

# THE YEAR AHEAD PLAN 2020/21



#TheYearAhead

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# INTRODUCTION

Covid-19 has had a fundamental effect on the way the Council works and will continue to affect how it operates in the short, medium and long term. Social distancing and track and trace requirements are likely to be key features of daily life for the foreseeable future. The impact of the pandemic will continue to be felt across the borough for a long time, affecting the economy, the community and daily life.

This plan sets out how the Council will work with Rotherham communities, residents and businesses in these uncertain times; providing ongoing support to those who continue to be affected by the pandemic and helping to build resilience as we all adapt to the challenges ahead.

# AIMS

The key aims of The Year Ahead plan are to:

Continue to work with our residents and stakeholders, supporting them and adapting with them to meet current needs in light of the pandemic.

Continue to manage the ongoing effects of the pandemic, including the local outbreak control plan.

Continue to drive our ambitious plans for the borough wherever possible.

Continue to develop and embed new ways of working.

# THEMES

The plan is based around five themes and captures the key activities for the next twelve months, providing a basis for the development of longer-term outcomes and a long-term strategy for the borough.

## FIVE THEMES AND TWO CROSS-CUTTING STRANDS



**THRIVING  
NEIGHBOURHOODS**



**BETTER HEALTH  
AND WELLBEING**



**ECONOMIC  
RECOVERY**



**NEW WAYS  
OF WORKING**



**HOPE AND  
CONFIDENCE IN  
ROTHERHAM**

## CLIMATE IMPACT

## EQUALITIES AND SOCIAL JUSTICE



# THRIVING NEIGHBOURHOODS

During the pandemic there have been numerous examples of communities coming together to support each other. Building and supporting community resilience and working together to move on from the crisis positively and safely is vitally important. The Council will continue to deliver the Thriving Neighbourhoods Strategy, working with residents to make a difference locally. We will learn from the experience of the pandemic to provide effective support to those affected by Covid-19, particularly the most vulnerable residents. In addition, the Council will continue to build on established positive collaborative working with the voluntary and community sector.

**The Council aims to achieve this through the following outcomes:**

## Putting communities at the heart of everything we do

Through our neighbourhood working, ward members will continue to provide practical support to isolated and vulnerable residents and to drive local activity and delivery of local improvements.

## Democratic arrangements are open, transparent and accountable

By adapting our decision making and democratic processes to deliver services virtually and supporting members with new ways of working through our new member development programme.

## Vulnerable residents affected by Covid-19 are supported by the Council

We will ensure that we capture learning from the community hub and continue to provide support when needed, including emergency food provision.

Working with our partners we will develop additional provision using the DEFRA hardship funding and establish our new team to support rough sleepers

## Rotherham residents, VCS organisations and businesses use their skills and assets to help others

The Council will continue to work alongside local community organisations, businesses and volunteers, applying the learning from the community hub.

This will include supporting Rotherham Hero volunteers and further developing an asset-based approach, utilising the strengths of local organisations and residents.



# BETTER HEALTH AND WELLBEING

Covid-19 has significant health implications for our local population. In addition to the direct impacts of the infection, the substantial changes that social distancing and outbreak control measures have brought to our residents' daily lives will have an impact on health and wellbeing. This theme is about taking steps to address the health impacts of the pandemic, including managing any future outbreaks, assessing the effect the pandemic has had on health inequalities and building on positive behavioural changes such as increased physical activity. It will also be a priority to manage the pressures the pandemic has placed on the health and social care sector, through integrated work with our health partners.

The Council aims to achieve this by focusing on the following outcomes:

## Local incidents and outbreaks are managed effectively

Through the delivery of the Local Outbreak Control Plan, the Council will respond to any local outbreaks with a focus on protecting our most vulnerable residents.

Our communities will be supported to follow the relevant guidance to keep the number of local cases of Covid-19 low.

## Health inequalities are understood and responded to

Through the review led by the Health and Wellbeing Board, priority actions will be identified to address the disproportionate impact of the pandemic on certain groups and communities.

## Vulnerable adults are protected and adult social care is able to adapt to the changing conditions

The Council will work closely with health colleagues to ensure an integrated response to the impact of Covid-19. The Council will build on learning from the pandemic to inform the recovery and reset of adult social care, with a focus on ensuring sustainability and market resilience.

## Children and young people are protected, safeguarded and able to achieve their potential

Schools will be supported to ensure a safe return to education, enabling pupils to re-engage and catch up with lost learning. The Council will also continue to maintain a high level of contact with vulnerable children and families.

## Rotherham is a place where active travel is accessible, and local people reap the associated health and environmental benefits

Building on positive behavioural changes in the community, the Council will promote active travel and deliver key projects to make cycling a more appealing option.



# ECONOMIC RECOVERY

Economic recovery and renewal is critical for the future success of the borough. We are committed to working with local businesses, the city region and national government to ensure that Rotherham gets the investment it needs to support and build the local economy for the future. Focusing on place and social value as well as employment, business support, and school attainment, our economic plans are being refreshed to adapt to future challenges.

The vision for our economic approach is to achieve the following outcomes:

## The Rotherham economy can adapt and start to recover from the pandemic

The Council is playing an active role in the development of the Sheffield City Region economic recovery plan which incorporates:

- **People** – helping people to find jobs and adapt to the new economy
- **Employers** – supporting employers to adapt and survive
- **Place** – infrastructure investment

Rotherham's economic plans will reflect these priorities, bringing benefits to local businesses and residents.

## The vision for the regeneration of the borough rejuvenates communities and businesses

Plans will be progressed for three significant phases of economic regeneration:

- the development of Forge Island
- the regeneration of the markets and library via funding from the government's Future High Streets fund
- the Towns Fund, which will include a range of schemes in and around the town centre including new homes.

## Social value is maximised to create more local jobs, apprenticeships and benefits in communities

As part of our social value commitment we aim to maximise the value of every pound spent. Further opportunities for social value development will be identified through commissioning models and will be an integral part of all Rotherham regeneration programmes.

We will also explore new and innovative delivery models that build social value, and work with our partners to identify social value opportunities.



# NEW WAYS OF WORKING

In response to the pandemic, the Council has rapidly adapted and embraced new ways of working. This theme will see further steps taken to support our staff and improve outcomes for local residents; utilising technology, acting on feedback and continuing to evolve to meet current and future challenges.

The outcomes for this theme are:

## High quality customer services which are efficient and accessible

The Council will continue to develop and improve [www.rotherham.gov.uk](http://www.rotherham.gov.uk) as the 'go to' place for all Council information.

Our aim is to keep accessibility at the forefront of service design; enabling as many people as possible to self-serve online whilst also continuing to provide assisted access for vulnerable customers and those who are unable to access services digitally.

We will also make use of new technology, to give people greater choice about how they digitally access services.

## Staff are supported to work flexibly, building on recent experiences of home working

A review will be undertaken to assess how we can develop and implement a range of flexible working policies to positively impact on work life balance, staff engagement, productivity, and retention. This will include a review of the use of Council buildings.

## An empowered and agile workforce, feeling valued and embracing new ways of working

Following consultation and engagement with staff, learning from the Covid-19 response will be used to shape organisational development, building the capability required to deliver the Council's priorities.



# HOPE AND CONFIDENCE IN ROTHERHAM

2020 has been a really difficult year for many people, and as we go to print there remain significant challenges ahead. In this context, more than ever, we want residents to feel confident, well informed and able to take part in the community. Through this theme, the Council aims to foster a sense of optimism within Rotherham. This will be achieved by delivering on the commitments set out across the themes in this plan, by engaging with local people and giving them the chance to tell us how we're doing and what we could do better, by keeping our streets and public places clean and welcoming, and by providing a range of activities that inspire joy and hope.

The theme focuses on the following outcomes:

## People trust the Council to deliver on its commitments

Delivery against all the Year Ahead Plan activities will help the Council to retain the trust of residents.

Ongoing communication and engagement with our communities will also be vital.

## Communication messages are clear along with opportunities to engage and provide feedback

The Council will build on the comprehensive engagement strategy developed during the pandemic, including promotion of the 'Keep Rotherham Open' campaign, increasing email subscriptions and generating regular content for digital and other communication channels.

## Local people feel more connected to their community by engaging in positive activities: getting active, creative and outdoors more often

A programme of events will be delivered which will explore themes of joy, gratitude and hope.

This will include celebrating the contribution of key workers and volunteers, creating memorials for those who have lost their lives, and finding innovative ways to bring our communities together in a safe and appropriate way.

## Places are clean, welcoming and well-maintained

The Council will respond quickly to local environmental concerns, including fly-tipping, and improvements will be made to highways and street cleanliness.

# WIDER POLICY IMPLICATIONS

The Year Ahead Plan also includes the following cross-cutting strands, which will be integral to each theme:

## EQUALITIES AND SOCIAL JUSTICE

We want to see a borough based on social justice where all residents have a good quality of life and are able to achieve their potential.

### This means:

- Overcoming unfairness caused by lack of access to economic opportunities.
- Seeing an improvement in the life chances and opportunities of disadvantaged communities facing social barriers and affected by poverty and unemployment.
- Making sure that services and information are accessible to all and taking action when decisions or policies are unfair or discriminatory.
- Developing a positive environment and removing barriers to participation so that residents are able to contribute to decisions that affect their lives and their communities.
- Inclusive communities where people feel safe, have a sense of ownership, and feel confident in reporting incidents of abuse or discrimination.

## CLIMATE IMPACT

While the borough has been facing the Covid-19 pandemic, the climate emergency has continued its progression, with the same risk of impending disaster at global, national, and local levels. The inclusion of climate change in the Year Ahead Plan reaffirms the need for immediate action. For all themes, it will be considered how actions can contribute towards the Council's carbon reduction target and improved environmental outcomes. Climate change is particularly relevant to the Economic Recovery theme, given that carbon emissions are overwhelmingly linked to economic activity, either through consumption, production, or distribution, but consideration of the climate impact needs to be built into everything we do. Embedding this cross-cutting strand across themes also acknowledges the multi-faceted nature of this issue and the need to pool expertise and knowledge from across the Council, as well as collaborating with partners, stakeholders, and communities.

# CAPTURING THE LEARNING

Learning from the Covid-19 response, which has been gathered from officers across the Council, will help to identify any improvements needed in delivery, as well as any additional activity or policy interventions for consideration.

Alongside this, the Rotherham Community Hub evaluation is nearing completion and will capture outcomes from the hub, outlining any learning and making recommendations for future delivery.

The service restart principles agreed by Cabinet/SLT provide a framework for managers to consider any learning from the crisis and take this into consideration as they restart services.

# ACTIVITY TABLES

The tables below set out the key activity that will take place across the plan's five themes between September 2020 and May 2021.

## KEY

Q2	JULY TO SEPTEMBER 2020
Q3	OCTOBER TO DECEMBER 2020
Q4	JANUARY TO MARCH 2021
Q1	APRIL TO JUNE 2021



The gray shaded boxes in the right hand side of the table show the period over which the activity will take place.

# THRIVING NEIGHBOURHOODS

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
Communities are at the heart of everything we do	<b>Members drive local activity through revised ward plans</b>				
	Revised ward plans and budgets agreed.				
	Ward budgets, Community Leadership Funds, and Ward Housing Hub funds allocated in every ward.				
	All ward members to meet virtually with Streetpride locality staff and jointly agree local priorities.				
	Deliver additional youth work in every community in the borough, as committed in our 2020/21 budget.				
	Agree the finalised Rotherham Library Strategy, and deliver the capital investment set out in the 2020/21 budget, to improve these facilities across Rotherham.				
Democratic arrangements are open, transparent and accountable	<b>2020/21 member development programme</b>				
	Review working arrangements to ensure members are able to carry out their roles effectively and safely, and deliver the member development programme.				
	<b>Further develop the “Your Neighbourhood” section of the council website</b>				
	Continue to enhance content and develop separate web page for each ward.				

# THRIVING NEIGHBOURHOODS

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
Vulnerable residents affected by Covid-19 are supported by the Council	Continue to work with partners to provide crisis food and other essentials for vulnerable residents				
	Government hardship funding utilised to increase crisis resources.				
	Help those who are at risk of homelessness				
	Rough Sleeper initiative team in post.				
	Recommission financial advice services to support the single advice model.				
	Recommission domestic abuse support services.				
	Commission new services to prevent financial exploitation.				

# THRIVING NEIGHBOURHOODS

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
Rotherham residents, VCS organisations and businesses use their skills and assets to help others	<b>Build on the Rotherham Heroes volunteer programme</b>				
	Volunteer coordinators recruited for north/south/central Rotherham.				
	Approve the staff volunteering policy.				
	<b>Strengthen and adapt existing strategic relationships with the voluntary and community sector (VCS)</b>				
	A new service level agreement is in place for VCS infrastructure support.				

# BETTER HEALTH AND WELLBEING

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
Local incidents and outbreaks are managed effectively	<b>Deliver the Local Outbreak Control Plan (LOCP)</b>				
	Deliver the LOCP's Communications and Engagement Plan, taking action based on the equality analysis to ensure messages are reaching all of our communities.				
	Delivering the national testing strategy.				
Vulnerable adults are protected and adult social care is able to adapt to the changing conditions	<b>Ensure that adult social care is able to adapt to the changing conditions</b>				
	Deliver the Adult Social Care Recovery and Reset Plan – giving priority to My Front Door activity and statutory social care services.				
	Work with health partners to make best use of available funding to support the Winter Plan.				
	<b>Ensure support is in place for carers</b>				
	Refresh and co-produce the Carers Strategy.				

# BETTER HEALTH AND WELLBEING

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
Children and young people are protected, safeguarded and able to achieve their potential	<b>Protect vulnerable families and empower all children and young people to fulfil their potential</b>				
	Work closely with education providers to ensure the safe return of children to education settings.				
	Ensure plans are in place for school reopening regarding transport, cleaning, catering, school crossing patrols etc.				
	Agree actions to support the emotional health and wellbeing of children and young people based on a borough-wide survey.				
	Continue implementation of the residential strategy, with additional emergency accomodation operational by March 2021.				
Health inequalities are understood and responded to	<b>Review health inequalities led by the Health and Wellbeing Board</b>				
	Refresh the Health and Wellbeing Board priorities with support from the LGA.				
	Assess the impact of Covid-19 on different communities and take appropriate action.				

# BETTER HEALTH AND WELLBEING

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
Rotherham is a place where active travel is accessible, and local people reap the associated health and environmental benefits	Deliver a range of schemes to improve air quality and increase physical activity				
	Clean air zone: start construction of highway works scheme.				
	Complete phase 1 of Sheffield Road cycleways.				
	Moor Road, Manvers cycleway construction.				
	Provide online mapping of the borough's cycle routes and agree a cycling strategy.				
	Deliver £250k investment in Herringthorpe Stadium.				

# ECONOMIC RECOVERY

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
The Rotherham economy can adapt and recover from the pandemic	Work proactively with the Sheffield City Region to ensure that the Economic Recovery Plan addresses local skills and business priorities				
	Agree the Sheffield City Region Renewal Action Plan, and secure Rotherham's share of additional devolution and associated funding to support the local economy.				
	Work with partners including DWP, colleges and providers to deploy new job coaches into local communities.				
	Start construction of new Century business centre at Manvers.				
	£425k of investment in the borough's other business centres.				

# ECONOMIC RECOVERY

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
The vision for the regeneration of the borough rejuvenates communities and businesses	Plans are underway for economic regeneration within the borough, including Forge Island development, Town Deal and Future High Streets programme				
	Complete essential infrastructure and enabling works on Forge Island, including the demolition of Riverside Precinct.				
	Secure agreements to allow the construction phase of the Forge Island scheme to begin.				
	Co-design Towns Fund proposals with local businesses and communities, and submit to government a vision and strategy for the town.				
	Develop a business case, secure funding and commence construction of a Towns Fund accelerated delivery scheme in the town centre.				
	Secure funding to support redevelopment of the markets and central library.				

# ECONOMIC RECOVERY

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
The vision for the regeneration of the borough rejuvenates communities and businesses	<b>Begin a major programme of public realm improvements to transform the appearance of the town centre</b>				
	Work begins on College Street.				
	Work begins on Frederick Street.				
	Work completed on Bridgegate.				
	<b>Breathe new life into the town centre by progressing construction of 171 homes across three sites, with a variety of property types</b>				
	Millfold House demolition.				
	Ground remediation complete on all three Council led town centre residential sites.				
	<b>Deliver additional key schemes across the borough</b>				
	Greasbrough roundabout upgrade.				
	Parkway widening scheme begins.				

# ECONOMIC RECOVERY

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
Social value is maximised to create more local jobs, apprenticeships and benefits in communities	Continue to implement the social value policy, delivering tangible benefits to local people				
	Launch the partnership social value charter, encouraging anchor organisations to build social value into their commissioning and procurement activity.				
	Identify opportunities for social value through procurement and regeneration programmes to ensure additional local jobs and apprenticeships are secured, and monitor progress.				
	Centre for Local Economic Strategies report on supply chains and market analysis completed.				

# NEW WAYS OF WORKING

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
High quality customer services which are efficient and accessible	<b>Focus on accessibility, enabling as many people as possible to self-serve online whilst continuing to provide assisted access for vulnerable customers and those who are unable to access services digitally</b>				
	Increase the number of services available through online, including reporting housing repairs and booking and paying for bulky waste collection.				
	Introduce more online videos to visually help, guide and inform our customers about the things they need to know.				
	Explore provision of more face to face customer services provision on an appointment basis in local libraries.				
High quality customer services which are efficient and accessible	<b>Review and refresh the flexible working strategy to improve work-life balance and productivity</b>				
	Continue to develop and implement effective flexible working practices.				
	Bring forward proposals relating to the return to and use of Council buildings.				
An empowered and agile workforce, feeling valued and embracing new ways of working	<b>Learning from the Covid-19 reponse is used to shape organisational development</b>				
	Informed by staff feedback, implement initiatives relating to workforce engagement, support and development.				
	A sustainable well-being programme is established and accessible to the whole workforce.				

# HOPE AND CONFIDENCE

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
People trust the Council to deliver on its commitments	Initiatives and activities across all themes are on track.				
Communication messages are clear along with opportunities to engage and provide feedback	Continue to broaden the reach of communications messages and engage with local people				
	Produce short monthly videos on key themes for social media channels.				
	Expand the Council's email subscription base and develop a campaign strategy to maximise it.				
	Develop content for all channels, but primarily digital, which celebrates Rotherham as a place, in support of the Year Ahead themes and strands.				

# HOPE AND CONFIDENCE

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
Local people are engaged in creative activities and feel connected to their community: getting active, creative and outdoors more often	Deliver Rotherham Together: a celebration of community, creativity and recovery through a seven-month programme of events and activities (an alternative to the Rotherham Show)				
	Sustain online activities and deliver targeted events such as, No Leotard Required and Sparks of Joy.				
	Roll out the safe re-opening of libraries, cultural and leisure centres.				
	Creating a memorial garden at Thrybergh country park.				
	Deliver Land Artwork in Clifton Park and Life in Lockdown exhibition at Clifton Park Museum.				
	Launch the Rotherham Recovery Toolkit – a downloadable pack of crowd-sourced ideas for creative and active ways to encourage good mental health.				
	Promote a series of videos as part of a virtual Community Achievement awards celebration.				

# HOPE AND CONFIDENCE

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
Places are clean, welcoming and well-maintained	Carry out a range of environmental improvements around the Borough				
	Begin delivery of the '£24 million to 2024' Roads Programme.				
	Increase cleaning resources on 'gateway' routes into the borough, and respond to local weed growths that may have accumulated.				
	Develop our approach to delivering more "pollinator-friendly" places.				
	Improve the quality and location of street litter bins across the borough by investing in additional equipment.				
	Improve our approach to dealing with fly-tipping and environmental crime, including publicity about littering and enforcement activity to deter others.				
	Promote the new seven-day night-time anti-social behaviour and noise nuisance response service to support improvements across the borough.				
	Open household waste recycling centres seven days a week.				
	Recruit to posts to create a responsive weekend street cleaning service.				

# CROSS CUTTING STRANDS

OUTCOMES	ACTIVITY	Q2	Q3	Q4	Q1
<p>A borough based on social justice where all residents have a good quality of life and are able to achieve their potential</p>	<p>Carry out a comprehensive review of equalities and social justice to understand the issues in Rotherham and identify how the council can make a measurable difference</p>				
	<p>Embed actions to address equalities and social justice into all aspects of the year ahead plan.</p>				
<p>Carbon emissions for the Council and the borough are reduced</p>	<p>Embed consideration of the climate impact into all themes</p>				
	<p>Restart and review the Carbon Reduction Plan.</p>				