

ROTHERHAM
TOGETHER
PARTNERSHIP



The Rotherham Plan

A new perspective

2025



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Introduction

The Rotherham Plan (“the Plan”) provides a framework for partners’ collective efforts to create a borough that is better for everyone who wants to live, work, invest or visit here.

It sets out some of the big projects, or “game changers”, that partners will be focusing on until 2025 and forms part of a bigger picture which includes a number of partnership boards and less formal bodies that are developing plans and delivering activity.

Shaped by the views of local people as expressed through the extensive consultation programme – “views from Rotherham” - carried out in summer 2015, and subsequent engagement, the Plan also builds on the themes of Rotherham Together Partnership’s (RTP) first partnership plan for 2016/17: bringing people together to create a stronger sense of community spirit; promoting opportunity and equality to help everyone benefit from a growing economy; and creating welcoming places where people feel safe and encouraged to lead active lives.

RTP’s supporting theme boards will be central to achieving the Plan’s aspirations. They will also deliver a range of complementary activity based on their own plans and priorities.

The Business Growth Board, for example, is overseeing Rotherham’s economic growth plan, which aims to create 10,000 net new jobs by 2025. Rotherham Health and Wellbeing Board brings the council, health bodies and other partners together to improve health and reduce inequalities, while Safer Rotherham Partnership focuses on crime and community safety. The Children and Young People’s Partnership is the driving force behind efforts to improve services and outcomes for children, young people and their families.

Beyond these strategic bodies, there is a wide range of less formal partnership working in Rotherham, from small community groups coming together to help and support local people, to organisations combining their efforts on heritage, arts or sports projects.

RTP itself was established in September 2015 (though the previous Rotherham Partnership produced its first borough plan in 2002). It has 28 members representing the council, other public bodies, the voluntary, community and faith sectors, local businesses and the Sheffield universities.

The full partnership meets quarterly, but its supporting group of chief executive officers meet every month to oversee delivery of programmes and initiatives and respond to any issues that require a collective approach.

RTP’s underpinning principles, which have guided the development of this Plan and will be central to its implementation, are:

- Focusing our efforts where we can make the most difference by working together
- Engaging and involving our communities in everything we do
- Promoting equality, challenging intolerance, embracing diversity and celebrating our achievements.





2 Rotherham today

110mi²
Rotherham is a borough covering **110 square miles**

Rotherham's population of **260,800** mostly live in **urban areas**

Rotherham has **50,000 children** aged **0-15** and **27,300 young people** aged **16-24**

The population is ageing, with **64,600 people** aged **over 60**

21,800 are aged over 75 and **5,800** over 85 with an additional **1,000 over 85s** expected by 2021

Rotherham has a diverse community which includes **20,000 people from minority ethnic groups (8.1%)**. The largest communities are **Pakistani/Kashmiri and Slovak/Czech Roma**. It is also made up of many towns, villages and suburbs which form a wide range of geographic communities.

The borough benefits from a vibrant **voluntary and community sector (VCS)**, comprising almost **1,400 organisations** with **3,600 staff** and around **49,000 volunteer roles**.

It is estimated that the paid VCS workforce contributes **£99m to the economy per annum** and that volunteers provide approximately **85,000 hours of time per week**.

Rotherham lost 14,000 jobs between 2007 and 2012, but job numbers have now reached 100,000 - a return to pre-recession levels. There are 6,810 VAT registered businesses in Rotherham, with the figure increasing by over 6% in 2016.

GCSE performance is above the national average, but the **performance of children from Rotherham's poorer families** compares unfavourably with national averages on many educational attainment measures

Performance for children **achieving a good level of development at the early years foundation stage** (up to age 5) **is above the national average**

Rotherham has a wealth of green space across the borough, in the form of **country and urban parks, nature reserves, woodlands and playing fields**. Although used well in some areas, others offer an often untapped resource within communities

In the town centre, **recent transformation work was recognised with an award** in the town centre category of the **Great British High Street Awards**



Shaping the future

Our vision for Rotherham in 2025 is to be a place where people want to live, work, study, invest or visit. We want to develop a competitive, sustainable economy that builds on our strengths in advanced manufacturing, culture and innovation, and we want local people to live healthy, fulfilling lives in a place where local assets are used to their full potential.

We want Rotherham to be a place that:

- Has a vibrant town centre where people want to visit, shop and socialise
- Feels safe, where people are able to participate in their community; sharing their knowledge and skills for the benefit of themselves and others
- Has highly skilled people who have access to good and sustainable work
- Has good connectivity: physically with other areas, digitally and socially
- Is clean and attractive, culturally rich and welcoming
- Is outward looking: building relationships and learning from others.

Underpinning all these things is the need to ensure that whatever we do, everyone in Rotherham is able to benefit. We want Rotherham people to have equal access to opportunities, activities and services when they need them, and to create stronger communities where people want to raise their families and grow old.

This means finding ways to halt the trend of deprivation becoming more concentrated in the least well off areas; a situation reflecting high worklessness, low skill levels and ill health.

In Rotherham, around a quarter of children live in a low income family. In our most deprived neighbourhoods this rises to around half of children, and children in these areas are also five times more likely to be classed as a “child in need” of social care services.

In their national strategy for solving poverty, the Joseph Rowntree Foundation talk about acting now so that when children starting school this year reach adulthood, they will live in a UK where poverty is significantly reduced and no-one is ever destitute.

There is significant research that indicates the importance of children getting “a good

start” in order to have the best chance of having positive outcomes in education, employment, health and other important areas of life.

In looking to the future, partners are committed to making Rotherham a child-centred borough, where the wellbeing of children, young people and their families is considered in all that we do. Whilst keeping children and young people safe is crucial, we also want to create age friendly communities that celebrate what older people have to offer, and enable good quality later life for all Rotherham people.

To begin the journey of creating an age-friendly town, we are working towards integrating local health and social care services across the borough and developing activity that will help older people remain independent for longer.

Health and wellbeing partners and local carers have contributed towards a carers’ strategy, and partners are working together to develop an ageing well framework which will be used to ensure services, and some of the activity described in the ‘game changers’, consider the needs of older people.

In the context of becoming a child-centred borough, a range of services for children and young people have been reviewed to ensure they are delivering positive outcomes. Contributing to this is our refreshed Early Help programme, which involves partners working together to ensure children, young people and families have their needs identified early so that they can receive swift access to targeted help and support.

The Rotherham Safeguarding Children Board has also thoroughly overhauled its processes and procedures, and a specialist multi-agency team - “Evolve” – has been established to tackle child sexual exploitation. There is also now a much better understanding of what safeguarding means and clearer links between the safeguarding children and adults boards and other theme boards.

The Rotherham Plan provides a framework for additional activity across all of these issues, complementing dedicated activity delivered by the theme boards.



To inform our approach, the partnership team talked to children and their families at the wizardry and magic event in the town centre in August 2016. **This is what they told us...**



"I would like to see some more rides and maybe a theme park"

Maria, age 11



"More play areas"

Lillie Rose, age 6



"Clean streets and shops!"

Chloe, age 12



"I wish that there was a cinema in Rotherham"

Jack, age 8



"Make Rotherham a safer and brighter place to live, shop and be entertained!"

Cheryl, age 42



"By 2025 I would like a big water park, a big glass dome and a theme park"

Jess, age 12



"More things for children in the town"

Emma, age 36



"I would like a really big swimming pool with lots of slides"

Darcy, age 7





Achieving the vision

Realising the vision set out in section 3 will be a challenge, but it is one that partners are committed to meeting head on.

In the context of austerity and ongoing, unprecedented reductions in public sector budgets, compounded by increased demand for many services, we need to rethink our approach. There are examples of this happening already, such as the work around social prescribing.

Case study: Social Prescribing

The Rotherham Social Prescribing Service helps people with long term health conditions to access a wide variety of services and activities provided by voluntary organisations and community groups in Rotherham. Funded by Rotherham Clinical Commissioning Group (CCG), the scheme brings together health, social care and voluntary sector professionals, who work together in a coordinated way to plan care for people. This joint working is known as integrated case management. GPs

lead the case management teams and are responsible for identifying patients who are eligible for the scheme.

Since September 2012 the service has received over 5,000 referrals from GPs, with the majority of these being people aged over 65, who are accessing services such as befriending, respite, advocacy and support.

This innovative scheme creates a win-win situation where:

- **The CCG benefits as it prevents unnecessary hospital admissions**
- **GPs benefit as it gives an option other than medication or hospital**
- **The voluntary and community sector benefit as it supports their sustainability and raises awareness of their services**
- **Patients and carers love it as it improves their quality of life, reduces social isolation and moves them from dependence to independence.**

The scheme continues to receive national interest due to its success and from April 2015 was extended

to working with RDaSH (Rotherham Doncaster and South Humber NHS Trust) mental health teams.

“Thank you so much, you have made me believe in myself again”

“I have slept 7 hours for the first time in 15 years”

social prescribing patients

We need to understand the causes of societal problems – the things that are holding people and areas back – and take innovative action to address them. This means recognising and harnessing people’s strengths, responding effectively to their concerns, and working in genuine partnership with them to find solutions.

As well as changing the way we work within the borough, partners need to be outward-looking, seeking ideas and support from elsewhere, including our partners within Sheffield City Region (SCR).

Rotherham needs to maintain an influential role within SCR, ensuring the region remains at the forefront of the devolution agenda, taking on powers and funding from central government and helping to drive forward economic growth that creates opportunities for local people.

Case study: AMID

Rotherham needs to create a thriving and dynamic economy that expands and adapts to meet the challenges of the 21st century. To achieve this, we must build on our strength in advanced manufacturing, and the global success achieved at the Advanced Manufacturing Park (AMP) in Rotherham over the last ten years, to integrate science, research and innovation investment into the local economy.

We are seizing the opportunity offered by devolution to take a leading role in promoting, developing and delivering investments in infrastructure, skills and intellectual capital; unlocking the full potential of the cluster of manufacturing businesses between Rotherham

and Sheffield to create the UK’s first Advanced Manufacturing Innovation District (AMID).

AMID will be a nucleus of innovation and research in advanced manufacturing, with strengthened connections across new and existing firms and knowledge institutions that will benefit from close proximity to world-class technology facilities.

AMID will provide a business climate and physical environment that draws in and develops world class talent, entrepreneurs, innovators and investors. It will connect the AMP to an attractive, connected and accessible wider district and include mixed-use housing, green spaces, social spaces, office and retail to complement industrial and research sites, ensuring we deliver the amenities, quality of place and interaction that skilled workers and businesses require.

Enabling industry leaders to co-locate and collaborate more effectively, AMID will deliver competitiveness and productivity and provide long term stability for the industry and a major boost to jobs.



4.1 Our game changers

This section describes the big, strategic steps towards change that partners will focus on between now and 2025.

a. Building stronger communities

Building stronger communities is our top game changer as this will help drive all of our shared ambitions for Rotherham. It is also a fundamental requirement for all partners to have a better understanding of Rotherham's local communities and how these are changing, if services are going to keep pace with people's needs and aspirations.

We know one of the great things about Rotherham is the people, as shown by the impressive volunteer numbers referenced in section 2. When we asked, in views from Rotherham, what people thought about the borough, the most universally liked feature was the friendly, honest people and good community spirit.

We will harness this positive aspect of Rotherham, focusing on our strengths - what people and places can offer rather



than what they need - to create a place where everyone feels connected and able to actively participate in their community for the benefit of themselves and others.

In order to make this happen, partners need to create the right environment, driving concerted action across all our game changers to create safe, healthy and vibrant communities, underpinned by good quality housing.

At the same time, our partnership principles must remain central. In particular, the importance of promoting equality, challenging intolerance and embracing diversity.

To achieve a more connected Rotherham we will work collaboratively to make best use of the assets we have in our local areas. This means bringing together everyone - individual residents, businesses, community and faith groups, councillors, and public sector bodies - to work in partnership, share resources and enable new ideas to develop.

This neighbourhood-based approach will ensure all areas across the borough benefit from good quality, responsive services, tailored to local circumstances, and designed and developed with local people.

b. Skills and employment

Rotherham has ambitious plans to attract investment and help the economy to grow, but there are significant challenges in ensuring that growth benefits all of our communities.

Where jobs are being created, we need to ensure that they are accessible to local people, particularly to those who, for a range of reasons, may be struggling to find employment.

One way of doing this may be by ensuring major local organisations, such as the council and the hospital, focus on spending their money in a way that creates opportunities for local people and businesses.

This means focusing on "social value" - looking beyond the price of each individual contract and instead focusing on the collective benefit to a community: "If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community?"

As touched on in earlier sections, low skills levels and ill health are particular problems in Rotherham and act as barriers to good

quality, sustainable employment for many local people.

"We need good quality jobs to give people a real sense of worth"

views from Rotherham respondent

Working with partners across Rotherham and the wider city region, we will develop a work and health programme that provides comprehensive support to help people secure, sustain and thrive in employment.

The programme will build on initiatives such as social prescribing and Rotherham's troubled families programme, working with people to understand their aspirations and overcome their problems rather than treating them as passive recipients of a one size fits all service.

A key plank in our efforts to improve skill levels will be the development of a university campus in the town centre, to be operated by Rotherham College as part of the RNN Group. Despite having GCSE results that are among the best in the

region and above the national average, Rotherham lags behind at NVQ level 4 and above (i.e. above A-level/BTEC national).

The centre will help to raise the aspirations of our young people, attract and retain students, and contribute to the town centre's regeneration. The range of courses offered will be relevant to the local jobs market, including qualifications related to the advanced manufacturing sector.

C. Integrated health and social care

We know that, as resources become more stretched and demand for health and care services continues to increase, it is more important than ever for partners to combine their resources effectively. In views from Rotherham, 84% of respondents agreed that the council should work more closely with local health services.

Rotherham's integrated health and social care place plan provides a succinct vision for the transformation of health and care services:

Supporting people and families to live independently in the community, with prevention and self-management at the heart of delivery.

The plan aims to reduce health inequalities, improve the quality of care and make required savings by:

- Creating integrated, multi-disciplinary teams across Rotherham
- Opening a 24/7 urgent and emergency care centre at the hospital to help reduce waiting times and emergency admissions
- Expanding the 24/7 care coordination centre to include mental health and social care
- Building a specialist reablement centre so that people can access a range of services while remaining in the community
- Providing training for residential and home care staff to enable them to treat more complex problems, further reducing hospital admissions.

The social prescribing service will be extended and front-line staff trained to deliver advice on healthy lifestyles - a "making every contact count" approach.

In terms of children's health, Rotherham's health and wellbeing strategy has two aims specifically focused on children's issues. This will help to ensure that partners' spending plans reflect the need to ensure children have a good start in life and a healthy adolescence.

The quality of housing also has a direct impact on our health and wellbeing. There are plans to build more houses across the borough, including tailored provision for people with long-term conditions.

d. A place to be proud of

We want Rotherham to be a place to be proud of again, not just because of what we do but how we do it together.

"We don't do enough to defend our town and fight the negative image we have gained."

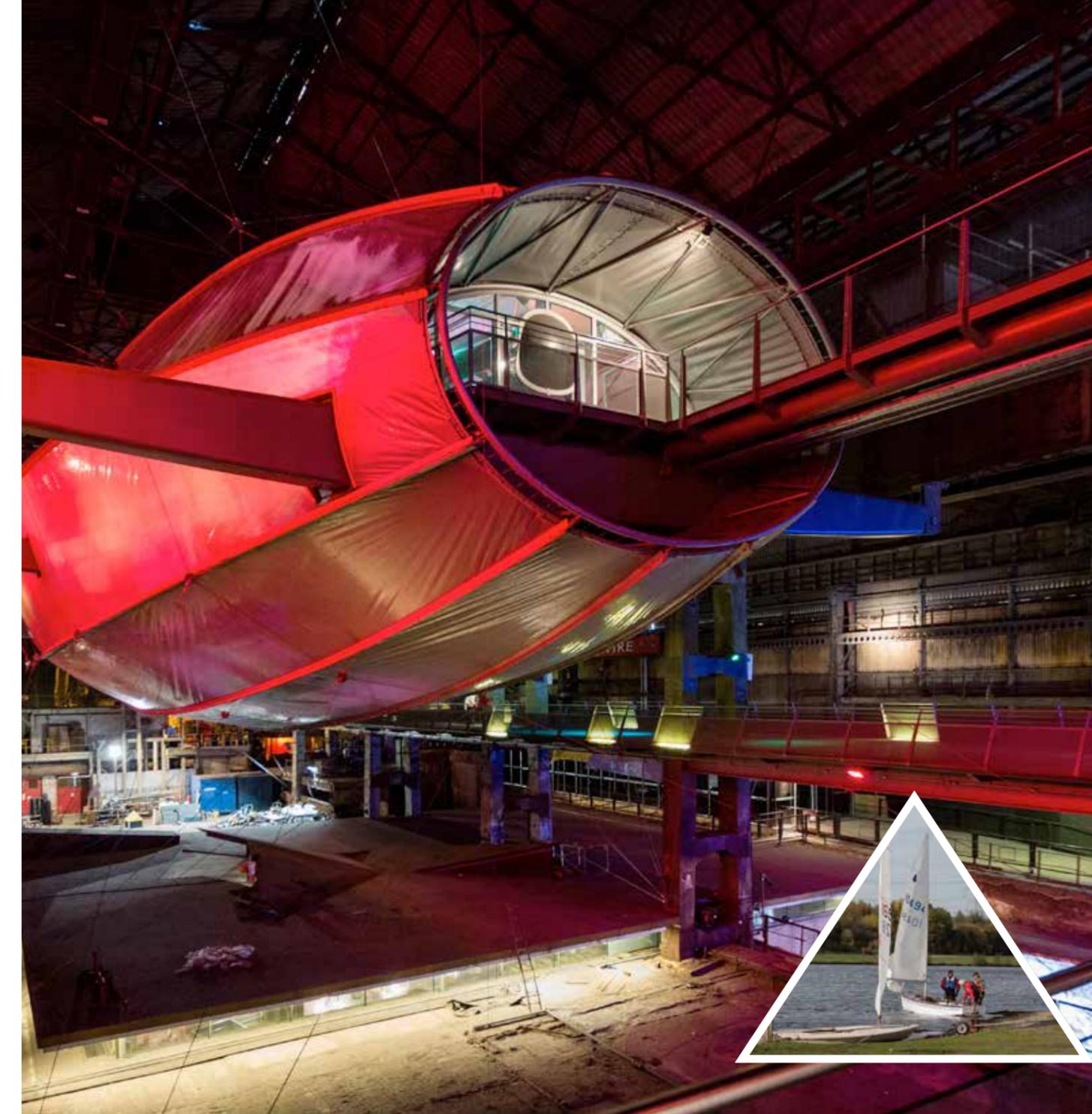
views from Rotherham respondent

We need to make more of our current assets, whilst seeking investment to provide a wider range of culture and leisure activities.

Local treasures such as Wentworth Woodhouse and Clifton Park, among many others, need to be better promoted and the potential of new developments like Gulliver's Valley and the anticipated Steel Man sculpture exploited to the full. This was a major theme in views from Rotherham where people extolled the virtues of "Rotherham's green spaces, the wildflower verges, country parks and tree lined streets", as well as "hidden amazing things like Wentworth Woodhouse".

RTP's approach to 'place shaping', overseen by the new, business-led place board, will help to create a new identity for Rotherham. By focusing on our strengths - for example our expertise in engineering and manufacturing and the hidden gems and green spaces outlined above - we will create a positive Rotherham story: one that sells the place to everyone who may want to live, work, visit or invest here.

Creating a place where our children and young people are proud to live and grow up in is also an important focus of the Plan; contributing to our vision of being a child-centred borough.



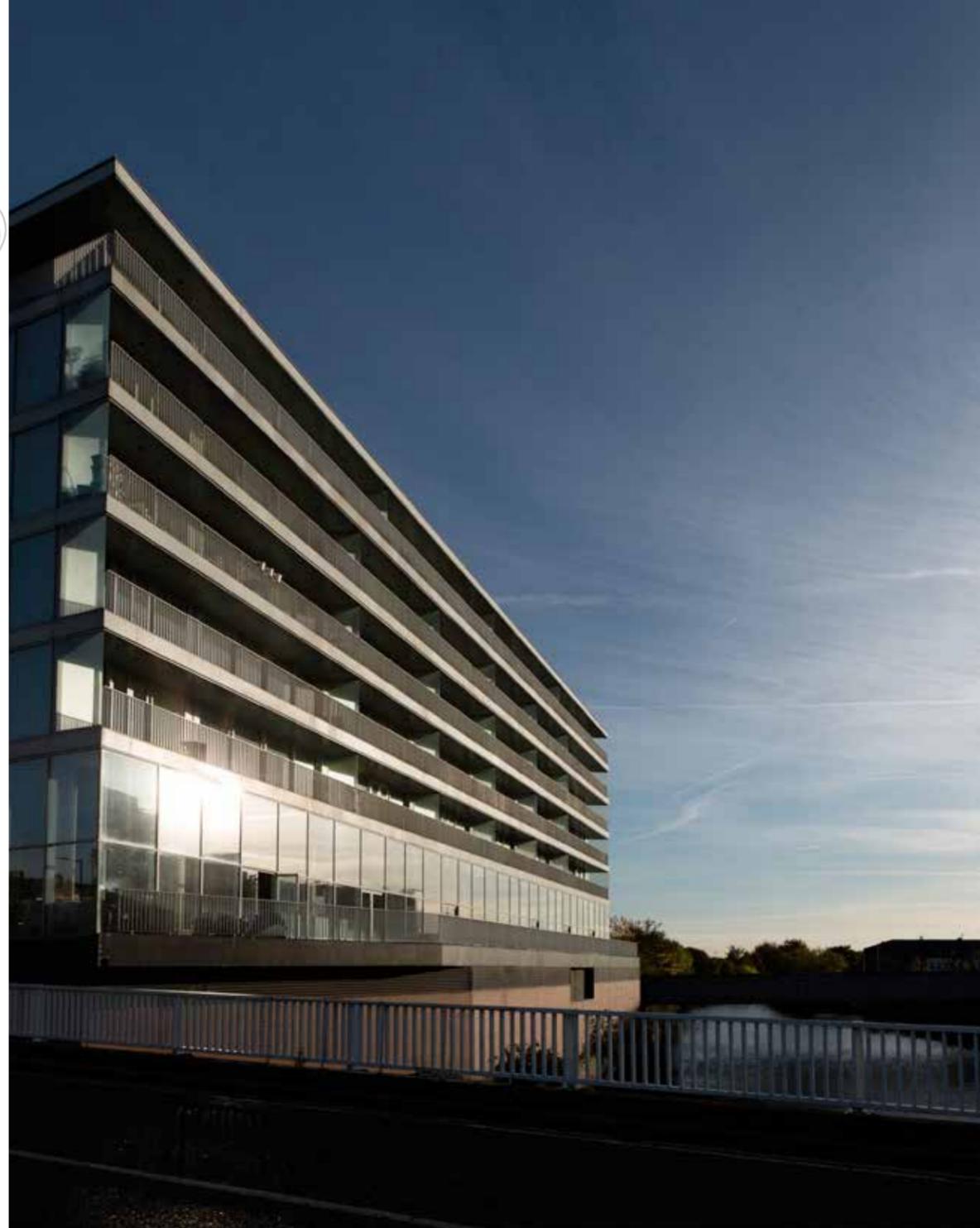
e. **Town centre**

Recent consultation has emphasised the importance of the town centre and, in many cases, people's reluctance to visit it. In views from Rotherham, people were positive about parts of the town centre, particularly the Minster Gardens and High Street, but these were outweighed by the negatives:

“I dislike the relatively poor state of the town centre - lack of quality shops, bars and restaurants (too many discount shops and takeaways) and general untidiness”

“The town centre shuts down completely after 5pm”

“I dislike the feeling of vulnerability in the town centre, especially because of groups of people just hanging around”.



In partnership with local businesses we will work to maintain safe, clean and vibrant public spaces and efforts will continue to reduce all forms of anti-social behaviour in the town centre.

This will be part of our comprehensive regeneration programme based on the new town centre masterplan.

Alongside a proposed leisure hub at Forge Island and sites for good quality housing, will be schemes explicitly aimed at creating more welcoming environments for communities to come together. This includes the creation of pedestrian routes and a healthy living corridor to support town centre life and vitality, as well as proposals to open up and better utilise the riverside.

4.2 Theme boards

RTP's established theme boards and the new bodies we're creating to oversee specific pieces of work, will have a central role in delivering the Plan.

Safer Rotherham Partnership

The Safer Rotherham Partnership is the borough's community safety partnership with statutory responsibilities established under the Crime and Disorder Act 1998.

The partnership has a legal duty to tackle crime, anti-social behaviour, drug and alcohol misuse, and to enhance feelings of safety.

The board has 6 priority areas:

- Reducing the threat of child sexual exploitation (CSE) and the harm to victims
- Building confident and cohesive communities
- Reducing the threat of domestic abuse and reducing the harm to victims
- Reducing and managing anti-social behaviour (ASB) and criminal damage
- Reducing the risk of becoming a victim of domestic burglary

- Reducing violent crime and sexual offences.

The SRP will have a particular role in **building stronger communities.**

Children and Young People's Partnership

The Children and Young People's Partnership brings together a wide range of organisations including Rotherham Council, South Yorkshire Police, health services, education and colleges, South Yorkshire Fire and Rescue and the voluntary and community sector.

The Children and Young People's Partnership vision is:

To be a child-centred borough which will ensure our children, young people and their families:

- Are healthy and safe from harm
- Start school ready to learn for life
- Are ready for the world of work.

The partnership will have a key role in ensuring all of the Plan's game changers contribute to this vision.

Health and Wellbeing Board

The Health and Wellbeing Board has been a statutory sub-committee of the council since April 2013. Members of the board include local councillors, senior council officers from children's and adult social care services, the director of public health, NHS Rotherham Clinical Commissioning Group, Healthwatch Rotherham, South Yorkshire Police, Voluntary Action Rotherham and the main local providers of NHS services.

The board has a responsibility to produce the local health and wellbeing strategy, which for 2015–18 includes five aims:

- All children get the best start in life
- Children and young people achieve their potential and have a healthy adolescence and early adulthood
- All Rotherham people enjoy the best possible mental health and wellbeing and have a good quality of life
- Healthy life expectancy is improved for all Rotherham people and the gap in life expectancy is reducing
- Rotherham has healthy, safe and sustainable communities and places.

Whilst making a contribution to all of the game changers, the board will have a particular focus on *integrated health and social care*.

Business Growth Board

Rotherham's Business Growth Board was established in 2015, evolving from the previous economy board. Its main aim is to drive forward progress in pursuing Rotherham's economic priorities through delivery of the borough's growth plan.

Chaired by a local business person and with a majority of private sector members,



the board provides leadership on issues of key economic significance to the borough and provides a link to Sheffield City Region partners, plans and initiatives.

The board has three task groups focusing on:

- Business development
- Employment and skills
- Town centre.

As well as overseeing the Place Board (see below), the Business Growth Board will be integral to delivering on *skills and employment* and *the town centre*.

Place Board

Led by local businesses but involving a wide range of partners, the Place Board will be at the forefront of efforts to promote Rotherham, utilising the 'place shaping' story and related themes and images.

Specifically, the board will:

- Oversee a business ambassador programme
- Provide a sounding board for ideas and activities that help to raise Rotherham's profile

- Champion Rotherham regionally, nationally and internationally.

The board will also have a central role in making Rotherham *a place to be proud of*.

Building Stronger Communities Forum

The aim is to establish new and trusted communication and engagement channels between communities and key public service providers. This will operate as a 'think tank' for Rotherham, generating ideas from community representatives and also considering research and learning from elsewhere.

The forum will influence and make clear recommendations to all partners, aiming to bring about more inclusive and cohesive local communities throughout the borough.



The journey to 2025

These are our major milestones for the early stages of the Plan, linked to the game changers in section 4. Annual delivery plans will be developed and published by April of each year, setting out actions and milestones for the coming year in more detail.

Building stronger communities

Neighbourhood working principles agreed by partners
Apr 2017

First meeting of BSC Forum
Jul 2017



Integrated health & social care

Urgent & emergency care centre opens
Jul 2017

Roll - out of integrated health & social care teams across the borough
Sep 2018



Town centre

Town centre masterplan completed
May 2017

Work starts on initial town centre developments
Jan 2018

Skills & employment

University campus opens
Sep 2018

Work and health programme starts
Oct 2017



A place to be proud of

Child-centred borough launch
Sep 2017

Gulliver's Valley theme park opens
Sep 2020





6 Communications and engagement

The focus of partners' communications activity, coordinated by the RTP team, is to celebrate the good work taking place across Rotherham and to connect and engage with local people.

We will ensure there is a consistent flow of information, letting people know what is going on and – crucially – giving them the opportunity to provide feedback and get involved.

As well as our website (rotherhamtogetherpartnership.org.uk) and Twitter account (@RT_Partnership), there will be a number of specific engagement sessions and a quarterly bulletin.

A series of events will be delivered throughout the year, many linking specifically to the initiatives (let's get Rotherham talking, for example) that were launched with last year's partnership plan.

Finally, we will carry out an annual review to assess progress in delivering the Plan and gauge the effectiveness of wider partnership activity. Feedback

from local people and partners will be a fundamental part of this, helping us to make any necessary changes to the things we do and the way we engage for the forthcoming year.

Please contact us for further information:
RTPartnership@rotherham.gov.uk





7 Headline indicators

Building stronger communities

- More residents feeling safe in their community
- More people satisfied with their neighbourhood/local area as a place to live
- More people actively participating in their community

Skills and employment

- An increase in higher level skills (level 4 and above)
- More young people able to achieve their potential through education, employment and training
- Fewer people claiming out of work benefits in the most deprived areas
- More organisations signing up to the workplace wellbeing charter

Integrated health and social care

- Better health outcomes for children and young people through integrated commissioning and service delivery
- Better support to enable people with long term health and disability needs to live healthier lives
- Fewer unscheduled hospital attendances and admissions

A place to be proud of

- More higher value businesses starting up, investing or locating in the borough
- More young people saying they would still like to be living in Rotherham in ten years' time
- More people saying they're proud to live in Rotherham

Town centre

- Improved culture and leisure offer, including a cinema
- More town centre residential units
- Fewer vacant units in the town centre



8 Rotherham Together Partnership



