p>Emission considerations as part of the Council's social value policy are being developed, exploring how the policy can be used to incentivise climate change commitments and CO2 reductions within tender processes.</p> <p>Introduction of further SPDs (supplementary planning documents) relevant to climate change – SPDs can elaborate on Local Plan policies, giving developers additional technical guidance, speeding up applications and resulting in better quality development for the community and environment.</p> <p>See actions outlined in previous two columns.</p> | <p>Carbon Impact Assessments required for all cabinet reports.</p>  |



|  |     |  |  |   |   |
|--|-----|--|--|---|---|
|  |     | <p>significantly increase carbon emissions.</p> <p>Plans connected to the construction of flood alleviation schemes and barriers, such as achieving 'shovel ready' status for the six priority flood alleviation schemes, securing funding to implement the schemes, constructing the Forge Island canal barrier and the Ickles Lock to Centenary Way flood wall and embankment will all entail emissions.</p> |  |   |   |
| Carbon capture (e.g. through trees)?   | N/A |  | <p>24,000 trees have been planted to date, over the last two years since November 2021. Activity remains ongoing and 7,700 additional trees will be planted before March 2023, taking the total to 31,700.</p> <p>Improvement of approach to weed control and removal, as well as sustainable management of verges and greenspaces to encouraging biodiversity and increase wildflower areas, with potential (but likely negligible) impact on carbon capture.</p> | See actions outlined in previous two columns. | <p>The Council currently has little data related to carbon sequestered via trees, limiting our understanding of the planting required to offset emissions.</p> <p>Carbon Impact Assessments required for all cabinet reports.</p> |
| <p>Identify any emission impacts associated with this decision that have not been covered by the above fields:</p> <p>25 ward plans produced and published informed by local communities, many of which include priorities to improve the local environment and tackle climate change.</p> |     |  |  |   |   |

The Climate Change Action plan was refreshed and approved at Cabinet on the 17 October 2022, which included short- and long-term measures and a commitment to update the action plan annually at Cabinet. The annual report to Cabinet is scheduled for March 2023.

Finally, a communications plan to raise awareness of climate change has been produced and agreed with the Climate Change Manager.

To ensure the Council remains focussed on working towards the outcomes and commitments set out in the Council Plan, a review of the Council Plan performance measures has been conducted and a new Year Ahead Delivery Plan developed for 2023-24. These include performance measure targets and new actions/activities which will contribute to reducing carbon emissions across the borough during the financial year.

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

Given that this is a progress report, and implies no direct recommendations or decisions, there are no relevant emission impacts to consider. Where progress on certain actions has implied a specific definable impact on emissions, this has been included indicatively.

|   |  |
|---|--|
| Supporting information:   |  |
| Completed by:<br>(Name, title, and service area/directorate).   | Tanya Lound<br>Simon Dennis<br>Michael Holmes<br>Leonie Wieser<br>Florence Drew<br><br>Policy, Performance and Intelligence, Assistant Chief Executives Directorate. |
| Please outline any research, data, or information used to complete this [form].   | Directorate Year Ahead Delivery Plan trackers and KPI data for Quarter 3.<br><br>Council Plan targets and Year Ahead Delivery Plan actions for 2023-24.              |
| 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

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**Committee Name and Date of Committee Meeting**

Overview and Scrutiny Management Board – 19 April 2023

**Report Title**

Scrutiny Review Recommendations – Access to Primary Care

**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**

Jo Brown, Assistant Chief Executive

**Report Author(s)**

Katherine Harclerode, Governance Advisor  
01709 254352 or [katherine.harclerode@rotherham.gov.uk](mailto:katherine.harclerode@rotherham.gov.uk)

**Ward(s) Affected**

Borough-Wide

**Report Summary**

This report summarises the findings and recommendations of the Health Select Commission spotlight review into access to primary care. The review was prompted by insight provided by Healthwatch Rotherham, regarding continued enquiries from residents who were having difficulty accessing GP appointments.

The report seeks approval for the recommendations to be submitted to NHS South Yorkshire / Rotherham Place Board for consideration and response.

**Recommendations**

1. Cabinet notes the following recommendations and considers its response.
2. Cabinet approves the submission of the recommendations to NHS South Yorkshire / Rotherham Place Board for consideration and response.
  - a) That the principle be agreed that responsibility for patient access to primary care is shared between the primary care practices and their patients.
  - b) That consideration be given to how all Place Partners demonstrate responsibility to communicate honest wait times, where this information is available, for all health and care services system-wide.
  - c) That any trend connecting a practice or GP with excessive delays or Urgent and Emergency Care Centre attendances be analysed, and appropriate action taken.

- d) That consideration be given to how to increase general understanding of how to recognise symptoms as needing medical attention, where to seek help, and within what timeframe.
- e) That Place partners, including the Primary Care Networks (PCNs), consider how to expand general understanding of the wider options when seeking medical advice, with a view to expediting consultation with the most appropriate professional or service to be able to address their need.
- f) That NHS South Yorkshire/Rotherham Place Board give due consideration to enhanced safety-netting to mitigate risks associated with an increasingly patient-led model of care initiation and follow up.
- g) That NHS South Yorkshire/Rotherham Place Board consider how messaging and communications will figure in managing patient expectations around waits in the evolving model of care.
- h) That consideration be given to how Councillors may play an expanded role in signposting and managing expectations among Rotherham residents, as the sector works toward a new model of care which takes account of ongoing resource pressures on health services.
- i) Whereas recruitment remains a limiting factor for expansion of social prescribing, that recruitment to social prescribing roles be prioritised, and consideration given to how to make participation in social prescribing in Rotherham more attractive to professionals.

**List of Appendices Included**

None

**Background Papers**

General Practice Access. Presentation.

“Accessing GP services in Rotherham: A report into how Rotherham residents access GP services.” Healthwatch Rotherham.

Appointments in General Practice. Official statistics. NHS Digital.

[Home - NHS Digital](#)

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

Health Select Commission, 26 January 2023

**Council Approval Required**

No

**Exempt from the Press and Public**

No

## Scrutiny Review Recommendations – Access to Primary Care

### 1. Background

- 1.1 During the pandemic, Healthwatch Rotherham reported an increasing trend of inquiries from Rotherham residents who were having difficulty obtaining primary care appointments with their local General Practitioner (GP). Many residents had the ability to access appointments with their GP when they were sick or if they needed medical advice, but not all residents were able to do so. This signalled a health inequality that needed to be addressed.
- 1.2 The Council Plan includes the theme that people are safe, healthy, and live well. The ambition of this theme is to promote physical and mental wellbeing for all Rotherham residents, and to ensure that health inequalities are addressed. Councillors are aware that GP appointments play a key role in safeguarding and in helping people live independently for longer, because GPs often help signpost people to access other services that promote physical and mental wellbeing and safety.
- 1.3 For these reasons, Health Select Commission undertook a spotlight review of access to primary care in April 2022. Participating in the review were Cllrs Atkin, Cooksey, Elliott, Griffin, Havard, Hoddinott, Keenan, McNeely, Sansome, Thompson, Wooding, and Yasseen (Chair). The review consisted of a consultation with Rotherham Healthwatch to understand the trend in inquiries received as well sample feedback obtained from Rotherham residents around access to GP appointments. Then the Councillors met with the Head of Commissioning for Rotherham Place and the Chair of Rotherham Clinical Commissioning Group to discuss the current challenges facing GPs nationally and locally.

### 2. Key lines of inquiry

#### 2.1 Whose responsibility is access to GP appointments?

Contracting with GP surgeries within the PCN was discussed. It was noted that each of the GP surgeries is an independent contractor within the PCN. The contract defines who should deliver services but does not define how the services are delivered. There are 28 practices within Rotherham and 3 different types of contract:

- GMS – Is the national standard contract with no end date – a GP has to be signature to the contract
- PMS - is another form of core contract but unlike the GMS contract, is negotiated and agreed locally by CCGs - the majority of Rotherham practices are on this contract with no end dates – again a GP has to be signature to the contract
- APMS – is a more flexible contract and has an end date, normally at 5 years and enables non GP led organisations e.g. third sector and private companies to undertake primary care – we only have

- 2.2 Parity between practices was discussed. The National GP contract provides for all practices to receive the same global sum amount, there are no variations to this for Rotherham. The Place has discretion for investment in

local incentive schemes in Rotherham such as the Quality contract and Innovation Fund. The same element of multi-disciplinary team (MDT) resource is allocated to every practice. It is up to the individual practice how they use the resource. There is variation in uptake, but opportunity for access is the same across all practices.

- 2.3 General practice functions as part of the wider community with services, for example, urgent mental health care, maternity care, and diabetes support. These services can be provided from within practices based on the strong relationships across health and social care. General practice has evolved to be a prevention led service, for example, screening, immunisation, case finding, chronic disease monitoring. The Rotherham GP ratio is 0.46 per 1000 patients compared to the national ratio of 0.45.
- 2.4 **What is considered a reasonable waiting time for an appointment?**  
The Quality contract includes requirements for urgent appointments within 24 hours and routine appointments within five days.
- 2.5 **How is access being optimised and effectiveness monitored?**  
The importance of effectiveness was discussed, including the need for patients to have confidence that they will receive the right diagnosis and treatment from a single appointment, rather than attending a series of appointments each with time lapse whilst seeking a solution. A GP is a generalist, rather than a specialist. It is therefore appropriate for a GP to care navigate patients to appropriate expertise both within and outside the practice.
- 2.6 Before the pandemic, six Primary Care Networks were put in place, each PCN was a grouping of practices to deliver services sustainably, share good practice, and share the workforce for additional roles. Extended access was also put in place, with weekday and weekend services in place 365 days a year. Tele-dermatology was introduced, which enabled an image to be sent to a consultant dermatologist enabling quicker diagnosis and treatment. The Rotherham Health App was implemented providing an alternative form of contact with practices and access to medical information.
- 2.7 During the pandemic, general practice had to adapt quickly to the country locking down. All practices transitioned from minimal telephone/video consultation to wider facility with these modes of consultation. The national mandate was to cease all routine work. Practices set up a 'hot' site and 'hot' visiting to ensure practices were not continually having to close down rooms because of infection control. Extended access continued, but also moved to support, predominantly by telephone, 365 days a year. General practice in Rotherham also led the vaccination programme.
- 2.8 General access capacity was examined, showing that Rotherham's recovery of appointments compared to pre-pandemic levels was the best in South Yorkshire, a trend which has continued throughout 2022, as noted in statistics published by NHS Digital. Rotherham primary care has, since June 2021, met or exceeded pre-pandemic levels of appointments with a focus on recovery, Further focuses were sharing good practice, moving

from a reactive to proactive model as the pandemic waned, and encouraging the use of the Deep Vein Thrombosis Local Enhanced Service. A breakdown of Wider Access Fund and Extended Access appointments and PCN access appointments was discussed showing that 52% of appointments were same day for the period between April 2019 and February 2022. In the early phase of the pandemic, telephone consultations made up 43% of appointments, with 54% face to face. By early 2022, roughly two-thirds of all appointments were being conducted face to face.

- 2.9 All practices except one were on hosted telephony systems to improve call waiting times and extra resources had been identified to sustain increased capacity for call answering throughout 2022, including support for demand over the winter period. Over 20,000 patients were registered for the Rotherham Health App, utilising this for booking appointments, ordering repeat prescriptions, and checking symptoms. The Primary Care Networks were well-established with many coming together to deliver areas of work, for example, vaccination arrangements, same day appointments and minor surgery. Non-clinical vaccinators were trained to support the vaccine programme enabling practices to undertake business as usual.
- 2.10 **How are options being communicated to patients?**  
There was a desire within the health and care sector to see many more clinicians enter the workforce to alleviate pressures, but this was not a realistic projection for the future of the health care sector. It was felt that people want to understand the waits, but public messaging around access needed to do a better job of highlighting the conditions and symptoms when patients need to be persistent to be seen without delay, such as when they are experiencing chest pains.
- 2.11 The Place needed to inform patients that there was a much wider workforce with much more expertise than within a GP, reminding the public that the GP is a generalist. For example, physios have far more knowledge of musculoskeletal conditions. Pharmacists are much more knowledgeable to undertake medication reviews. Social prescribers have more knowledge of all the available services in place to support patients with a variety of needs, including debt, loneliness, housing, etc. Over 89 whole time equivalent roles in addition to GPs support community care.
- 2.12 **How are practices taking on board feedback from patients around access?**  
Modes of delivery were discussed, including appointments by telephone which were found to work well for some patients but not all. Some patients were better served having traditional 10-minute appointments, face to face. Practices had responded positively to the request to provide a variety of appointment delivery modes. Tele-dermatology in particular was felt to have been an effective digital access format.
- 2.13 **What are the local and national pressures?**  
As noted, the PCNs are currently composed of 28 practices, following mergers. Each clinician sees 40 to 50 patients a day. It was noted that new recruits usually want to work 3.5 days per week, which means it takes two

recruits to replace a full-time GP who retires. The recent closing of one local surgery due to quality issues was an example of how small, single-handed practices can suffer if something happens to the GP. Single points of failure can make a practice difficult to run well.

- 2.14 Workforce challenges were discussed including, morale, vacancy, retention, and turnover within the workforce that provides primary care. Staff pressures in the UECC were noted, resulting in people going to their own GP rather than the walk-in centre. The Additional Roles (ARRS) supported general practices, for example, paramedics who supported home visiting, trainee nurse associates, health and wellbeing workers, physios, pharmacists, and social prescribers. The available resource had to be used effectively, as demand continues to rise year on year.
- 2.15 PCNs also had funding for additional roles, including physios, mental health professionals, and clinical pharmacy professionals. There was a general practice training scheme which had no vacancies. The challenge was to retain trainee doctors by making Rotherham an attractive place to work. Many trainees make the decision to leave Rotherham based on belief that there may be better working conditions elsewhere, but the shortages and pressures experienced by Rotherham are experienced everywhere else also.
- 2.16 **How are local providers responding to national changes, including those ushered in by the Health and Care Act 2022?**  
Recognising the complication of long COVID and chronic fatigue, a service had been developed to respond. Outcomes from this service were shared with Health Select Commission members.
- 2.17 The effects of deconditioning and maturing chronic disease were discussed. Many patients received less attention and routine follow-up during the pandemic. Meanwhile, people did not have a good lifestyle, resulting in deconditioning. This applies to children as well as adults. Services would be responding to this in the coming years.
- 2.18 Potential impacts on the PCNs associated with the formation of the ICS were discussed. It was felt by GPs that the formation of the ICS could bring additional advantages or could be on par with previous system. There was a need to make the most of the existing national funding during the window when it is available, acknowledging that, if the Secretary of State gives access to national moneys, these will require working within new parameters of success. Some prevention work, such as social prescribing, could later fall out of favour, requiring the Place to seek out other ways of funding. For this reason, efforts to maximise funding were ongoing.
- 2.19 As regards funding for specific prevention work, Rotherham were among the national leaders on social prescribing. Social prescribing takes routine nonclinical work away from doctors and empowers people to manage conditions using various services. However, investing in community-based services was required for success of social prescribing. Recruitment had become a limiting factor where there were good ideas but no available staff.



**2.20 What further steps are being taken to improve access?**

Education of patients becomes more important as pressures on the current model of care make evolution necessary. As part of the digitisation objectives of the strategy, the future of the Rotherham Health app involves transitioning into the South Yorkshire App. This app must be responsive to the needs of the patients, promoting equity of care for families. The app is designed to prevent the GP from becoming a bottleneck to accessing care. Further steps being taken were development of a communication strategy that involves digitisation, implementation of patient-initiated follow-up, and a Joint Place Communications Lead between the Council and ICB.

2.21 Care navigation was in place, which enables patients to self-refer into a number of services, either through the Rotherham Health App or, if not conversant with technology, via the practice receptionist. This approach helped residents to have good information around whom to speak to about their situation. Sometimes, this may be a pharmacist or other professional other than a GP, nurse, or AHP (Allied Health Professional). Many people who are experiencing loneliness, for example, end up requesting a GP appointment. The app can help join up efforts across many available services to meet people's needs, alleviate pressures, and release needed capacity. There is then a knock-on effect releasing capacity at hospitals.

**2.22 Findings**

There was a need to manage expectations, to be honest about how long waits are, and options that are available to patients. Councillors can assist in helping keep people informed as providers work toward a new model of care that responds to the pressures that are being experienced within all areas of the health sector, locally and nationally. This model of care will build on learning from digitisation during the pandemic and linked up community-based care, in which social prescribing plays a significant role in prevention. It was felt that people have a desire to understand the reality of waits, and to be empowered to make decisions about the best place to go for advice or care. Public messaging around access needed to highlight when patients should be more persistent in certain cases where a patient needs to be seen in person, without delay, such as when there are chest pains. To accomplish this will require a shift in culture in which residents share more of the decision-making responsibility about their own care. This introduces risks that must be mitigated by excellent partnership working and excellent access to good information. This evolution is necessary to ensure a resilient model of primary care delivery continues to provide the right care for all to access at the point of need.

**3. Options considered and recommended proposal**

3.1 Members are recommended to approve the recommendations.

#### **4. Consultation on proposal**

- 4.1 Councillors were cognisant of the findings and recommendations contained in the recent Healthwatch report “Accessing GP services in Rotherham: A report into how Rotherham residents access GP services,” published April 2022. This report considered the views of a sample of 227 Rotherham residents. Recommendations issued by Healthwatch Rotherham in respect of Access to GP services address the need for greater flexibility and choice as well as accessibility for residents.
- 4.2 Therefore, this spotlight review by Health Select Commission builds on without duplicating the findings and recommendations of Healthwatch. It is important to credit Healthwatch Rotherham for producing this key background document which gave insight into the experiences of Rotherham residents.
- 4.3 By reporting on the continued inquiries from members of the public relating to difficulty accessing GP services, Healthwatch Rotherham was instrumental in bringing to the attention of Health Select Commission members the need for this spotlight review. This is exemplary of strong partnership working which makes effective scrutiny possible.

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

- 5.1 Implementation of any recommendation made to a partner organisation is at the discretion of the relevant partner organisation. Timescales associated with response to recommendations by partner organisations will be determined in liaison with the relevant commissioning partners, with any updates reported to members of Health Select Commission.
- 5.2 Implementation of recommendations addressed to a directorate of the Council is a matter reserved to the relevant directorate. Timescales for Council directorates responding to scrutiny recommendations are outlined in the Overview and Scrutiny Procedure Rules contained in the Constitution of the Council.

#### **6. Financial and Procurement Advice and Implications**

- 6.1 There are no financial or procurement implications directly arising from this report.

#### **7. Legal Advice and Implications**

- 7.1 There are no legal implications directly arising from this report.

#### **8. Human Resources Advice and Implications**

- 8.1 There are no HR implications directly arising from this report.

**9. Implications for Children and Young People and Vulnerable Adults**

9.1 There are no implications for children and young people and vulnerable adults directly arising from this report.

**10. Equalities and Human Rights Advice and Implications**

10.1 Members of Health Select Commission have due regard to equalities and human rights in developing recommendations. The aim of this review is to support achievement of the Council Plan objective to address health inequalities.

**11. Implications for CO<sub>2</sub> Emissions and Climate Change**

11.1 There are no implications for CO<sub>2</sub> emissions and climate change directly arising from this report.

**12. Implications for Partners**

12.1 The implications for NHS partners, including Primary Care Networks, are described in the main sections of the report. Members have regard for the logistical implications associated with making recommendations to outside bodies, as this review does to Rotherham's Primary Care Networks and Hospital Trusts. Implementation of any recommendation is at the discretion of the relevant partner organisation. The recommendations contained in this report are offered respectfully, acknowledging the contributions that have been made by GPs and all health professionals, especially throughout the pandemic.

**13. Risks and Mitigation**

13.1 There are no risks directly arising from this report.

**Accountable Officer(s)**

Emma Hill, Head of Democratic Services and Statutory Scrutiny Officer  
Katherine Harclerode, Governance Advisor

*Report Author: Katherine Harclerode, Governance Advisor*

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Public Report  
Overview and Scrutiny Management Board

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**Committee Name and Date of Committee Meeting**

Overview and Scrutiny Management Board – 19 April 2023

**Report Title**

Scrutiny Review Recommendations – Modern Slavery

**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**

Jo Brown, Assistant Chief Executive

**Report Author(s)**

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**Ward(s) Affected**

Borough-Wide

**Report Summary**

The purpose of this report is to outline the outcomes and findings of the spotlight review into modern slavery. The review was prompted following the Council's adoption of the Charter against Modern Slavery, to examine the effectiveness of partnership interventions which aims to tackle modern slavery in Rotherham.

**Recommendations****1. That Overview and Scrutiny approves the following recommendations:**

- i. That the Safer Rotherham Partnership (SRP) gives consideration to rolling out a targeted learning and development offer/campaign to raise awareness of modern slavery, how to spot the signs, risks and how to raise concerns and make referrals:
  - a) to front-line staff across key agencies;
  - b) to elected members;
  - c) to the general public and targeted business such as letting agencies (commercial and residential).
- ii. That the SRP gives consideration to mapping the local modern slavery landscape to identify high risk industries and hot spots (using the example of Bristol City Council).
- iii. That consideration is given to establishing an RMBC Internal Governance Group including representation from services who may encounter modern

slavery (for example, Procurement, Licensing, Environmental Health, Training Standards, Neighbourhood teams, Social Care and Housing).

- iv. That consideration is given to how young adults at risk or experiencing modern slavery are safeguarded during the transition from children to adult services and are age assessed appropriately.
- v. That consideration is given to developing referral pathways to ensure that modern slavery victims (both adult and child) have access to appropriate support (housing, advocacy, mental health support) on a timely basis.
- vi. That consideration is given to re-launching the Strategic Partnership information sharing group at the earliest opportunity to improve the way that agencies can share data and intelligence, including examining how IT systems can work better together.
- vii. That consideration is given to widening the levels of investigation and auditing of contracts procured by the Council to focus on the 'layers' of sub-contractors, including binding specifications to audit or 'dip sample' contracts along the supply chain.
- viii. That consideration is given to how the Procurement Team can engage with the South Yorkshire Mayoral Combined Authority (SYMCA) Supply Chain Advisor to improve processes, joint working and awareness.
- ix. That consideration be given to allowing victim advocates to make representations to Housing Assessment Panels on behalf of victims of modern slavery.

**2. That the recommendations as approved, be submitted to Cabinet for consideration and response.**

**3. That the recommendations as approved, be submitted to the Safer Rotherham Partnership for dissemination to the South Yorkshire Modern Slavery Partnership for consideration and response.**

#### **List of Appendices Included**

N/A

#### **Background Papers**

- Council Meeting: Notice of Motion – Modern Slavery, 25 July 2018
- Minutes of meeting – Overview and Scrutiny Management Board .3 November 2021
- References are detailed in paragraph 2.2.7 of the report

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

N/A

#### **Council Approval Required**

No

#### **Exempt from the Press and Public**

No

## Scrutiny Review Recommendations – Modern Slavery

### 1. Background

- 1.1 In July 2018, the Council resolved to adopt the Co-operative Party’s Charter against Modern Slavery<sup>1</sup>. The resolution committed the Council to a range of activities, including ensuring contractors and suppliers complied with the Modern Slavery Act 2015; raising awareness of the policy; developing whistle-blowing systems and referral routes to the National Crime Agency should suspicions of illegal activity emerged. A commitment was given to publishing an annual review to report on implementation and activity.
- 1.2 At its meeting in November 2021, the Overview and Scrutiny Management Board (OSMB), considered the annual report of the Safer Rotherham Partnership. In it, the Partnership detailed its commitment to tackling modern slavery and identified it as priority. As over three years had passed since the charter was originally adopted, OSMB agreed to add the issue to its work programme and subsequently decided to hold a spotlight review to examine the effectiveness of partnership interventions to tackle modern slavery in Rotherham.
- 1.3 The spotlight review took place in November 2022. Its methodology and invited witnesses are detailed in Section 2.2 of the report.

### 2. Key Issues

#### 2.1 What is “Modern Slavery?”

- 2.1.1 The Home Office describes modern slavery as “a serious and brutal crime in which people are treated as commodities and exploited for criminal gain”<sup>2</sup>, adding that its true extent is unknown in the UK and globally.
- 2.1.2 Modern slavery is a complex, serious and often organised crime. Under Section 17 of the Crime and Disorder Act, councils have a duty to do all that they reasonably can to prevent crime and disorder in their areas, which will include tackling modern slavery and trafficking.
- 2.1.3 The National Crime Agency outlines that modern slavery can take many forms including trafficking, forced labour and servitude. Adult victims are not judged to have given consent to their treatment if they have been coerced or deceived (as victims cannot consent to their own exploitation). Likewise, children under the age of 18 years cannot consent to their own exploitation and are considered to be victims if they have been recruited or transported for the purpose of exploitation.
- 2.1.4 The term modern slavery describes a range of exploitative behaviours which can occur singularly or together. These can include sexual exploitation; domestic servitude with victims forced to work in private households for little or no pay; forced labour in industries such as construction, cleaning (car washes), hospitality, food packaging, agriculture, maritime and beauty (nail

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<sup>1</sup> [Modern Slavery Charter](#)

<sup>2</sup> [Modern Slavery Act 2015](#)

bars); criminal exploitation such as cannabis cultivation or drug trafficking; and other forms of exploitation such as forced begging, benefit fraud, forced marriage and organ removal.<sup>3</sup>

2.1.5 The Home Office<sup>4</sup> has reported a steady increase in the number of referrals of potential victims of modern slavery over recent years.

- 4,586 potential victims of modern slavery were referred to the Home Office in quarter 3 2022, representing a 10% increase compared to the preceding quarter (4,169) and a 38% increase from quarter 3 2021 (3,317);
- 79% (3,645) were male and 20% (937) were female;
- 50% (2,303) of referrals were for potential victims who claimed exploitation as adults and 43% (1,984) claimed exploitation as children;
- adult potential victims most commonly claimed labour exploitation (41%; 943), whereas child potential victims were most often referred for criminal exploitation (41%; 808);
- the most common nationalities referred this quarter were Albanian, UK and Eritrean;
- 4,652 reasonable grounds and 1,517 conclusive grounds decisions were issued this quarter; of these, 88% of reasonable grounds and 91% of conclusive grounds decisions were positive.

2.1.6 In 2019, the Safer Rotherham Partnership adopted Modern Slavery as one of its key crime and disorder priorities. This priority has been retained in the Partnership's current three-year plan. Between January 2020 and September 2022, there was a total of 112 potential victims of modern slavery referred into the National Referral Mechanism (NRM) and via the Duty to Notify process (DTN) from Rotherham by first responder organisations. (Source-South Yorkshire Police). The ages of potential victims spanned from 13 – 64 years, with victims coming from the UK as well as overseas. Locally, the most common type of crime was recorded as Child Criminal Exploitation (such as burglary, 'county-lines') and cannabis cultivations.

2.1.7 The South Yorkshire Modern Slavery Partnership (SYMSP) monitors referrals to the NRM and had noted a steady increase in numbers. RMBC engages in regular meetings with SYMSP to share information and intelligence.

2.1.8 Victims of modern slavery and human trafficking can come from a variety of backgrounds and nationalities. Traffickers and those involved in exploitation do not follow a stereotypical profile and indeed many may appear to be outwardly respectable. The Human Trafficking Foundation suggest that people rarely self-identify as victims of slavery/trafficking or easily reveal their experiences. This could be for a variety of reasons including but not limited

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<sup>3</sup> [Modern Slavery: A Briefing](#)

<sup>4</sup> [Home Office - Q3 Statistics July-Sept 2022](#)



to fear of reprisals; the impact of trauma; stigma or willingness to consider themselves as a 'victim'<sup>5</sup>.

2.1.9 The review did not examine the effectiveness of the NRM and Duty to Notify processes<sup>6</sup> or form a judgement on whether these adequately supports victims of modern slavery and trafficking.

## 2.2 Methodology:

2.2.1 Planning sessions were held in advance of the meeting to determine its scope. Briefing materials and resources were also circulated to inform lines of enquires.

The review itself took place over a single afternoon. Each participant was invited to give a short presentation to outline the focus of their work, highlighting what was working well and key challenges. This was followed by a question-and-answer session and round table discussion. A summary of the discussion and key points raised is outlined in Sections 2.3 and 2.4 of the report.

2.2.2 The key lines of enquiry for the spotlight review were as follows:

- What impact has Modern Slavery Charter had since it was adopted in Rotherham in 2018?
- What is the role of the Partnership in identifying modern slavery? What action is taken to support victims and against offenders?
- How does the partnership work collaboratively and share information on suspected modern slavery?
- What are the major gaps and challenges (and what can be done to address these)?

2.2.3 Specific questions were asked in relation to:

- Procurement/commissioning
- Awareness and levels of confidence within front-line staff, partners, business and the local community
- Data and intelligence sharing
- How the partnership is adapting to recent changes/trends which could impact the nature of modern slavery in Rotherham
- Success of the partnership and working together
- Support for victims

2.2.4 The review links to the following Council Plan themes:

- People are safe, healthy and live well
- Every child able to fulfil their potential

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<sup>5</sup> [What is human trafficking? Human Trafficking Foundation](#)

<sup>6</sup> [National referral mechanism guidance: adult \(England and Wales\)](#)

2.2.5 In addition, the review links explicitly to Safer Rotherham Partnership priority (2022-25) of Protecting Vulnerable Adults

- Protecting and supporting vulnerable adults... from harm, crime, and becoming victims of exploitation, as well as, preventing them from becoming victims of modern slavery.

2.2.6 The review group consisted of the following members:

- Cllr Maggi Clark (Chair)
- Cllr Tony Browne
- Cllr Gina Monks
- Cllr Lyndsey Pitchley
- Cllr Ken Wyatt

2.2.7 An information pack with the following reports/ briefings was circulated to the review group:

- UK Government *Modern Slavery: A Briefing* (2016)
- Local Government Association *Councillor guide to tackling modern slavery* (2019)
- House of Commons *Library The Modern Slavery Act 2015 five years on* (2020)
- Centre for Social Justice - *It still happens here: fighting UK slavery in the 2020s* (2020)
- Safer Rotherham Partnership *Annual Report 2021-22*

2.2.8 Witnesses were drawn from the Council and its partners. The Chair would like to put on record her thanks for the contribution of each participant and their evident commitment to tackling this issue.

- Cllr Saghir Alam, Chair of the Safer Rotherham Partnership and Cabinet Member for Community Safety, Finance and Customer Services,
- Head of Service, Community Safety and Streetscene, RMBC
- Community Safety Service Manager, RMBC
- Head of Procurement, RMBC
- Housing Services, RMBC
- CYPS Safeguarding (Evolve)
- South Yorkshire Police
- Gangmasters and Labour Abuse Authority
- Snowdrop Project
- DWP (Economic, Serious and Organised Crime)
- Migration Yorkshire (Modern Slavery risks for Unaccompanied Asylum-Seeking Children and Asylum-Seeking Adults)

The Chair would also like to thank officers in the Community Safety Team and Policy, Partnership and Intelligence Team for their work liaising with agencies in advance of the meeting and assistance with planning the review.

## 2.3 Summary of issues raised:

### 2.3.1 Community Safety Team, RMBC

Prior to the review group determining the scope of the review, officers in the Community Safety Team helpfully drew together a comprehensive briefing covering the following areas:

#### **The Modern Slavery Charter**

- Details of the Motion to Council
- Progress to date

#### **The National Picture**

- National referral mechanisms
- First responder organisations
- Duty to notify and consent
- County lines and 'cuckooing'

#### **The Local Picture**

- Referral pathways
- Safer Rotherham Partnership
- Agency involvement
- Training and awareness
- Communications

Further details were highlighted in respect of the team's work and working across the partnership.

Three areas of development were identified

- Increase understanding of the potential signs of modern slavery through training and awareness raising with partners to be delivered by the Snowdrop Project and funded through the Safer Rotherham Partnership.
- Raise awareness with the public around the signs of modern slavery and mechanisms for reporting.
- Develop and deliver of a communication strategy for modern slavery, human trafficking, county lines and other associated issues.

### 2.3.2 Procurement Team, RMBC

An overview of the processes in place to identify modern slavery in procurement since the Charter was introduced in 2018 was given. An area of development for the team was focus on contract management to follow up on queries or suspicions, particularly in relations to sub-suppliers and contractors. It was suggested that 'dip sampling' be built into contractual arrangements to provide levels of confidence that suppliers complied with the conditions of the Modern Slavery Charter.

A cross-service Modern Slavery Governance Group was to be established in the Council. It was important that services who had detailed knowledge of the contract specification and relationship with suppliers were represented to

share intelligence. It was outlined that there was joint activity across the South Yorkshire Combined Mayoral Authority.

It was noted that the Council had processes in place to check abnormally low bids, (which may be an indicator of labour exploitation). Data had been analysed to demonstrate that most bids were submitted within the expected range, however, assurance was given that good oversight was in place to check anomalies. Information was shared with partners, including South Yorkshire Police, if concerns were flagged.

It was recognised that awareness and levels of confidence of front-line staff, partners, business and the local community was an area for development. However, it was noted that since the Charter had been adopted, other local authorities had approached RMBC to understand its procurement processes and learn from its best practice.

### **2.3.3 Housing Services, RMBC**

Part of the Rough Sleeping Team's role was to help identify who is at risk of modern slavery. At the time of the review, the team had a number of new staff so it was important to build capacity and knowledge to identify instances of modern slavery.

Pressures were also acknowledged in respect of the schemes to rehouse Ukrainian families and potential risks of exploitation (e.g. domestic servitude) if housing or employment was insecure.

### **2.3.4 CYPS Safeguarding (Evolve), RMBC**

CYPS work with children and young people at risk of both CSE and CCE – those who are identified as medium and high risk. Often the same young people can be at risk of or become victims of modern slavery. Assurance was given that cases are reviewed regularly with a weekly high-level meeting taking place.

Examples of multi-agency working were given and the training had been well received i.e. exploitation such as modern slavery; know the signs to spot and how to make referrals

### **2.3.5 South Yorkshire Police (SYP)**

This work is located in Serious Organised Crime section. It was noted that the SYP had identified areas of concerns regarding Child Criminal Exploitation (CCE) across South Yorkshire. At the time of the spotlight review, over twenty officers had been trained as victim liaison officers to identify and safeguard potential victims. Examples were given of how the team worked with the districts and partners across South Yorkshire to share intelligence, provide advice and support victims.

Areas for development include how intelligence sharing could be improved, data accuracy and avoiding duplication of tasks across agencies.

### 2.3.6 Gangmasters and Labour Abuse Authority (GLAA)

An overview of GLAA activity was given, with examples of how it liaised with key partners in SYMSP to protect vulnerable and exploited workers. This included reports of worker exploitation and illegal activity such as human trafficking, forced labour and illegal labour provision, as well as National Minimum Wage offences and Employment Agencies Acts.

The GLAA investigated all aspects of labour exploitation in England and Wales and also worked with partner organisations such as the police, the National Crime Agency and other government law enforcement agencies to target, dismantle and disrupt serious and organised crime. It also had a key role in the delivery of NRM training to partners.

### 2.3.7 Snowdrop Project

The project is a South Yorkshire based charity, working closely with SYP to provide support to adult victims. Support was offered to potential victims regardless of whether they were going through the NRM process, providing wrap around services and activities.

Areas of development included identifying of single points of contacts in local authorities to lead on training and liaison with staff across services. Further training on the NRM was needed to raise awareness of referral pathways. Barnsley Council was identified as an area of good practice in this field.

The project reported a delay in mental health assessment locally which may impede long term recovery, although once assessment had been completed, mental health support was of good quality.

It was noted that when potential victims had to 're-tell stories' or go through similar processes to multiple agencies, this could exacerbate existing trauma. An example was given from another local authority of potential victims not being reinterviewed as part of their housing assessment process and allowing support from advocates.

The project recommended that further work takes place on transitional safeguarding arrangements to ensure there is earlier referrals to adult services for young people requiring services who are reaching 18

### 2.3.8 Department for Work and Pensions (Economic, Serious and Organised Crime)

An overview of how processes and training currently work within DWP to identify and prevent modern slavery was outlined. Front of house staff were trained to spot the signs e.g. if an interpreter/family friend comes to court or a meeting and hands over passports and other documentation rather than the attendee. When traffickers are apprehended/identified, the DWP work to reimburse the victims of modern slavery e.g. charge the perpetrator for non-payment of labour. This can include taking assets away from perpetrators.

It was noted that data sharing can be problematic. An example was given of a pilot scheme which co-located a DWP investigator within a multi-agency

unit in Sussex working to tackle modern slavery. This has helped to identify instances of modern slavery and enabled data to be shared much quicker.

### 2.3.9 Migration Yorkshire

An overview was provided of the work of Migration Yorkshire and the main challenges and issues in relation to unaccompanied asylum seekers and modern slavery (both across South Yorkshire and the UK).

It was outlined that asylum seekers can become victims of modern slavery out of a need to seek work to support themselves or their families (financial support provided by the Government is at a basic subsistence level). Unable to work legally, paid employment would only be available through the underground economy. This is likely to be unregulated with an increased risk of exploitation. Other examples were cited of asylum seekers trafficked from hotels or dispersal accommodation.

It was noted that there are higher numbers of UASC in the systems because of increased arrivals by small boats and delays in processing claims across the asylum system. Councils have been mandated to receive more UASC through the National Transfer Scheme,

There was currently a shortage of suitable accommodation with a number of young people being placed in hotels on the south coast of England. There have been significant numbers of children going missing from hotels over recent years who were at risk of serious exploitation and harm.

There was considerable pressure on local authorities to secure appropriate placements for unaccompanied children. There have been instances elsewhere of age-disputed cases being placed in unregulated placements, which can add to vulnerability.

It was acknowledged that information sharing between Government agencies, accommodation providers and other key agencies was often problematic.

## 2.4 Summary of points raised in the question-and-answer session

- Clarification was sought about how intelligence was disseminated. There were established protocols to share information between certain partners, e.g Border Force, SYP and DWP. However, this was not replicated across all agencies (e.g. NHS providers, local authorities). It was noted that there were different platforms which often presented difficulties as systems did not 'talk to each other'. However, information was shared through established networks, multi-agency meetings and briefings.
- Both SYP and RMBC staff were aware of the risks of pressure being exercised on people without English as a first language and therefore the need to engage appropriate translators/interpreters was recognised. Appropriate adults would be engaged for children under 18 years. Staff were alert to signs of coercion.
- Checks on car washes, nail bars etc: the NCA, GLAA and SYP have visited car washes and nail bars within Rotherham to investigate

concerns. If there were safeguarding concerns these would be passed on to the relevant bodies.

- SYP analysed data to examine patterns, location and suspected perpetrators. This information was shared at the multi-agency SYMSP. SYP also worked closely with Neighbourhood teams in respect of exploitation and organised crime in 'hotspots'.
- All intelligence reports were broken down into who submits (e.g. GPs, local authorities, members of the public), who it concerns, relevant information and agency contacts. It was noted that with the move to online processes (such as benefit claims), it may be harder to identify concerns because there was no longer face-to-face contact.
- Training and awareness of staff had been disrupted during the pandemic but this was being rolled out again. It was noted that training programmes such as domestic abuse and CSE sessions have common themes of "how to spot the signs" and raise concerns via safeguarding or other routes. GLAA have good working relationships with Housing and Community Protections officers and were key in identifying risks and concerns of modern slavery as unscrupulous landlords can exploit tenants through benefit fraud.
- At present, social workers within local authorities conduct age assessments if children have no documentation. Home Office policy states that unless the claimant's physical appearance/ demeanour 'very strongly suggests that they are significantly over 18 years of age' they should be treated as a child'. However, there is no single reliable method for making precise estimates, and no conclusive medical test so the margin of error can be considerable. It was noted that CYPS only have a certain amount of people trained to conduct assessments and the process is time consuming. It was suggested that some adults may assert or be coerced to state that they are under 18 as they are aware that additional legal and safeguarding protection is given to children in modern slavery and/or asylum claims.
- Clarification was sought on the pathways of support for victims of modern slavery. It was highlighted that police often come into contact with victims first. However, there is often a delay in getting appropriate support until the referral to the NRM 'kicks in' (if victims choose to go through NRM process). It was noted that the NRM process is complex and there is a backlog in processing applications. As with other complex areas of safeguarding, there are risks that victims may 'drop out' and not wish to proceed. Snowdrop offer support for victims who may not wish to make a referral to NRM. Referrals are made into CYPS and ASC teams at same time as NRM assessments. If adults do not meet the NRM criteria, the Complex Lives Team will give support if there is an assessed need.
- It was noted that 'cuckooing' (a practice where people take over a person's home and use the property to facilitate exploitation) is a complex area and victims are often not recognised as modern slavery victims. It was suggested that this was an area that needed a multi-agency response and good intelligence sharing.

- RMBC offer support to children or young people who are not in mainstream education through the NEET and Early Help pathways. If the child is excluded this should be picked up with the Pupil Referral Unit or Elected Home Education Team. Assurance was given that there was regular oversight of children and young people not in education or at risk of exclusion to assess levels of risk and vulnerabilities, including those of criminal exploitation and/or modern slavery.

## 2.5 Recommendations

2.5.1 By its very nature, this spotlight review was an overview rather than in-depth analysis of the effectiveness of partnership arrangements in place to address modern slavery in Rotherham. In the course of the review, the review group had the opportunity to discuss with partners the key challenges faced in dealing this issue, explore what was working well and exchange ideas on areas for improvement.

2.5.2 The review group thanked the Cabinet Member, officers and partners for their openness in responding to enquiries. They were assured by the evident commitment across the South Yorkshire Modern Slavery Partnership to tackle exploitation. The examples given showed the complexity and sensitivity of this work and the part each agency plays.

2.5.3 It was noted that the Safer Rotherham Partnership Plan 2022-25 cites tackling modern slavery and human trafficking as one of its priorities. The review hopes that the observations and recommendations make a timely contribution to this agenda.

### 2.5.4 The recommendations are as follows:

- i. That the SRP gives consideration to rolling out a targeted learning and development offer/campaign to raise awareness of modern slavery, how to spot the signs, risks and how to raise concerns and make referrals:
  - a) to front-line staff across key agencies;
  - b) to elected members;
  - c) to the general public and targeted business such as letting agencies (commercial and residential).
- ii. That the SRP gives consideration to mapping the local modern slavery landscape to identify high risk industries and hot spots (using the example of Bristol City Council).
- iii. That consideration is given to establishing an RMBC Internal Governance Group including representation from services who may encounter modern slavery (for example, Procurement, Licensing, Environmental Health, Training Standards, Neighbourhood teams, Social Care and Housing).
- iv. That consideration is given to how young adults at risk or experiencing modern slavery are safeguarded during the transition from children to adult services and are age assessed appropriately.



- v. That consideration is given to developing referral pathways to ensure that modern slavery victims (both adult and child) have access to appropriate support (housing, advocacy, mental health support) on a timely basis.
- vi. That consideration is given to re-launching the Strategic Partnership information sharing group at the earliest opportunity to improve the way that agencies can share data and intelligence, including examining how IT systems can work better together.
- vii. That consideration is given to widening the levels of investigation and auditing of contracts procured by the Council to focus on the 'layers' of sub-contractors, including binding specifications to audit or 'dip sample' contracts along the supply chain.
- viii. That consideration is given to how the Procurement Team can engage with the SYMCA Supply Chain Advisor to improve processes, joint working and awareness.
- ix. That consideration be given to allowing victim advocates to make representations to Housing Assessment Panels on behalf of victims of modern slavery.

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

- 3.1 Members are recommended to approve the recommendations.

### **4. Consultation on proposal**

- 4.1 In its review, the review considered evidence from the Cabinet Member for Community Safety, Finance and Customer Services and officers and key partners. These are outlined in paragraph 2.2.8.

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

- 5.1 Implementation of any recommendation made to a partner organisation is at the discretion of the relevant partner organisation.
- 5.2 Implementation of recommendations addressed to a directorate of the Council is a matter reserved to the relevant directorate. Timescales for Council directorates responding to scrutiny recommendations are outlined in the Overview and Scrutiny Procedure Rules contained in the Constitution of the Council.

### **6 Financial and Procurement Advice and Implications**

- 6.1 Any financial or procurement implications arising from this report will be considered as part of the Cabinet response to its recommendations.

### **7. Legal Advice and Implications**

- 7.1 There are no legal implications directly arising from this report.

### **8. Human Resources Advice and Implications**

8.1 There are no HR implications directly arising from this report.

## **9. Implications for Children and Young People and Vulnerable Adults**

9.1 The review links to the following Council Plan themes:

- People are safe, healthy and live well
- Every child able to fulfil their potential

9.2 In addition, the review links explicitly to Safer Rotherham Partnership priority (2022-25) of Protecting Vulnerable Adults:

- Protecting and supporting vulnerable adults... from harm, crime, and becoming victims of exploitation, as well as, preventing them from becoming victims of modern slavery.

## **10. Equalities and Human Rights Advice and Implications**

10.1 Members of the OSMB review group have due regard to equalities and human rights in developing recommendations.

## **11. Implications for CO<sub>2</sub> Emissions and Climate Change**

11.1 There are no implications for CO<sub>2</sub> emissions and climate change directly arising from this report.

## **12. Implications for Partners**

12.1 The implications for partners are described in the main sections of the report. Implementation of any recommendation is at the discretion of the relevant partner organisation. The recommendations contained in this report are offered acknowledging the contributions that have been made by each of the partner organisations.

## **13. Risks and Mitigation**

13.1 There are no risks directly arising from this report.

### **Accountable Officer(s)**

Emma Hill, Head of Democratic Services and Statutory Scrutiny Officer  
Caroline Webb, Senior Governance Advisor

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

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

|                 |   |
|-----------------|---|
| 19 January 2023 | Future Provision for Household Waste Recycling Centres<br>Rothercard<br>Medium Term Financial Strategy Update   |
| 8 February 2023 | Budget and Council Tax Report 2023/24<br>Housing Revenue Account Rents and Service Charges<br>HRA Business Plan   |
| 15 March 2023   | Climate Change Action Plan and Annual Report<br>Modern Slavery Annual Transparency Statement<br>Social Value Annual Report<br>Fleet Replacement Plan<br>Local Government Association Customer Services Peer Challenge |
| 19 April 2023   | Council Plan Update<br>Scrutiny Review Recommendations – Access to Primary Care<br>Scrutiny Review Recommendations – Spotlight Review Modern Slavery  |
| 10 May 2023     | Byelaws (following motion to Council)<br>Pre-decision scrutiny TBC  |

### Items for Scheduling

|  |  |
|--|--|
| CYPS Performance monitoring<br><br><b>Complete</b> | Workshop session on CYPS Performance monitoring<br><br><b>SCHEDULED FOR 7 MARCH 2023</b>   |
| CYPS Invest to Save                                | To scrutinise the impact of “Invest to Save” initiatives across CYPS   |
| Cost of Living                                     | <b>Work Commencing December 2022</b><br>- <b>Focus on</b> 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.   |
| Notice of Motion - Byelaws                         | Referred from the Council Meeting 30 November 2022. <b>Scheduled for 10 May 2023</b><br><br>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: |
| Children’s Commissioner’s Take Over Challenge      | Cost of School Uniforms<br><b>Scheduled for July 2023</b>  |

**FORWARD PLAN OF KEY DECISIONS**  
**1 April 2023 – 30 June 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](mailto: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                      |
|---|--------------------------------|---|---|--|----------------------------|----------------|---|--|
| <b>KEY DECISIONS TO BE TAKEN ON 24 APRIL 2023</b>   |                                |   |   |  |                            |                |   |  |
| <b>ADULT CARE, HOUSING AND PUBLIC HEALTH</b>  |                                |   |   |  |                            |                |   |  |
| Adult Social Care Strategy for Rotherham 2024 - 27  | 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<br>Tel: 01709 255992<br>ian.spicer@rotherham.gov.uk       |
| <b>ASSISTANT CHIEF EXECUTIVE</b>  |                                |   |   |  |                            |                |   |  |
| Council Plan Update   | 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<br>Tel: 01709 255269<br>jo.brown@rotherham.gov.uk           |
| <b>CHILDREN AND YOUNG PEOPLE'S SERVICES</b>   |                                |   |   |  |                            |                |   |  |
| 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  | Nicola Curley<br>nicola.curley@rotherham.gov.uk                      |
| <b>REGENERATION AND ENVIRONMENT</b>   |                                |   |   |  |                            |                |   |  |
| Regeneration Programme: Strategic Land Assembly   | March 2023                     | To approve the use of funds 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<br>Tel: 01709 822971<br>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                      |
|---|--------------------------------|---|--|--|----------------------------|----------------|---------------------------------------|--|
| Indicative Highway Repair Programme for 2023/2024 | March 2023                     | To approve the Strategic Management and Maintenance of the 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<br>Tel: 01709 822971<br>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<br>Tel: 01709 822971<br>paul.woodcock@rotherham.gov.uk |

**NON-KEY DECISIONS TO BE TAKEN ON 24 APRIL 2023**

**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 | Nicola Curley<br>nicola.curley@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<br>Tel: 01709 822046<br>judith.badger@rotherham.gov.uk |
|--|---------------|---|---|--|-----------------------|-----------|------|--|

**KEY DECISIONS TO BE TAKEN ON 15 MAY 2023 OR LATER**

**REGENERATION AND ENVIRONMENT**



| 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                      |
|--|--------------------------------|--|---|--|----------------------------|----------------|---|--|
| Council Buildings Decarbonisation and Delivery Partner   | March 2023                     | To approve the programme of works for the public sector decarbonisation works and to enter the funding into the Capital Programme<br><br>To approve the procurement of a delivery partner to carry out decarbonisation works on Council owned properties.<br><br>Cabinet delegates authority to the Strategic Director of Regeneration of Environment, in consultation with the S151 Officer and the Cabinet Member for Jobs and Local Economy, to award the contract following the procurement and tender evaluation process. | Cabinet Member for Jobs and the Local Economy | Relevant Members, officers and stakeholders  | Report and appendices      | All Wards      | Open  | Paul Woodcock<br>Tel: 01709 822971<br>paul.woodcock@rotherham.gov.uk |
| Electric Vehicle Charging Project - Drummond St Car Park | March 2023                     | To approve the electric vehicle charging project for Drummond Street Carpark.  | Cabinet Member for Jobs and the Local Economy |  | Report and appendices      | Rotherham East | Open  | Paul Woodcock<br>Tel: 01709 822971<br>paul.woodcock@rotherham.gov.uk |
| Corporation Street Compulsory Purchase Order (CPO)       | March 2023                     | That Cabinet note the progress made, next steps, and anticipated timescale to confirmation of the Compulsory Purchase Order for 3-7 Corporation Street.<br><br>That Cabinet acknowledge the cost of the proposed redevelopment of the site and the sources of funding currently available, and resolve to fund any shortfall in funding, or directly deliver the development, should private sector interest and investment in the development not be secured.   | 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<br>Tel: 01709 822971<br>paul.woodcock@rotherham.gov.uk |

**NON-KEY DECISION TO BE TAKEN ON 15 MAY 2023 OR LATER**

**ASSISTANT CHIEF EXECUTIVE**

| 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                      |
|--|--------------------------------|--|---|--|----------------------------|----------------|---------------------------------------|--|
| 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<br>Tel: 01709 255269<br>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<br>Tel: 01709 255269<br>jo.brown@rotherham.gov.uk           |
| <b>FINANCE AND CUSTOMER SERVICES</b>                     |                                |  |   |  |                            |                |                                       |  |
| 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<br>Tel: 01709 822046<br>judith.badger@rotherham.gov.uk |
| <b>KEY DECISIONS TO BE TAKEN ON 19 JUNE OR LATER</b>     |                                |  |   |  |                            |                |                                       |  |
| <b>FINANCE AND CUSTOMER SERVICES</b>                     |                                |  |   |  |                            |                |                                       |  |
| 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<br>Tel: 01709 822046<br>judith.badger@rotherham.gov.uk |
| Finance Update   | March 2023                     | To note the anticipated outturn position 2022/23 prior to the more detailed outturn report being presented to Cabinet in July.<br><br>To approve any decisions that may be required resulting from any material changes. | Cabinet Member for Corporate Services, Community Safety and Finance | Relevant Members, officers and stakeholders. | Report                     | All Wards      | Open                                  | Judith Badger<br>Tel: 01709 822046<br>judith.badger@rotherham.gov.uk |
| <b>REGENERATION AND ENVIRONMENT</b>                      |                                |  |   |  |                            |                |                                       |  |

| 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                      |
|---|--------------------------------|---|--|--|----------------------------|----------------|---|--|
| Rotherham Markets & Central Library                           | March 2023                     | To approve the implementation of the markets & Central Library development and contract award.  | Cabinet Member for Jobs and the Local Economy  | Relevant Members, officers and stakeholders. | Report and appendices      | All Wards      | Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information) | Paul Woodcock<br>Tel: 01709 822971<br>paul.woodcock@rotherham.gov.uk |
| Local Plan: Adoption of Supplementary Planning Documents      | March 2023                     | To approve the adoption of the following Supplementary Planning Documents:<br>• Developer Contributions SPD<br>• Biodiversity Net Gain SPD<br>• Trees SPD<br>• Soils SPD<br>• Development in the Green Belt SPD (minor amendment to existing SPD)   | Cabinet Member for Jobs and the Local Economy  | Relevant Members, officers and stakeholders. | Report and appendices      | All Wards      | Open  | Paul Woodcock<br>Tel: 01709 822971<br>paul.woodcock@rotherham.gov.uk |
| Multiply Programme  | March 2023                     | To approve the acceptance of the Multiply grant from SYMCA for 2023/24 and 2024/25<br><br>Cabinet delegates authority to the Strategic Director of Regeneration of Environment, in consultation with the S151 Officer and the Cabinet Member for Jobs and Local Economy, to finalise and implement the programme. | Cabinet Member for Jobs and the Local Economy  | Relevant Members, officers and stakeholders  | Report and appendices      | All Wards      | Open  | Paul Woodcock<br>Tel: 01709 822971<br>paul.woodcock@rotherham.gov.uk |
| <b>NON-KEY DECISIONS TO BE TAKEN ON 19 JUNE 2023 OR LATER</b> |                                |   |  |  |                            |                |   |  |
| <b>ASSISTANT CHIEF EXECUTIVE</b>                              |                                |   |  |  |                            |                |   |  |
| Equalities Annual Report                                      | March 2023                     | To report on progress in delivering the Council's Equalities Strategy over the last 12 months and note the actions for the coming year.   | Cabinet Member for Corporate Services, Community Safety and Finance, Leader of the Council | Relevant Members, officers and stakeholders. | Report and appendices      | All Wards      | Open  | Jo Brown<br>Tel: 01709 255269<br>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                      |
|--|--------------------------------|--|---|--|----------------------------|----------------|---------------------------------------|--|
| Annual Report on Council Plan and Year Ahead Delivery Plan Progress for 2022-2023. | March 2023                     | Annual Report on Council Plan and Year Ahead Delivery Plan Progress for 2022-2023.                           | Leader of the Council   | Relevant Members, officers and stakeholders. | Report and appendices      | All Wards      | Open                                  | Jo Brown<br>Tel: 01709 255269<br>jo.brown@rotherham.gov.uk           |
| <b>FINANCE AND CUSTOMER SERVICES</b>   |                                |  |   |  |                            |                |                                       |  |
| New Applications for Business Rates Relief   | March 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<br>Tel: 01709 822046<br>judith.badger@rotherham.gov.uk |
| <b>REGENERATION AND ENVIRONMENT</b>  |                                |  |   |  |                            |                |                                       |  |
| Hackney Carriage and Private Hire Licensing Policy                                 | March 2023                     | To approve for consultation a revised draft Hackney Carriage and Private Hire Licensing Policy consultation. | Cabinet Member for Jobs and the Local Economy                       | Relevant Members, Officers and Stakeholders  | Report and appendices      | All Wards      | Open                                  | Paul Woodcock<br>Tel: 01709 822971<br>paul.woodcock@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.

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