

COUNCIL PLAN 2025/30 AND YEAR AHEAD DELIVERY PLAN

Mid-Year Progress Report

Period: Quarter 2 2025/26 performance data
and progress on the Year Ahead Delivery Plan.



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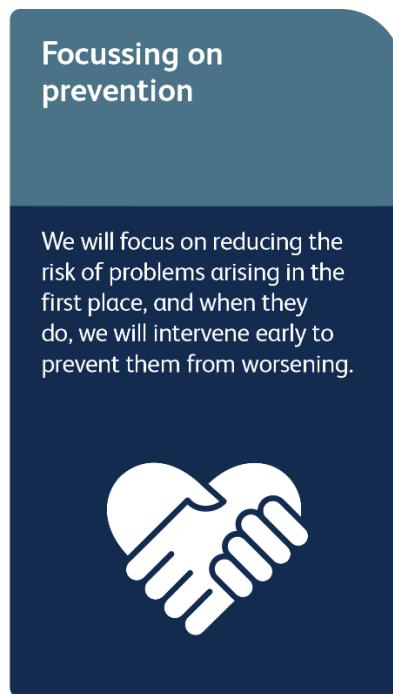
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1. Executive summary

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.

Three cross-cutting policy drivers run through the plan, informing the Council's way of working and helping to achieve better outcomes:



Informed by a programme of public and stakeholder engagement, the Council Plan is framed around five strategic outcomes:



To ensure delivery of the Council Plan, annual Year Ahead Delivery Plans are produced. The Year Ahead Delivery Plan for the 2025/26 financial year covers the first year of the Council Plan 2025-30.

This is the mid-year progress report for 2025/26 to Cabinet.

The report focuses on progress made in delivering the 89 priority actions and the 27 performance measures contained within the Year Ahead Delivery Plan, that best demonstrate progress in achieving the 17 priorities within the Council Plan. 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.

1. Status definitions

Year Ahead Delivery Plan definitions

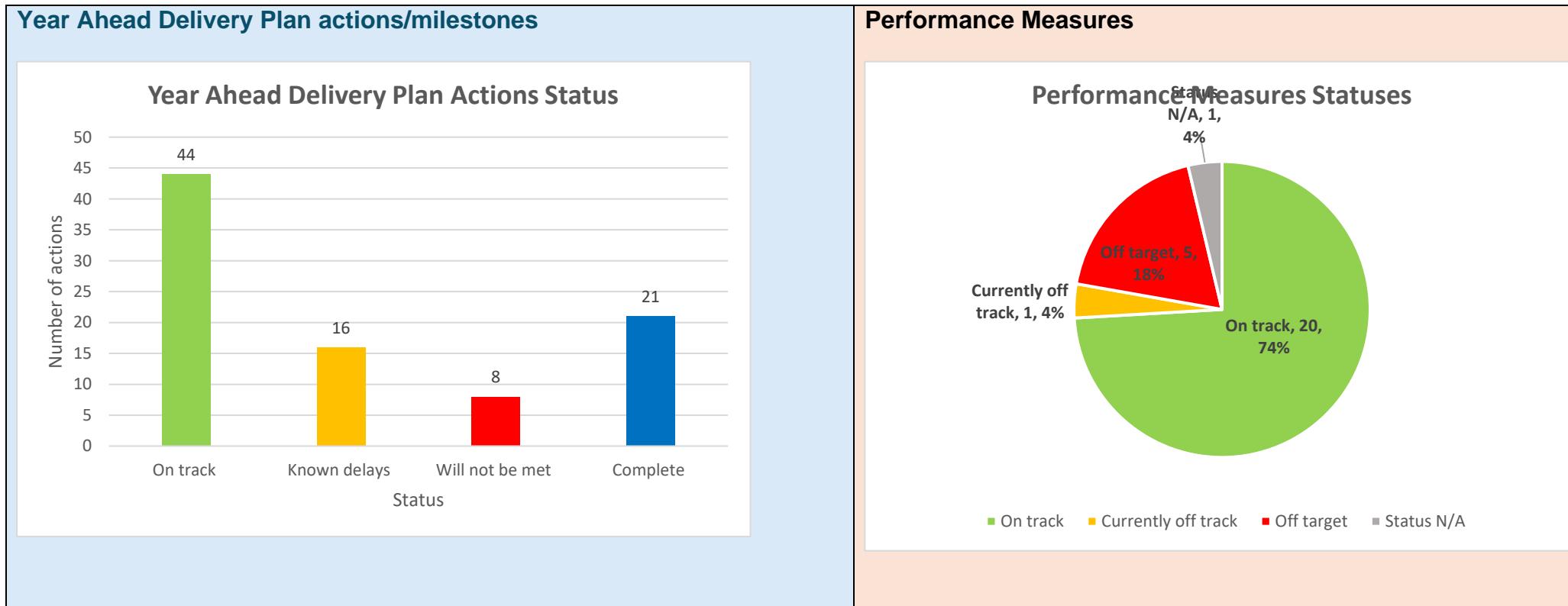
Status	Definition
Not yet due to start	Action not yet scheduled to start
On track	Action started and on track to be delivered by the original deadline
Known delays	Action has some risk/delay to delivery or is behind the original schedule by less than three months
Will not be met	Action will not be/has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

Performance measure definitions

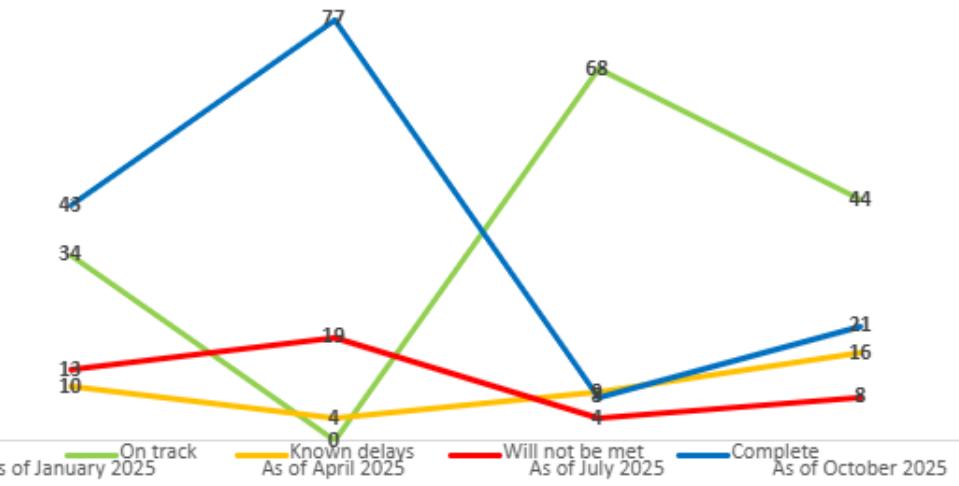
Status	Definition
	Measure cannot be assessed this quarter (ie annual measure or awaiting publication of data). This will be shown as status N/A when reporting the performance measure status.
	Performance is on or above target.
	Current performance is not at expected levels. Confidence that the target will still be achieved by year-end.
	Performance is not currently on target. High risk that year-end target will not be achieved.
No target.	Information measure targets not applicable (ie volume/demand measures where 'good' is neither high or low)

2. 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 Delivery Plan Action Trend



3. Finance update

The table below provides details on some of the key areas of the Council's budget 2025/26, indicating how the Council intends to spend its budget against its five priority outcomes.

Themes	Commentary on financial performance of key areas of the budget
Places are thriving, safe and clean	In October, war memorial and civic centre improvements were approved to progress to design stage under the £4million Our Places Fund investment. Work is underway at regeneration projects in Wath and Dinnington.
	Work is almost complete on the new café at Rother Valley Country Park.
	Revenue investments in 25/26 have created new Street Safe and Road Cleansing and Fly Tipping teams.
An economy that works for everyone	A capital investment in 25/26 has led to a series of improvements in business centres.
	In the summer, Cabinet endorsed the submission of the Gateway station masterplan and funding was allocated to initiate property negotiations.
Children and young people achieve	A baby pack has been delivered to every family that wants one to provide support to children at the start of their lives.
	Clifton Park Watersplash opened in the summer and the Children's Capital of Culture has delivered an array of activities throughout the year.
	The Council continues to invest and expand its children residential care services to support children and young people in the authority's care to remain in their communities and within the borough. The following details the progress (as at September 2025) in the Council's residential children's homes programme:
	<ul style="list-style-type: none"> • Home 1 – Works completed and awaiting confirmation of Ofsted registration. • Home 2 – Works, including follow up review completed by 24 September 2025. • Home 3 – Works commenced 1 September with progress meeting scheduled for 9 October 2025. • Home 4 – Planning permission granted 27 June. Procurement / tender approval process commenced.
	The number of children in care has steadily decreased over the past few years, from 602 in 2020 to 473 at the end of September 2025. This aligns closely with the planned profile target of 472 for the end of the financial year. However, despite the reduction in the children-in-care population, the Council continues to face significant budgetary pressures within this area. These pressures are driven by above inflation costs, ongoing placements in costly external residential children's homes, and the rising costs of placements for children and young people with complex and challenging needs.
	In 2025/26, the Council continue to support early intervention through direct investment of Government funding (£2.2m) in additional prevention activity for children and families through the implementation of Families First Programme (FFP). The aim of the programme is to transform the council's Family Help and Child Protection services to families, focusing on early intervention and prevention to avoid crisis situations. This investment complements existing prevention work and funding received in the year for the following: Supporting Families (£1.6m), Start for Life & Family Hub (£1.3m) and wraparound childcare provision.

	This year marks the final year of implementing the Safety Valve programme and the current SEND Sufficiency Strategy. During this period, the focus will be on expanding local SEND specialist places, enhancing existing provision, and promoting greater inclusivity within mainstream schools and settings. The 2025/26 allocated government capital funding of £3.7 million to be invested in supporting these objectives. This investment will enable the creation of 100 additional Resource Provision places and deliver improvements that enhance accessibility and inclusion across mainstream education.
Residents live well	The Energy Crisis Support scheme has been extended using the Household Support Fund, which provides a cash grant of up to £250 to households in 2025/26.
	There have been 40 additional Council homes delivered since April.
	Additional temporary homes have been used to reduce the need for emergency hotel accommodation to combat homelessness.
One Council	The Council receives in excess of 300,000 calls a year into its main contact centre. Work continues at pace to reduce call waiting times and to improve and modernise the way that members of the public can contact the Council to provide better value for money and enhance the customer experience.

2025/26 Revenue Budget Investments Tracking

The table below provides a progress update on the 2025/26 revenue budget investments approved via Council in March 2025, as part of the Council's Budget and Council Tax Report 2025/F26. 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	2025/26 Investment £'000	Expenditure to date £'000	% Spent To Date	Current Forecast Outturn £'000	Variance £'000	Update Commentary
Places are thriving, safe and clean							
25/26 INV1	Street Safe Team	570	20	4%	248	-322	Underspend due to delayed recruitment. New Band L started September 2025. Band J post and 6 x Band G posts started in November 2025 with remaining 4 Band G posts estimated to be filled in January 2026.

25/26 INV3	Road Marking	100	41	41%	100	0	Schedule of works planned and commenced. Assume full delivery.
25/26 INV4	Street Cleansing & Fly Tipping improvements	307	39	13%	183	-124	Underspend due to delayed recruitment; 4 x Band D posts recruited July. Band J posts delayed until January 2026 due to job evaluation.
An economy that works for everyone							
25/26 INV2	Employment Solutions Team	718	389	54%	593	-125	Underspend due to delayed recruitment and actual salaries lower than budgeted.
Residents live well							
25/26 INV5	Cost of Living Support	188	120	64%	188	0	A range of support services for residents - £65k for school uniform vouchers, £92k for Pension credit advisor extension (via VCS), £30k for Foodworks VCS support. Delivery is in progress, expect to deliver in full.
One Council that listens and learns							
25/26 INV6	Customer Services Call Handlers	62	21	34%	47	-15	This investment will increase call handler capacity over peak periods of call demand, which will reduce the amount of time customers are waiting and provide a better experience. 2 x Band D officers are now in post (start date 7th July).
Total Investment Proposals		1,945	630	32%	1,359	-586	

5. TIMELINE OF KEY ACHIEVEMENTS AND ACTIVITIES

April to November 2025

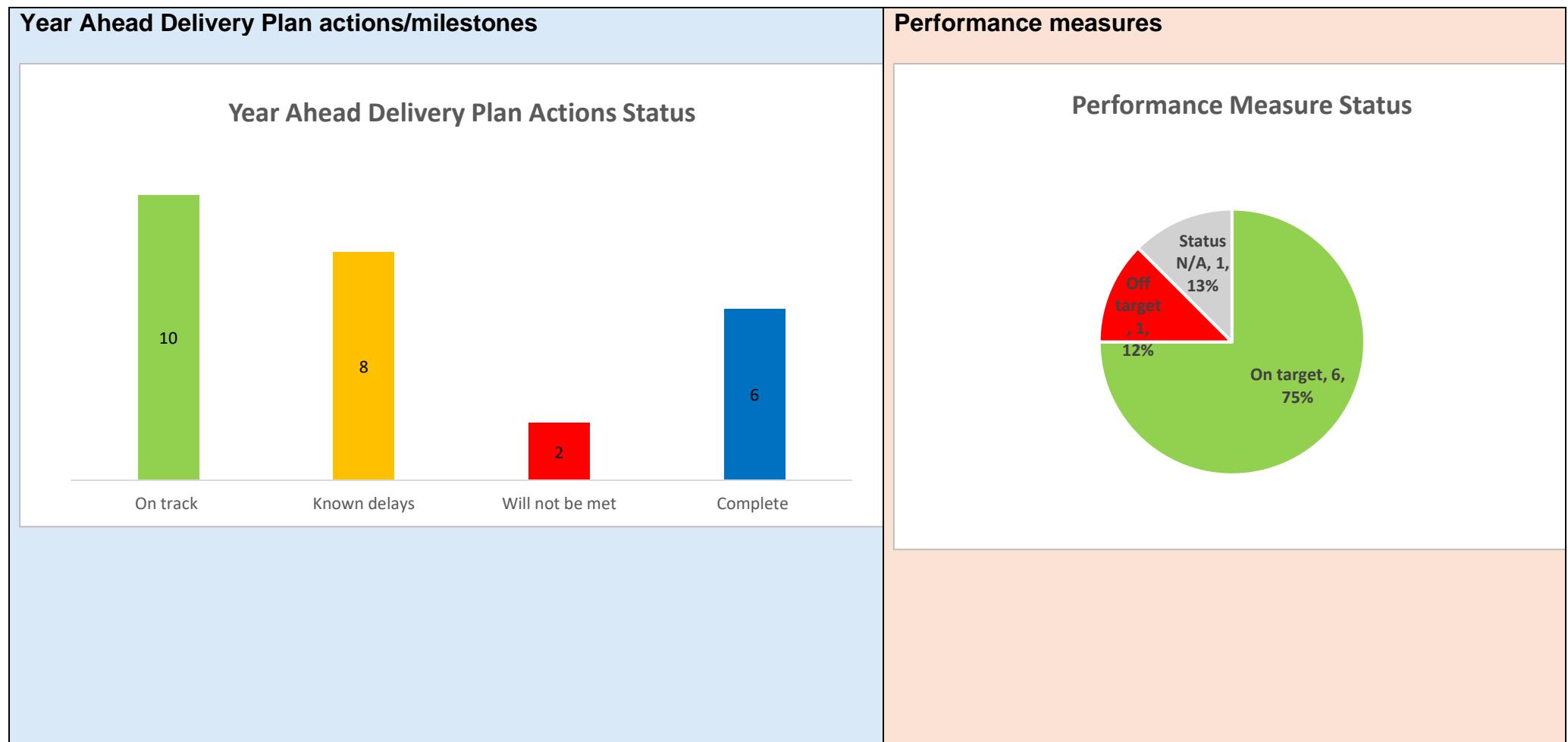
Places are thriving, safe and clean		An economy that works for everyone		Children and young people achieve		Residents live well		One Council that listens and learns	
Delivery of the Economic Inactivity Trailblazer began.	Work began at Riverside Gardens and Corporation Street.	Rotherham Town Centre hosted celebrations for Armed Forces Day.	Signature Dish at Forge Island opened to the public.	Wentworth Woodhouse: House of Fun took place from 5 August until 30 November as part of the Children's Capital of Culture which included artwork co-created with Rotherham's young people and activities that brought the house to life for visitors.	Rotherham's biggest free cultural festival, the Rotherham Show, took place in Clifton Park and attracted 95,000 visitors.	Agreed the new Housing Allocations Policy at Cabinet.	Plug in and Play - a games festival took place during October half-term –bringing together physical activity trails and digital gaming in partnership with National Video Game Museum and Children's Capital of Culture.	Heavenly Desserts at Forge Island opened to the public.	
A specialised support service for people who have attempted suicide was launched in April 2025.	WOW Rotherham festival returned – a vibrant, colourful, bold, fun, and fearless festival celebrating women, girls, trans and non-binary communities.	Carers' Week 2025 – local partners and charities joined in multiple events to provide carers in the region with a chance to access information, advice, and raise awareness.	Crematorium and Cemetery in East Herringthope was awarded the Green Flag Award.	UPLIFT returned to Rotherham - the festival transformed the town centre with a full programme of urban sports activities, music, dance, art and more.				The Community Safety Strategy was agreed at Council.	Rotherham's Regeneration Plan was presented to Cabinet.
Vetro Lounge at Forge Island opened to the public.								LEAF Jobs and Careers Fair took place at Magna.	The strength-based working learning and development training took place for Elected Members.
2025	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	
Work at Riverside Gardens commenced.	Completed the Chestnut Grove Play Area in Dinnington.	Phase Two of the Rotherham Together Partnership's social value work commenced.	Annual social value event was held at New York Stadium.	We Wonder Festival took place at Wentworth Woodhouse as part of the House of Fun programme, this included a circus on the gardens with performers, a lively workshop village, funfair games and more.	No Family Left Behind (Rotherham's Commitment to Addressing Child Poverty) Strategy was approved by Cabinet.	The Selective Licensing report was approved by Cabinet.	The annual Christmas lights switch on took place at All Saints Square featuring a range of choirs and other free musical events.		
The New Technology Offer which provides a broader range of equipment to enable people to remain living at home went live on 1 April 2025.	The new Council Plan 2025-30 agreed at Cabinet.	The Council supported Volunteers week from 2-8 June.	Clifton Park watersplash facility opened to the public.	Submitted registration for a third two-bedroom home.	Redevelopment work began at Thrybergh Country Park.	Work started on site on new Council homes at Maltby as part of the Housing Growth Programme.	The annual Reclaim the Night event took place.	The annual free Clifton Park bonfire was held.	The Employee Opinion Survey 2025 was launched.
The first Baby Packs were delivered.		Work started on site for new Council homes at former Albert Club at West Melton, part of the Housing Growth Programme.		The Active Hub was established and began accepting referrals.				Remembrance Day commemorations took place.	

6.1 Outcome – Places are thriving, safe and clean

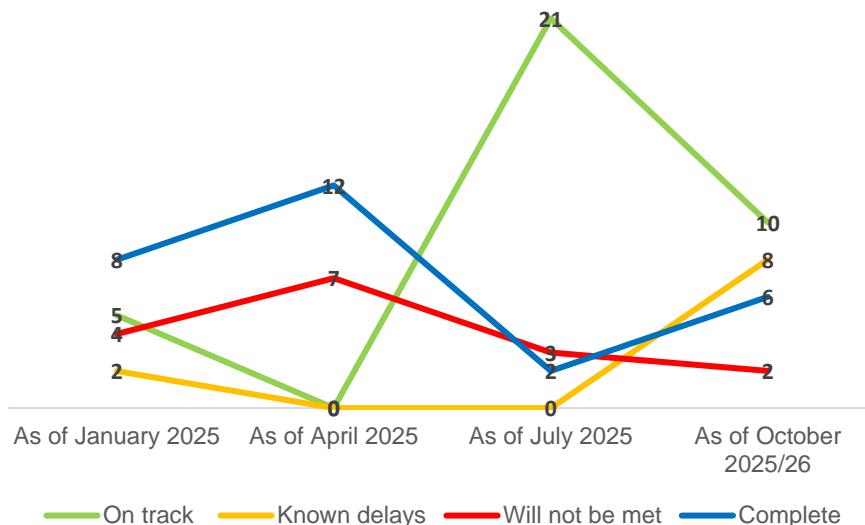
Priorities	The differences you will see
Creating vibrant communities	<ul style="list-style-type: none">• £4 million investments to be delivered between January 2025 – March 2026 as part of Our Places, focusing on improvement projects to key gateways into principal towns and villages.• Bring our communities together through a range of enjoyable activities, cultural and social events, which inspire hope and pride in Rotherham.• £20 million secured through the Levelling Up funding to deliver investment in Wath and Dinnington town centres.
Better public spaces	<ul style="list-style-type: none">• £11.6 million investment made into our country parks.• Improvement to roads and pavements, alongside enhanced roadside cleaning along popular routes.• Deliver flood alleviation projects and work with communities and businesses to develop flood resilience measures in the worst-affected areas.
Revitalising the town centre	<ul style="list-style-type: none">• £45.3 million funding secured for the redevelopment of the markets and new library and the creation of Riverside Gardens in the town centre.• 400 new homes to be built as part of the town centre new community.• We will attract more people into the town centre.
Helping people to feel safe in their community	<ul style="list-style-type: none">• Launch a new 'Street Safe Team' focused on increasing safety in towns and village centres.• Launch a new Safer Rotherham Partnership Plan 2025-28, to build safer neighbourhoods, tackle violence, abuse and exploitation and prevent offending.• Safer roads schemes and initiatives which contribute to Vision Zero and help to improve road safety across the borough.

Headlines – evidencing our progress

To provide evidence of delivery of the outcomes and commitments within this theme, there are 26 priority/actions and 8 performance measures contained within the Year Ahead Plan Delivery Plan. The diagrams below provide an overview of performance and progress:



Year Ahead Delivery Plan Action Trend



Highlights – Achievements and Challenges

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

Places are thriving, safe and clean

Achievements - Year Ahead Delivery Plan activities that have been completed:

- Launched the Street Safe Team, providing a visible presence of uniformed staff in the town centre.
- Agreed the Community Safety Strategy at Council in November 2025.
- The Council are now leading on Stage 4 of the Dinnington High Street regeneration project.
- Established the Roadside Cleaning Team to carry out additional roadside cleaning in October 2025.
- Began works on Riverside Gardens and Corporation Street public realm in May 2025.
- Submitted Rotherham's 'Regeneration Plan' in November 2025, in response to the Government's new grant fund 'Plan for Neighbourhoods'.

- Successfully delivered several cultural events, including UPLIFT Urban Sports Festival, WOW Rotherham and Rotherham Show which attracted 95,000 people (see case study below).

Challenges - Year Ahead Delivery Plan activities that will not be met within three months of the original target date:

- The development of plans to RIBA Stage 1 for the next phase of the major housing development in the town centre has been delayed until Quarter 4.
- There are delays across some of the flood defence/mitigation schemes including the Eel Mires Dike Flood Alleviation Scheme and Kilnhurst Flood Alleviation Scheme. However, Whiston Brook Flood Alleviation Scheme is progressing well, with delivery scheduled to start in Quarter 4.

Narrative – the bigger picture

The “Places are Thriving, Safe and Clean” theme is about creating neighbourhoods where people feel safe, proud, and connected, while ensuring public spaces are well maintained and vibrant. Over the past six months, significant progress has been made to strengthen community safety, improve local environments, and deliver cultural activities that bring people together.

The Street Safe Team has now launched in the town centre and have begun delivering tangible results. Five Street Safe Officers are now actively patrolling the town centre daily, providing a visible, uniformed presence that reassures the public and deters anti-social behaviour. Full staffing of the team is expected by January 2026, which will enable the team to expand coverage across the borough in areas such as Maltby, Wath, Dinnington and Swinton. The results of the team demonstrate the value of the initiative in improving safety, tackling anti-social behaviour and ensuring collaborative working across services and partners.

A key achievement has been the agreement of the Community Safety Strategy for 2025–2028, endorsed by Cabinet in September and approved by Council in November. This strategy was developed using an evidence-based approach and extensive consultation with residents, visitors, and stakeholders. It sets out three priorities: Safer Neighbourhoods; Tackling Violence, Abuse and Exploitation; and Preventing Offending and Building Resilience. To address hate crime and its underlying causes, the Safer Rotherham Partnership delivered targeted education and engagement through the Remedi ‘Step Up, Beat Hate’ project. In Quarters 1 and 2, 362 children and young people attended nine group sessions, and 57 one-to-one sessions were completed with individuals at risk of perpetrating hate crime. Enforcement activity has also increased significantly to tackle anti-social behaviour, with 347 enforcement actions issued in Quarter 2 alone, up from 210 in Quarter 1. This included 50 Community Protection Notices and 297 Community Protection Warnings, exceeding the same quarter in 2024-2025.

Alongside safety measures, work continues to create vibrant communities. Ward plans informed by local priorities are being delivered, with reports presented to Council from July 2025. A varied programme of cultural events has taken place across the borough, including WOW Rotherham, Armed Forces Day, Mayor's Parade, UPLIFT Urban Sports Festival, Rotherham Show, Bonfire Night at Clifton Park, and most recently Reclaim the Night as well as support for 15 community-based summer galas and festivals.

Investment in highways and public spaces remains a priority. The £2 million footway improvement programme is progressing well, with £639,162 spent to date (37% of the budget) and 38 footways repaired, alongside additional patching works.

Significant regeneration of both Thrybergh and Rother Valley Country Parks is progressing. The site handover at Rother Valley Country Park was completed in November 2025, however final completion is expected in March 2026 due to delays with the electricity connection with Northern Power Grid. In the interim period, the building will undergo furnishing, decoration and initial socialisation, leading to a soft opening in April 2026. Furthermore, work at Thrybergh Country Park is scheduled to be completed in December 2025 with a soft opening of the redevelopment works planned for January 2026.

The Catcliffe Flood Alleviation Scheme is advancing, with a design and build contractor expected to be engaged by Quarter 4. The Whiston Brook scheme is progressing at pace, currently undergoing tender evaluation with delivery planned to commence in Quarter 4. However, other flood alleviation schemes at Eel Mires Dyke and Kilnhurst have been delayed, and work is ongoing to bring these to shovel-ready status. A new Roadside Cleaning Team began work in mid-October, focusing on rural verges and gateways to improve cleanliness across the borough.

Town centre regeneration also continues, with work commencing on Riverside Gardens and Corporation Street public realm improvements in May 2025. However, completion of the Outdoor Covered Market has been slightly delayed to May 2026 due to design changes requiring additional work. Despite these challenges, the Council remains committed to delivering improvements that make Rotherham's places safe, clean, and thriving for everyone.

Year Ahead Delivery Plan tracker

Places are thriving, safe and clean					
Ref	Outcome	Activity	Timescales for delivery	Status	Rationale for status
P1	Helping people to feel safe in their community	Launch the Street Safe Team to provide a visible presence of uniformed staff in the town	Quarter 2	Complete	The Street Safe initiative in Rotherham has begun delivering tangible results since the appointment of a Community Safety and

	centre, Dinnington, Wath, Maltby and Swinton.			<p>Protection Manager in September 2025 and a Street Safe Coordinator in November. Five Street Safe Officers are now actively patrolling the town centre daily, providing a visible, uniformed presence that reassures the public and deters anti-social behaviour. Although the team is currently operating at half strength, full staffing is expected by January 2026, enabling expanded coverage across outer townships such as Maltby, Wath, Dinnington, and Swinton.</p> <p>Despite some early operational challenges, such as technical issues with body-worn video and limited office space, the officers have already made a significant impact. Their intelligence sharing has contributed to police arrests for drug offences, and they have provided welfare support to vulnerable individuals, including escalating a high-risk domestic abuse case for multi-agency intervention. These actions demonstrate the value of the initiative in improving safety, tackling persistent issues like substance misuse and environmental concerns and ensuring collaborative working across services.</p>
P2	Agree a new Community Safety Strategy for 2025-2028.	Quarter 3	Complete	<p>The new Community Safety Strategy for 2025-2028 was endorsed by Cabinet on 15 September 2025 and agreed at Council on 5 November 2025.</p> <p>The Safer Rotherham Partnership has used an evidence-based approach to agree the</p>

					<p>new priorities, drawing on analysis of partnership crime and community safety data and the outcomes of a comprehensive programme of consultation to capture the views of key stakeholders, including people who live, visit or work in Rotherham.</p> <p>The Strategy sets out three key priorities for the Safer Rotherham Partnership including safer neighbourhoods, tackling violence, abuse and exploitation and preventing offending and building resilience.</p>
P3	<p>Develop and consult on tranche 2 Local Neighbourhood and Road Safety programme and have designs ready for delivery.</p>	Quarter 4	Known delays	<p>There are schemes across 12 wards included in tranche 2 of the Local Neighbourhood and Road Safety programme across the borough. The final 3 schemes are not currently in commission with completion of their design expected in Quarter 1 2026/27.</p> <p>Two schemes, Sitwell and Rotherham East, are linked to the larger City Regional Sustainable Transport Settlement (CRSTS) project due to their location.</p>	
P4	<p>Tackle hate crime incidents and the driving factors of hate crime through the delivery of education and engagement group and individual sessions:</p> <ul style="list-style-type: none"> • 600 children and young people to attend group sessions • 55 one to one sessions. 	Quarter 4	On Track		

					<p>In total during Quarter 1 and Quarter 2, there were nine group sessions, in which 362 children and young people attended:</p> <ul style="list-style-type: none"> • In Quarter 1, three group sessions (with 59 attendees) took place. • In Quarter 2, six group sessions (with 303 attendees) took place. <p>In total during Quarter 1 and Quarter 2, 57 one to one sessions took place:</p> <ul style="list-style-type: none"> • In Quarter 1 33 sessions took place. • In Quarter 2: 24 sessions took place.
P5		Performance measures – see below			
P6					
P7	Creating vibrant communities	Delivery of ward plans through ward reports being reported to Council from July 2025, which have been informed by local communities.	Quarter 4	On track	<p>Reports from the following four wards have been presented at Council:</p> <ul style="list-style-type: none"> • Anston and Woodsetts • Aston and Todwick • Aughton and Swallownest • Boston Castle <p>All ward plans continue to be delivered.</p>
P8		Refresh the Thriving Neighbourhood Strategy which will reflect the Council's continued approach towards working with local communities and the further integration of locality-based services	Quarter 4	Known delays	Work has now started on the refresh of this Strategy and is due to be completed in Quarter 1 2026/27. This delay has arisen from the Assistant Chief Executive vacancy.
P9		Implement Phase 1 of the Our Places Fund by starting work on the Swinton & Maltby schemes.	Quarter 4	Known delays	<p><u>Swinton</u></p> <p>The developer has provided designs and costs, which are now being reviewed. Some design changes requested by the Council are</p>

				likely to require planning amendments, which will likely push the start on site to Spring 2026. Discussions are ongoing with the developer to see if the timeline can be brought forward without impacting the planning process. Works to the Reading Garden is mostly completed, subject to seasonal planting. <u>Maltby</u> Stage 4 designs are now complete. Start on site is estimated in Quarter 4 2025/26. Phase 2 of the Our Places Fund includes upgrades to civic centres and cenotaphs. Consultation on these schemes are planned for January 2026, and designs are progressing.
P10	Deliver cultural events in varied locations throughout the borough, including such events as: <ul style="list-style-type: none"> • Rotherham Show • Signals Festival • Uplift • WoW Rotherham • Christmas Lights' Switch On • Support for ward-based community galas and festivals 	Quarter 4	On track	This year's event programme is underway with the following events delivered to date: <ul style="list-style-type: none"> • WOW Rotherham • Armed Forces Day • Mayor's Parade • UPLIFT Urban Sports Festival • Summer of Play programme across urban skate parks and Town Centre • Support across 15 community-based summer galas and festivals • Rotherham Show • Bonfire Night at Clifton Park • Remembrance Day and Armistice Day commemorations • Christmas Lights' Switch On

					<ul style="list-style-type: none"> • Reclaim the Night <p>Attendance to date is 137,244</p> <p>Accessibility statements are prepared for all events to ensure inclusivity.</p> <p>See case study below.</p>
P11	Appoint a contractor to undertake Stage 4 designs for the Dinnington High Street regeneration project.	Quarter 3	Complete	The Council is now leading on the Stage 4 designs.	
P12	Start work on the demolition of Wath library to make way for new facilities.	Quarter 3	Known delays	<p>Procurement of a contractor for the Pre-Construction Services Agreement (PCSA) stage has been awarded. However, demolition work was not included in this initial agreement, therefore some delay in completing the demolition part of the project is expected.</p> <p>The Council and the contractor are working on a programme to bring the demolition works forward. Disconnections are due to commence in December with demolition due to begin in Quarter 4.</p>	
P13	Support communities across the borough through the delivery of the Community Cohesion Grant fund.	Quarter4	On track	The programme of activity is currently being delivered by a range of Council services and external partners. This includes a broad range of activities, bringing different communities together around shared activities and interests.	

P14		To invest £300k in community facilities across the borough to sustain and increase the participation, activities and engagement within them. This includes the Black Hut and Oaklea Retreat.	Quarter 4	On track	<p>The Council is carrying out condition surveys on community facilities identified through the Council Capital Programme.</p> <p>Through the process, engagement will take place with the Council's Community Teams to ensure that buildings are invested in to support the longevity and sustainability of the buildings and the activities being undertaken by community groups.</p> <p>Due to the volume of works required at the Black Hut, the phasing of the works will be changed slightly, with the Black Hut due to start in Feb/March 2026 and other buildings within the scheme being brought forward from 2026/27 to 2025/26. The Black Hut work will now be delivered over two financial years.</p>
P15	Better public spaces	Invest £2 million into footway improvements across the borough to deliver 11km of footway repairs.	Quarter 4	On track	<p>The Highway Repair Programme is progressing and will continue throughout 2025/26.</p> <p>To date, £639,162 has been spent, which is 37% of the available budget. This investment will enable the repair of 135 footways across the network. So far, 38 footways have been fully completed, alongside additional patching works on other sections to improve safety and accessibility.</p>
P16		Complete redevelopment works at Rother Valley Country Park.	Quarter 3	Known delays	The site handover was completed in November 2025. However, final completion is expected in March 2026 due to delays with

					the electricity connection with Northern Power Grid. In the interim period, the building will undergo furnishing, decoration and initial socialisation, leading to a soft opening in April 2026.
P17	Complete redevelopment works at Thrybergh Country Park.	Quarter 4	On track	Work began in August 2025 and is scheduled to be completed in December 2025. A soft launch of the redevelopment works is planned for January 2026. See case study below.	
P18	Progress the Catcliffe Flood Alleviation Scheme by engaging a delivery partner to progress the design.	Quarter 4	On track	A public meeting took place on 27 March 2025 to update residents and key stakeholders on plans for a flood alleviation scheme aimed at reducing flood risk in Catcliffe and Treeton. The project is expected to be delivered within a three-to-five-year timeframe. Formal appointment of a design and build contractor is anticipated by Quarter 4.	
P19	Reach shovel ready status on Whiston Brook, Eel Mires Dyke and Kilnhurst flood alleviation schemes.	Quarter 2	Will not be met	The delivery of these three complex flood alleviation schemes requires access to land owned by third parties. The site investigations and design have been delayed on all three projects due to the requirement to obtain formal approval to carry out site investigation and/or alter existing topography. The Whiston scheme has been prioritised due to greater potential for quicker delivery, and this scheme will meet the specified target.	

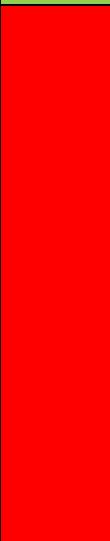
					<p>The Whiston Brook Flood Alleviation Scheme is progressing at pace. The Cabinet report for land acquisition has been approved, and the contract is expected to be awarded shortly. There are further challenges in relation to wider scheme delivery due to the withdrawal of funding by the Environment Agency along with additional complexities due to the nature of the scheme and varying landowners. Delivery is scheduled to begin in Quarter 4.</p> <p>Complex design work for Eel Mires Dyke is currently underway. Cabinet report for partial land acquisition has been approved. It is estimated to have the pre-construction design complete by the end of Quarter 4.</p> <p>Proposed design work for Kilnhurst Flood Alleviation Scheme is currently being prepared, and the pre-construction design is expected to be completed by Quarter 4.</p>
P20	Establish the additional Roadside Cleaning Team.	Quarter 2	Complete	The Roadside Cleaning Team were established in October 2025, with the rural verge programme commencing in October 2025.	
P21	Complete the procurement of all vehicles within the Fleet Replacement Plan.	Quarter 3	Known delays	Some delays in business case approvals and wider implications that has impacted procurement activity being completed in September 2025. Contracts are now anticipated to be in place by February 2026.	

P22	<p>Performance measures – see below</p>	Complete the procurement of the Refuse Collection Vehicles.	Quarter 3	On track	Progress continues on the procurement of 16 new refuse collection vehicles. The business case was approved in November 2025, and the project is due to go out to tender in December 2025.
P23a					
P23b					
P23c					
P24					
P25					
P26					
P27	<p>Revitalising the Town Centre</p>	Start work on Riverside Gardens and Corporation St public realm works.	Quarter 1	Complete	Work began on Riverside Gardens and Corporation Street in May 2025.
P28		Complete construction works to the Outdoor Covered Market.	Quarter 4	Known delays	The construction of the outdoor and covered market has been rescheduled and is now expected to be completed by Quarter 1 2026/27. Works are ongoing on site, with the delay attributed to a fire compliance design issue that required an additional two months of unforeseen work.
P29		Complete landscaping works to the pocket park at Snail Yard.	Quarter 3	On track	Work continues on site with completion now estimated in December 2025.
P30		Start works on the first phase of a Health Hub providing health-based services in the town centre.	Quarter 3	Known delays	The full business case and contract arrangements are expected to be completed in December 2025, with work on site scheduled to begin in January 2026. There have been delays in the completion of the design and tender documents, as well as extended negotiations with the contractor.

P31		Complete development of plans to RIBA Stage 1 for the next phase of major housing in the town centre.	Quarter 2	Will not be met	The tender process was delayed to enable the addition of another site. Tender documents have now been released and will close in December 2025. After this stage, there will be a clearer indication of plans and timeline. This will be completed in Quarter 4.
P32		Submit Rotherham's 'Regeneration Plan' in response to the Government's new grant fund 'Plan for Neighbourhoods' (formerly known as Long Term Plan for Towns).	Quarter 3	Complete	The 'Regeneration Plan' was approved at Cabinet on 17 November 2025 and submitted to the Government on the 27 November 2025.

Performance measures

	Places are thriving, safe and clean		2024/25 Year End	Target (if Applicable)	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year to Date	Progress Update	Rag Rating
Ref	Measure	Good Performance			Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)			
P5	Issue 1,000 formal enforcement actions to help address anti-social behaviour in communities.	High	1,124	1,000	210	347			557	In Quarter 2, there have been 347 combined enforcement actions (Community Protection Notice (CPN) and Community Protection Warnings (CPW)). This is a significant increase on the level of enforcement issued in Quarter 1 2025/26 (210). In Quarter 2, Community Protection Notices totalled 50, an increase of 27 compared to Quarter 1 2025/26. In Quarter 2, Community Protection Warnings increased significantly to 297, up from 187 in Quarter 1 and are higher than the same quarter last year (218 in Quarter 2 2024-25).	Green

										<p>The service needs to be issuing a total of 250 per quarter to remain on target so rated green as the cumulative figure to date is 557.</p> <p>The compliance rate on the initial warning has been increasing recently; this has meant the proportion of Community Protection Warnings to Community Protection Notices has been much lower – which is a positive outcome.</p>	
P6	33 adults to start a residential rehabilitation placements to receive support for drug/alcohol misuse.	High	29	33	0	12			12	<p>To date, there have been 12 admissions, with a further 4 individuals who have a planned admission date for Q3. This indicator is currently below target. However active contract management is ongoing to improve performance.</p> <p>This performance measure relates to ROADS (Rotherham</p>	

									Alcohol and Drugs Service).	
P23a	Maintain the proportion of road network classified as 'green status' (do not require repair): Achieve 80% of the 'principal' road network.	High	80.8%	80%	n/a	81.6%		81.6%	Principal road conditions are reported annually (usually at Quarter 3). Reported in Quarter 2 81.59% of Principal roads classed as green. Quarter 1 data is not available. The year-end figure for 2024/25 was 80.8% and Quarter 2 2024/25 was 81.1%.	
P23b	Achieve 77% of the 'non-principal' road network.	High	78.5%	77%	n/a	80.46%		80.46%	Non-principal road conditions are reported annually (usually at Quarter 3). Reported in Quarter 2 80.46% of Non-Principal roads classed as green. Quarter 1 data is not available.	
P23c	Achieve 65% of the 'unclassified'	High	66.2%	65%	69.07%	69.52%		69.30%	At Quarter 1 69.07% of unclassified roads were rated Green. In Quarter	

	road network.								2 69.52% were rated Green. This is above the target for this measure and above Quarter 1 and Quarter 2 last year.	
P24	Undertake effective enforcement action for fly tipping by issuing a minimum of 60 fixed penalty notices.	High	69	60	16	16		32	There have been 32 Fly-Tipping fixed penalty notices issued so far this year. With an annual target of 60 and an expected quarterly target of 15, the service is above where they should be (assuming a flat profile) to deliver this annual target. There are also prosecutions pending which will likely increase this number.	
P25	Increase the proportion of waste sent for reuse (recycling and composting) to 45%.	High	37.1%	45%	49.43%	45.12%		47.38%	Quarter 2 has seen an overall recycling rate of 45.12%, this is a reduction on Quarter 1 rate of 49.43% but this is an expected seasonal shift. August was particularly low because of the suspension of green bin collections. Green Bin collections have now shifted to a winter collection	

										<p>schedule and collected monthly rather than fortnightly. The Year-to-Date cumulative rate is 47.38%.</p> <p>Note: the data now includes recycling from Household Waste Recycling Centres. Finalised figures are done 3-months in arrears so figures are likely to change and will be updated as / when they are received.</p>	
P26	Plant at least 500 trees across the borough.	High	597	500	n/a	n/a			n/a	Planting season begins in Quarter 3.	

Case studies

Rotherham Show 2025

The region's biggest free cultural festival made a welcome return to Clifton Park on Saturday 6 and Sunday 7 September 2025.

The much-anticipated event attracted around 95,500 show goers from across the region and transformed the park into a vibrant hub of entertainment, with something for all ages to enjoy. The show provided live music, outdoor theatre to circus acts, sports, comedy and fairground rides. Among the many highlights were the return of crowd favourites such as the Strongmen competitions, Companion Dog Show, Vintage Vehicle Display, and a host of roaming performers throughout the park.

The Children's Capital of Culture Area showcased the incredible talents of Rotherham's young people, while the Great Bullzini, the UK's leading high-wire walker, wowed crowds as he took to the skies above Clifton Park.

The Made in Rotherham Horticultural show made a welcome return, as did the laugh out loud chuckle tent, featuring comedy performers from across the UK. In a show first, board game fans had the chance to take part in Rotherham's biggest ever game of snakes and ladders, thanks to a huge land art commission by Yorkshire artist James Brunt.

Organisers said the show is more than just an event, it's a celebration of the community spirit that makes Rotherham special.

Cllr Lynda Marshall, Cabinet Member for Street Scene and Green Spaces, said: *"The Rotherham Show is a true celebration of everything that makes our borough so special - its creativity, diversity, and incredible community spirit. With something for all ages, from live music and theatre to fun workshops and fantastic food, it's the perfect way to spend the weekend with family and friends."*



Developments at Thrybergh and Rother Valley Country Parks

The café upgrade at Thrybergh Country Park is set to be completed in December and will transform the building into a modern lakeside hub with improved indoor and outdoor seating, accessibility, and upgraded facilities. Improvements include a new kitchen, an updated interior, a new outdoor terrace and accessible toilets and entrances. The café will also feature modern design elements that blend with the park's natural surroundings, while visitors with a sweet tooth are in for a treat, as the new café will serve ice cream.

The work at Thrybergh is being funded by a £19.9 million package of investment secured by the Council from the Government's Pathfinder funding, aimed at creating a thriving leisure offer and boosting Rotherham's visitor economy.

Cllr Lynda Marshall, Cabinet Spokesperson for Community Safety and Street Scene, said:

“Thrybergh Country Park is one of our most loved green spaces, and this investment will help it reach its full potential as a welcoming, accessible destination for residents and visitors alike.

“The café refurbishment is just one example of how we’re forging ahead and enhancing our local attractions to support wellbeing and Rotherham’s growing visitor economy, by creating jobs and encouraging more people to spend time - and money - in our borough.”

In addition to the work at Thrybergh, Rother Valley Country Park is also undergoing a multi-million improvement scheme, marking the first phase of a long-term masterplan to enhance visitor experience. Construction began in late 2024 and is set for completion by March 2026.

Key improvements include:

- A new lakeside café with stunning waterfront views
- Expanded and upgraded parking facilities
- Enhanced play areas for families
- Improved public spaces and event zones

At the heart of the redevelopment is a modern eatery and meeting space overlooking the lake. The café will feature a first-floor events room, new green spaces for outdoor activities, and a dedicated children's play area. Additional landscaped areas will connect the village centre to the water sports hub, creating vibrant spaces for community events. Parking upgrades will ensure better year-round access for visitors, supporting the park's growing popularity. This ambitious project represents the beginning of a wider vision to make Rother Valley Country Park a premier destination for leisure and events.

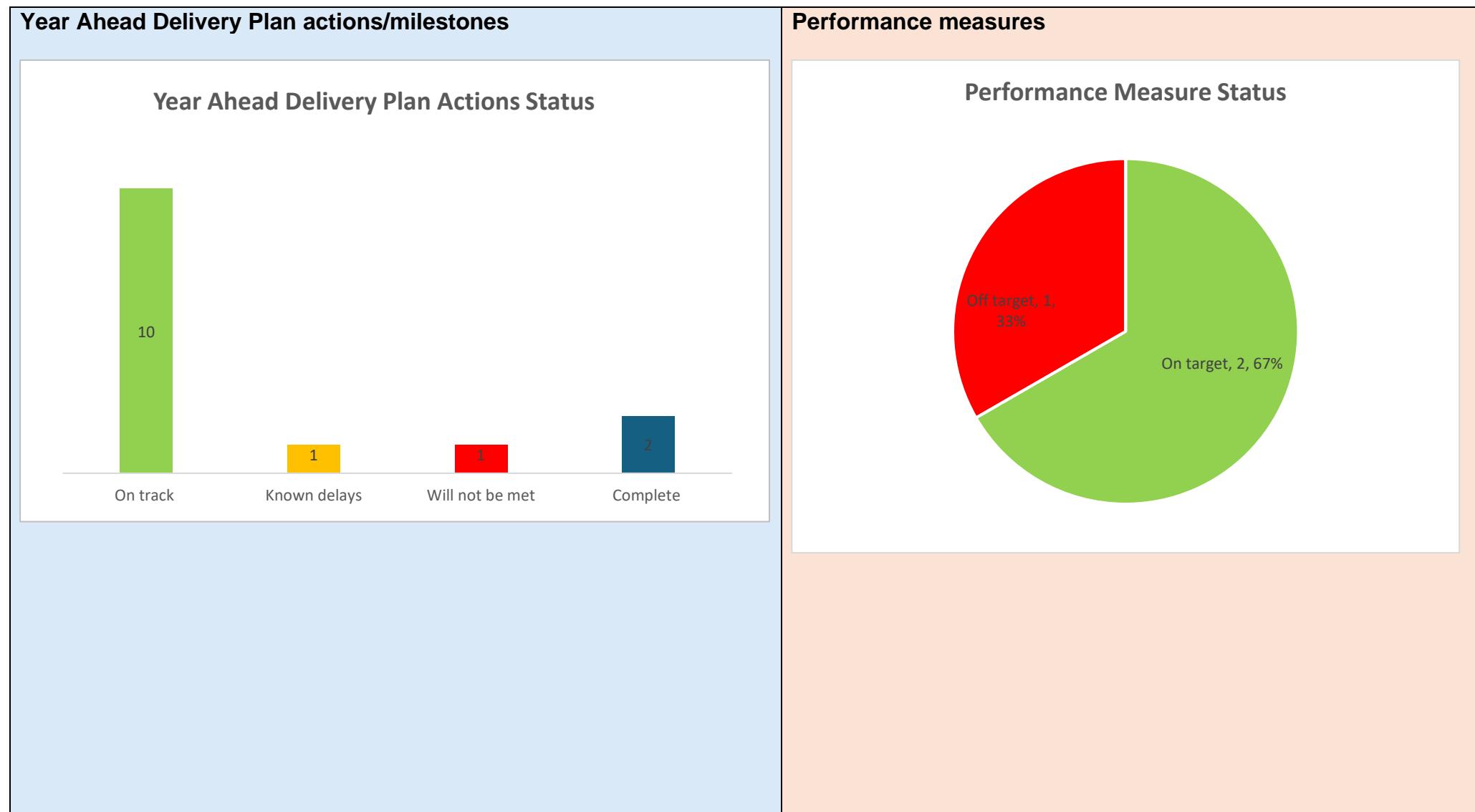


6.2 Outcome: An economy that works for everyone

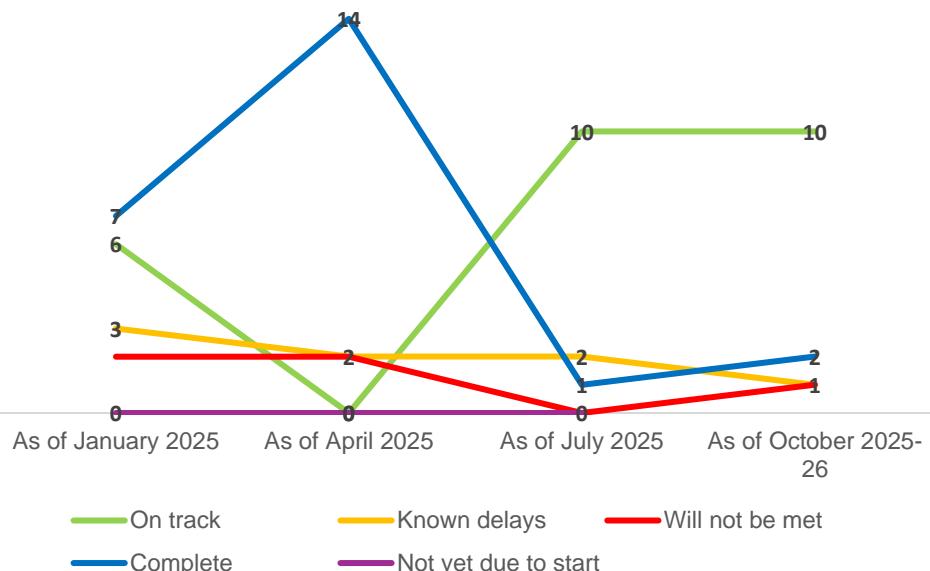
Priorities	The differences you will see
Developing the economy	<ul style="list-style-type: none">South Yorkshire investment zone - £1.2 billion of private funding, 8,000 jobs by 2030.Package of support and advice that enables business to start, develop and grow.An increased proportion of Council expenditure going to local businesses and providers.
Enhancing skills	<ul style="list-style-type: none">Support more people into and to progress in work, through dedicated and holistic training initiatives.Deliver at least 500 new apprenticeships through Rotherham Together Partners by 2028.Maximise the impact of Rotherham Together Partnership's potential to unlock, deliver and report on a collective potential of £53.5 million of unmeasured social value benefits across the borough.
Connecting people to opportunity	<ul style="list-style-type: none">Progress towards the new mainline station to create an integrated transport network, which will provide access to local, regional and national destinations.Support the franchising of South Yorkshire's buses by the Mayor, subject to the completion of the statutory process.Work with South Yorkshire Mayoral Combined Authority (SYMCA) to bring the first demand responsive bus services to Rotherham.

Headlines – evidencing our progress

To provide evidence of delivery of the outcomes and commitments within this theme, there are 14 priority/actions and 3 performance measures contained within the Year Ahead Plan Delivery Plan. The diagrams below provide an overview of performance and progress:



Year Ahead Delivery Plan Action Trend



Highlights – Achievements and Challenges

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

An economy that works for everyone

Achievements - Year Ahead Delivery Plan activities that have been completed:

- Implemented an Economic Inactivity Trailblazer to provide a new system of support for economically inactive residents to get back to work in April 2025 (see case study below).
- Completed the delivery of Phase 2 of the Rotherham Together Partnership's Social Value Action Plan.

Challenges - Year Ahead Delivery Plan activities that will not be met within three months of the original target date:

- Beginning construction on the Templeborough Business Zone Project has been delayed until Quarter 1 2026/27 due to extended negotiations leading to delays in stakeholder sign off.

Narrative – the bigger picture

The Council continues to invest in creating an economy that works for everyone, which means focusing on building inclusive economic growth, supporting local businesses, attracting investment and helping residents into employment and training. Good progress has been made during the first half of 2025/26, with a range of initiatives supporting growth, skills, and connectivity.

A raft of measures are helping local businesses, from grants to improve the appearance of shops on high streets – with 17 approved so far and more to follow – to upgrades at three of the Council's business centres. In addition, 48 businesses have been supported to start up and 320 have accessed general advice sessions. Work to deliver the Templeborough Business Zone, which will provide six managed workspace units alongside food and drink outlets, has been delayed and is now expected to start in Quarter 1 2026/27.

Improving skills and employment opportunities remains a priority. Through the Employment Solutions service, 443 people have engaged with support by the end of September, against the annual target of 455. Of these, 93 people have been supported into training and 109 into paid employment. An apprenticeship action plan was approved by partners at the Rotherham Together Partnership CEO group in July, setting out work to increase apprenticeship opportunities across the borough. The Economic Inactivity Trailblazer programme also began in August, providing tailored support to help economically inactive residents re-enter the workforce. This is being delivered through an internal team of employment advisers and 13 voluntary and community sector organisations offering provision in community settings. Phase Two of the Rotherham Together Partnership's Social Value Action Plan launched in June with the first monthly forum bringing together senior stakeholders from partner organisations. However, there have been delays in adopting the Employment and Skills Strategy, which will be considered at Cabinet in December.

Connecting people to opportunity through improved transport infrastructure is another key focus. Several major schemes are on track, including the strategic case for a new mainline station, the business case for Waverley railway station, and the new tram-train stop at Magna, which is due for completion in January. These projects will have a transformative impact, opening up opportunities for local people and attracting investment through significantly improved connectivity. Work also continues on active travel and bus priority proposals under the City Regional Sustainable Transport Settlement, with design work progressing on Fitzwilliam Road and Broom Road informed by community engagement. Alongside this, a programme of work experience, supported internships, apprenticeships, and graduate schemes is being implemented to ensure effective career pathways and succession planning.

Despite some delays, particularly to the Templeborough Business Zone and the adoption of the Employment and Skills Strategy, the Council remains committed to delivering an economy that works for everyone by supporting businesses, enhancing skills and improving connectivity across Rotherham.

1.2 Outcome: An economy that works for everyone

Ref	Outcome	Activity	Timescales for delivery	Status	Rationale for status
E1	Developing the economy	Start construction of the Templeborough Business Zone Project.	Quarter 2	Will not be met	Negotiations on contracts with Magna now completed and Board approval confirmed. Now agreed, stakeholder sign off will still be required which is estimated to take between 3-6 months. The start date for construction is now expected in Quarter 1 2026/27.
E2		Support up to 20 businesses to improve shop units in the town centre and on other principal high streets through the new 'shop units grants' programme.	Quarter 4	On track	17 grants have been approved across the town centre, Dinnington and Maltby. Pipeline of enquires is being managed to ensure equitable distribution of funding across all town centres – the target of 20 businesses supported will be exceeded.
E3		Deliver the programmed upgrades to business centres at Century (Manvers), Fusion (Templeborough) and Matrix (Dinnington) including improvements to internal facilities.	Quarter 4	On track	<u>Century Business Centre</u> Procurement is currently underway, with a provisional start date of November 2025, subject to the outcome of the tender process. <u>Fusion and Matrix Business Centres</u> Tender and quotes are underway. The work will be delivered in phases and is expected to be completed by Quarter 4.
E4		Performance measures: see below			
E5					

E6	Enhancing skills	Adoption of Employment and Skills Strategy.	Quarter 2	Known delays	The Employment and Skills Strategy is now scheduled for Cabinet consideration in December 2025, following a short delay to further develop priorities and actions.
E7		Through the Employment Solutions service, support a minimum of 455 people to access employment, (including training, education, apprenticeships, and paid employment).	Quarter 4	On track	At the end of September 2025, the service had received 905 referrals for support, of which 443 have started the programme (cumulative total). Of these, 93 people have been supported into training and 109 into paid employment during Quarter 1 and Quarter 2.
E8		Develop and implement an apprenticeship action plan that documents the work with partners to develop more apprenticeships across the borough.	Quarter 4	On track	The apprenticeship action plan was approved by partners at the Rotherham Together Partnership CEO group meeting in July. Work towards the action plan continues to take place along with targeted engagement with relevant stakeholders, schools and universities.
E9		Support 25 young people aged 16-25 into paid employment through traineeships and internships as part of the Children's Capital of Culture Programme.	Quarter 3	On track	Funding has been secured from the UK Shared Prosperity Fund to deliver further Children's Capital of Culture traineeships in 2025/26. There are currently 19 young people undertaking paid traineeships across 12 cultural organisations during the Festival Year. The programme as a whole has supported 138 trainees across 22 host organisations since it was first piloted in 2022.
E10		Implement an Economic Inactivity Trailblazer, providing a new system of support to economically inactive residents to re-enter the workforce.	Quarter 1	Complete	Delivery began 1 April 2025. It is being delivered through an internal team of employment advisers, alongside 13 voluntary and community sector organisations to ensure that provisions are embedded in community

					<p>settings. The Employment Solutions team are also working to provide personalised support.</p> <p>By the end of November, 194 residents have been supported through the programme, of which 46 have been supported into work. This equates to a conversion rate of 24%, which is higher than the regional average for this South Yorkshire programme of 21%.</p> <p>See case study below.</p>
E11		Complete delivery of Phase 2 of the Rotherham Together Partnership's Social Value Action Plan.	Quarter 3	Complete	<p>Phase Two began in June 2025 with the first monthly forum, bringing together senior stakeholders from partner organisations. All partners have now engaged in 1-2-1 workshops with consultants from the Social Value Portal.</p> <p>The Chamber of Commerce and Voluntary Action Rotherham, with the support of the Social Value Portal, have each created a framework for their 'connector' roles within social value in Rotherham.</p> <p>The annual Social Value event was held in July 2025, attended by representatives from across the partnerships.</p>
E12	Performance measure: see below				
E13	Connecting people to opportunity	Completion of a Strategic Case in relation to the Rotherham Gateway (Mainline Station) Masterplan.	Quarter 3	On track	Conversations have taken place with South Yorkshire Mayoral Combined Authority colleagues to explore a 'place-based' approach to delivering the masterplan.

					A Programme Business Case has been drafted by the Council and is being prepared for submission in December.
E14		Work with regional partners to support SYMCA in their work to develop the Outline Business Case for the new railway station at Waverley.	Quarter 4	On track	Network Rail is the principal designer for the project, providing design and cost assurance. Northern Rail is also contributing to the development of the business case. Engagement with residents, businesses and members is being planned. Project funding is still to be confirmed following the Government's Spending Review.
E15		Work with regional partners to support SYMCA in their work to construct a new tram-train stop at Magna.	Quarter 4	On track	Construction continues with completion expected in January 2026. Following this, testing, licensing and certification will need to be completed, prior to bringing the stop into public operation.
E16		Consult on draft designs for City Regional Sustainable Transport Settlement active travel and bus priority proposals on Fitzwilliam Road and Broom Road.	Quarter 4	On track	Design work is being progressed, focusing on neighbourhood streets informed by feedback from community engagement.
E17		Develop and deliver a programme of work experience, supported internships, apprenticeships and graduate schemes to ensure effective career pathways and succession planning.	Quarter 2	On track	Programme is implemented and ongoing. Development and review continue. The Council continues to connect with schools, colleges and universities to promote work experience, apprenticeships and graduate opportunities.

Performance measures

	An economy that works for everyone		2024/25 Year End	Target (If Applicable)	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year to Date	Progress Update	Rag Rating
Ref	Measure	Good Performance			Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)			
E4	Help 70 businesses to start up.	High	78	70	23	25			48	The total for this measure (a combination of Business Centre and Launchpad totals) for this quarter is 25. Enquiries for the Launchpad programme are significantly increased from previous years. Moorgate Crofts and Century 2 business centres had a strong summer with increases in occupancy of 5% and 12% respectively.	Green
E5	Provide advice and support to 500 local businesses.	High	522	500	147	173			320	173 sessions were delivered in quarter 2, an increase on the previous quarter and 39 more than in quarter 2 24/25. Performance to date suggests the annual target will be exceeded.	Green

E12	Increase the proportion of new starter apprenticeships created within the Council as a percentage of the workforce to 1.5%.	High	0.9%	1.5%	1.11%	1.21%		1.21%	Performance has improved in Quarter 2, continuing an upward trend: the figure was 0.91% at year-end 2024/25 and 0.8% in Quarter 2 24/25. A strategy is being developed to increase the take up of new starter apprenticeships.	
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Case studies

Local Employment Advisory Forum (LEAF) Jobs and Careers Fair

On 22 October 2025, young people from Rotherham schools and local jobseekers were invited to attend the Local Employment Advisory Forum (LEAF) Jobs and Careers Fair at Magna Science Adventure Centre. Exhibitor stands showcasing a wide variety of local businesses spanned the length of the Great Hall, with engaging and eye-catching visualisations of their industries. Exhibitions included virtual reality headsets, career pong, wheel of fortune, and use of sector specific equipment, such as an x-ray machine. Meanwhile, in an additional room, dragons den workshops took place throughout the morning, giving students the opportunity to ask questions to employees from a variety of local industries.

Overall, LEAF was very popular, with 611 attendees interacting with 59 exhibitor stands. The event included a health and care zone, covering allied healthcare, pathology, and dental and social care services. Another zone consisted of 10 exhibitor stands highlighting career opportunities within Rotherham Council.

To encourage student engagement with the stands, a LEAF treasure trail was provided which included questions to act as 'icebreakers' for students engaging with employers. Positive feedback was received from both exhibitors and visitors, with the event being described as "fantastic", "relevant", "much needed", "helpful", and well organised.



The workshops took a dragon's den format, with the students in the role of the dragons, investigating the careers of the local business volunteers. Described by a careers leader as "engaging" and "extremely well organised", this format resonated with the students and allowed them to ask questions to a panel of individuals with diverse professional experiences. This feedback is illustrative of the data collected, in which 100% of careers leaders and teachers scored the workshops as being as "excellent" or "very good".

The workshops were designed taking into consideration ways to encourage the participation of everyone. There was a specific focus on reducing barriers for students with special educational needs and disabilities (SEND). Engagement was encouraged by kickstarting the workshops with an accessible quiz and prize incentives, creating an exciting buzz in the room. Students were encouraged to ask questions, whether by creating their own question, or by reading out the example questions that were placed on chairs to encourage participation. The panel of business volunteers were briefed of the importance of answering questions in a SEND friendly manner. Many students showed enthusiasm to talk to the business volunteers, with some staying behind to ask even more questions after the end of the workshop.

It was of paramount importance that the entire fair was accessible to those with additional needs. The chosen venue was accessible, with no stairs required for access and clear signage. In addition, to remove digital barriers, exhibitors provided hard copies of promotional material and hard copies of the exhibitor list were available on request. Further measures put in place to mitigate potential barriers for SEND students included a quiet room for anyone feeling overstimulated and a sticker system. The sticker system meant that if an attendee required more space or more gentle interpersonal interaction, they could wear a sticker that indicated this to the people running the stalls. This allowed SEND students to interact meaningfully with the stalls without becoming overwhelmed. In feedback collected, LEAF's accessibility was celebrated by visitors, one of whom described it as "inclusive, informative and accessible".



Pathways 2 Work

Pathways to Work is a new government initiative designed to bring together existing and new employment support services, making them easier for residents to access and navigate. A key feature of the programme is the introduction of a single front door and triage function, ensuring residents are directed to the most appropriate services to meet their needs and maximise their chances of success.

Since its launch in April 2025, the Economic Inactivity Trailblazer (EIT) has supported 194 residents, of which 145 remain active. To date, the programme has successfully supported 46 individuals into employment. A Systems Service Manager and Team Leaders are now in post, leading a team of Pathways to Work Employment Advisors who work alongside the Employment Solutions Team to deliver tailored support. The Economic Inactivity Trailblazer is further supported by the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector, delivering both community-based engagement and personalised support activity, ensuring geographical reach and targeted provision.



Employer activation and collaborative working with Chamber of Commerce leads is actively underway. The team is establishing key employer relationships and leveraging existing employer networks to increase reach and drive awareness, ensuring strong connections between jobseekers and local opportunities. In addition, nine VCFSE organisations are delivering engagement activities for the Trailblazer. Commissioning for personalised support is in progress, alongside planning for employer-led, sector-focused training. Bespoke targeted support is also being developed for groups such as NEET (Not in Education, Employment or Training) individuals, those on probation, and residents facing health-related barriers.

Digital engagement is growing, with 102 pipeline participants now registered on the Enspirio platform. These individuals are meeting with dedicated Employment Advisors to complete onboarding, identify suitable support services, and progress into work.

Strong partnerships underpin the programme's success. Collaboration with the Health Growth Accelerator enables two-way referrals for young people seeking employment, while joint working with the Department for Work and Pensions ensures referrals from Jobcentre Plus into Pathways to Work where appropriate. Regular meetings are held to establish efficient working practices and strengthen these relationships.

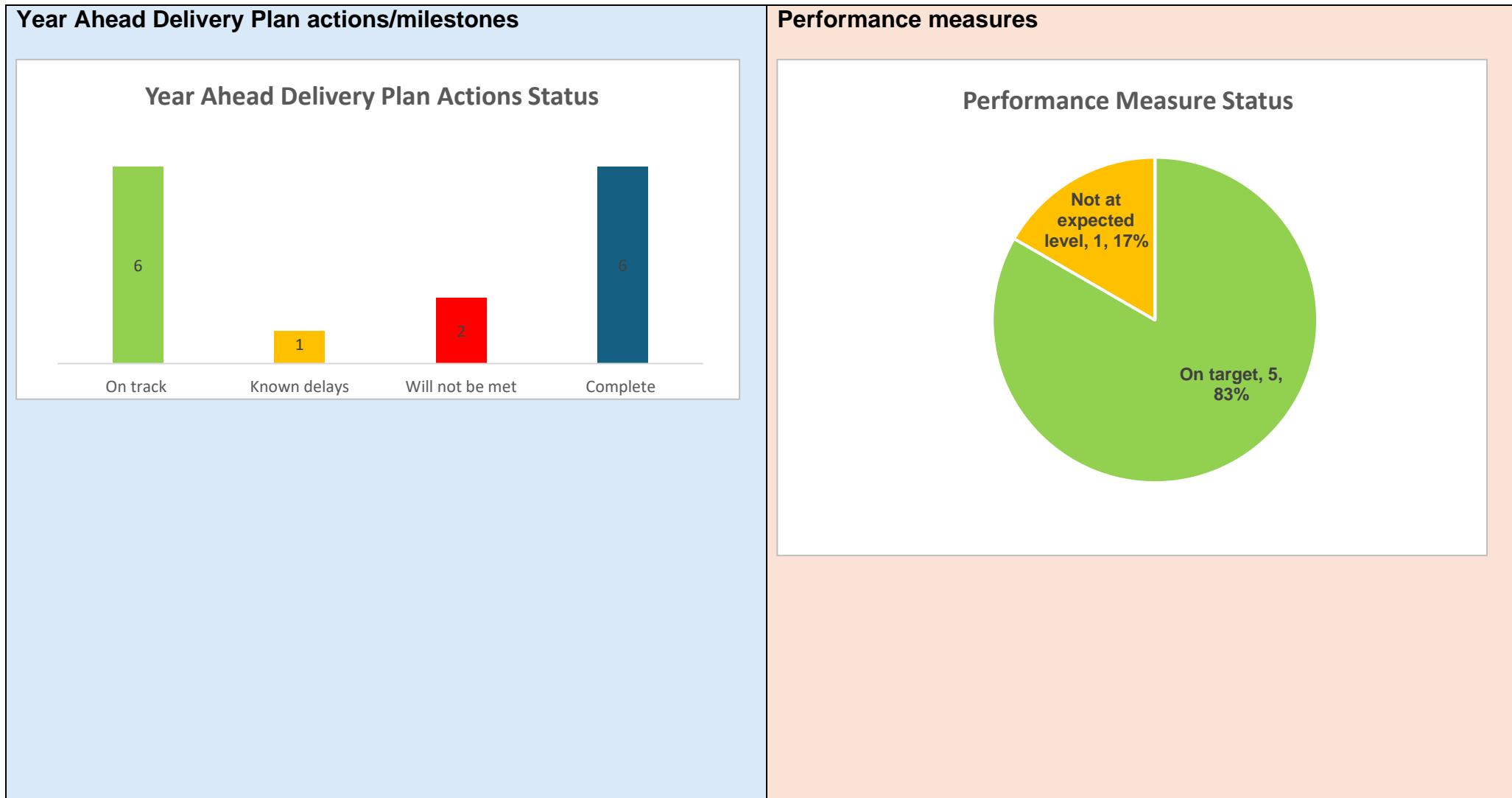


6.3 Outcome: Children and young people achieve

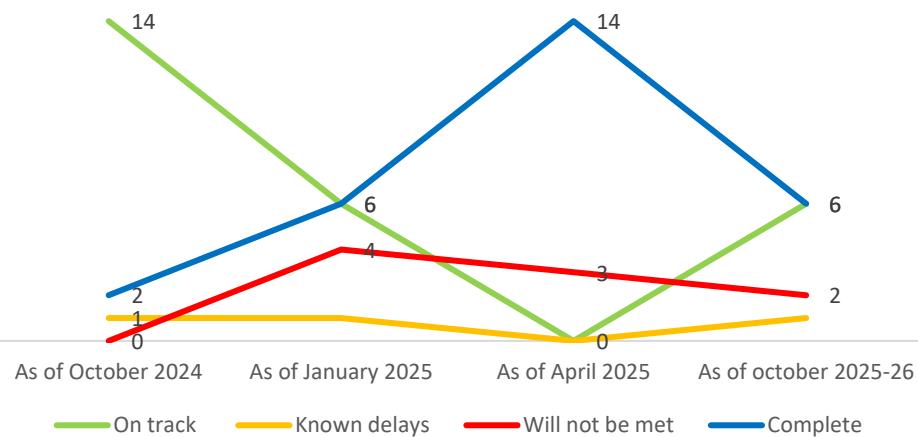
Priorities	How we will get there
Ensuring children and young people have fun things to do	<ul style="list-style-type: none">• £1.8 million allocated to improve watersplash facility at Clifton Park and play areas across the borough until 2027.• Work with young people, local partners and external funders to agree a legacy programme for Children's Capital of Culture.• Improve access to youth activities and sessions.
Enabling children and young people to thrive	<ul style="list-style-type: none">• Deliver baby packs to Rotherham families to ensure every family has access to essential items from the beginning of the child's life.• Inclusive SEND provision in the borough, including a new SEND hub in the town centre.• Support for young people to achieve their potential (links to the enhancing skills priority, under the enhancing skills priority, under the economy outcome).
Keeping children and young people safe from harm	<ul style="list-style-type: none">• Provide five new children's residential homes to make sure children in care and care leavers can stay in the borough.• Strengthened safeguarding arrangements, particularly addressing harms outside the home.• Further support to families to build their resilience and help reduce hardship.

Headlines – evidencing our progress

To provide evidence of delivery of the outcomes and commitments within this theme, there are 12 priority/actions (1 action has 4 parts) and 6 performance measures contained within the Year Ahead Plan Delivery Plan. The diagrams below provide an overview of performance and progress:



Year Ahead Delivery Plan Action Trend



Highlights – Achievements and Challenges

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

Children and young people achieve

Achievements - Year Ahead Delivery Plan activities that have been completed:

- Opened the watersplash facility at Clifton Park on 23 July 2025 (see case study below).
- Implemented a new education case management system, which is due to go live in Quarter 2 2026/27 to align with school terms.
- Submitted the registration of a third and fourth two-bedroom residential children's homes to make sure Children in Care and young people can stay in the borough.
- The No Family Left Behind Strategy, which sets out Rotherham's commitment to addressing child poverty, was approved and published in September 2025.

- Building work on the Special Educational Needs and Disability centre at Eric Manns is now complete, the Rotherham Parents Carers Forum are now occupying the building and delivering services within the community.

Challenges - Year Ahead Delivery Plan activities that will not be met within three months of the original target date:

- 19 candidates have received Independent Travel Training or are in the pipeline, it is unlikely that the target of 30 trainees will be met due to delays in sign-off timelines and reduced numbers of staff.
- The submission of a bid to the Football Foundation for a new multi-use games area in the borough is delayed, due to the Round 2 Expression of Interests from the Football Foundation being delayed. Work is ongoing to source alternative funding, however timescales for this are not yet known.

Narrative – the bigger picture

This theme focuses on the ambition for 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.

The Council is determined that children and young people have fun things to do throughout the borough. As part of this, the watersplash facility at Clifton Park has been refurbished and opened to the public on the 23 July 2025. It was designed after consultation with children and their families and opened to coincide with the school holidays. A celebration event was held at the Rotherham Show to celebrate the opening of the new facility, and featured Yorkshire Life Aquatic's 'Splash Mob' performances.

As part of the Children's Playground Programme, improvements to play areas across the borough are underway. The new playground at Chestnut Grove in Dinnington was completed in May 2025, and work on the play area at Rother Valley Country Park is scheduled for completion in January 2026 as part of the wider regeneration of the country park. Alongside this, the play areas at Thrybergh Country Park and Rosehill Park are both planned to be completed in February 2026. The Children's Playground Programme was led by consultation with children, young people and families to ensure that the facilities are fully accessible.

The Children's Capital of Culture programme has also provided opportunities for children and young people across the borough. Over the 2025 festival year, there have been 905 events, which have achieved a combined 259,336 audience engagement and where 58,579 children and young people have had the chance to actively participate in. This includes a variety of activities ranging from lessons in schools and colleges to larger events and festivals in collaboration with local partners. A few examples of this are the House of Fun and WE Wonder with Wentworth Woodhouse, Festival of Stories in partnership with Grimm & Co and Rotherham Winter Light Festival with Flux Rotherham. Alongside this major events, the Children's Capital of Culture programme has also supported a wide range of grassroots community events and festivals, alongside

skill development programmes and a diverse in-school creative learning programme that has worked with over 110 Rotherham schools and colleges.

The Council is continuing to provide new residential homes so that more Children in Care and young people in Rotherham can stay in the borough and remain safe from harm. A third two-bedroom home registration was submitted to Ofsted in July 2025, and registration was submitted for a fourth two-bedroom home in March 2025 and opened in August 2025. Work is also continuing to open two further two-bedroom homes, with registration for one due to be submitted to Ofsted in Quarter 1 2026/27 and the capital work on the other to be completed in January 2026 with registration on track to be submitted by Quarter 4 2025/26. These homes will offer some of our most vulnerable children a sustainable, long-term place to live, reducing disruption to their lives and keeping them safe.

On 15 September 2025, Cabinet approved the No Family Left Behind (Rotherham's commitment to addressing child poverty) Strategy. This strategy champions initiatives and ensures that stakeholders are aligned to prevent, address and reduce child poverty in the borough, improving the experiences of children affected.

The Council continues to ensure that children get the best start in life. This includes the delivery of the Baby Packs scheme to support families with essential items, 100% of eligible Rotherham families that requested a Baby Pack have received a pack in the first half of the year. Work has also been focussing on delivering support sessions to families with children aged 0-5 years in children centres across the borough. At the end of Quarter 2, 1,324 sessions have been delivered to children and their families against a target of over 1900 support sessions meaning that 80.5% of sessions have been delivered in the first half of the year. Activities take place in various community settings to ensure that it is tailored and accessible for families across the borough.

As part of the focus on enabling children and young people to thrive, the Council continues to support all 27 secondary schools and colleges in the borough to enhance their careers provision. A major focus of the work is aimed at the promotion of work experience for all pupils in partnership with South Yorkshire Mayoral Combined Authority. Furthermore, at the end of Quarter 2, 82% of Education, Health and Care Plans (EHCPs) have been issued within 20 weeks to ensure that children with special educational needs receive effective support when needed, this is against a Council Plan target of 73%.

Year Ahead Delivery Plan tracker

6.3 Outcome: Children and young people achieve					
Ref	Outcome	Activity	Timescales for delivery	Status	Rationale for status
C1	Ensuring children and young people	Work with children and young people across the borough to	Quarter 3	On track	Across the 2025 festival year, 905 events and activities have been delivered.

	to have fun things to do	deliver events throughout the 2025 Festival Year, celebrating Rotherham becoming the world's first Children's Capital of Culture.			<p>This includes major exhibitions, festivals and events delivered in collaboration with local partners, such as House of Fun and WE Wonder (Wentworth Woodhouse), Festival of Stories (Grimm & Co) and Otherham Winter Light Festival (Flux Rotherham). It also includes a diverse in-school creative learning programme that has worked with over 110 Rotherham schools and colleges.</p> <p>These events have achieved a combined 259,336 audience engagements.</p> <p>In addition, there have been 58,579 active participation from children, young people and adults across events, activities and in school creative learning programmes.</p> <p>The programme also continues to support children and young people from diverse backgrounds across programmes including the Youth Programming Panel, Arts Award accreditation and Volunteering Schemes.</p> <p>See case study below.</p>
C2		Replace the watersplash facility at Clifton Park.	Quarter 2	Complete	<p>The watersplash facility at Clifton Park opened to the public on 23 July 2025 to coincide with the school holidays.</p> <p>A celebration event took place at the Rotherham Show and featured performances.</p> <p>See case study below.</p>

C3		Improve 4 play areas as part of the Children's Playground Programme.	Quarter 4	On track	<p>Chestnut Grove play area in Dinnington was complete in May 2025.</p> <p>The detailed design work at Rother Valley Country Park play area has been complete, with construction expected to begin in January 2026. This has been delayed due to supply chain issues affecting the delivery of equipment.</p> <p>The design work is complete at Thrybergh Country Park play area. Construction is estimated to start in January 2026 and finish in February 2026, following the café redevelopment.</p> <p>Rosehill Park play area is scheduled to be completed in February 2026.</p>
C4		Submit a bid to the Football Foundation in support of a new multi-use games area in the borough.	Quarter 2	Will not be met	<p>The Football Foundation's second round of Expressions of Interest opened later than expected in October 2025, instead of the original date of June 2025. As a result, the scheme will not be delivered during 2025/26.</p> <p>Alternative funding is being sought, however timescales for this are not yet known. Discussions continue with Kimberworth Park Partnership for a small-sided football facility.</p>
C5	Performance measure: see below				
C6	Enable children and young people to thrive	Provide food vouchers to children eligible for free school meals during the school holidays, in line with the	Quarter 4	On track	The provision of food vouchers for those children eligible for free school meals are underway as they are allocated ahead of each school holiday period.

	package of measures agreed through the Household Support Fund.			The final allocation will not be issued until March 2026 ahead of the Easter holidays.
C7	Complete building work on the Special Educational Needs and Disability centre at Eric Manns and hand over to the Rotherham Parents Carers Forum.	Quarter 4	Complete	The building work is now complete, and the Rotherham Parent Carers Forum are now occupying the building and delivering services within the community.
C8	Deliver Independent Travel Training to at least 30 children and young people to increase independence, through the new Home to School Transport Policy.	Quarter 4	Will not be met	<p>The scheme is specifically for children and young people in receipt of home to school transport due to a special educational need.</p> <p>Within the current year 2025/26, 19 young people have either been trained or are in the pipeline. The target of 30 is unlikely to be achieved due to extended sign-off timelines for some trainees alongside the departure of a team member.</p> <p>Resources for enhancing the provision for Independent Travel Training are currently under review and include:</p> <ul style="list-style-type: none"> • Independent Travel Training Buddy's training hours have been agreed and are processing to try to accelerate training provision. • Links have been established with Rotherham Opportunities College to deliver a joint offer. • Plans for providing classroom sessions in special schools to teach children and young people about road safety, route planning, reading timetables and

					<p>managing money/card payments will commence in Quarter 3.</p> <ul style="list-style-type: none"> Group Independent Travel Training packages will commence in Quarter 3 with a view to being implemented from April 2026.
C9	Support 27 Rotherham secondary schools and colleges, to enhance their careers provision.	Quarter 4	On track		<p>The project continues to support all 27 schools and colleges in the borough. The next data on Gatsby Benchmarks are due in December 2025, but all schools and colleges in the borough are expected to be on track.</p> <p>The main focus for the current academic year will be the promotion of work experience for all pupils, which is being led by South Yorkshire Mayoral Combined Authority with support from the area teams.</p>
C10	Implement a new education case management system.	Quarter 2	Complete		<p>Following the purchase and successful start to implementation of the new education case management system in September 2025, work is underway on data quality and migrating data.</p> <p>To align with the education calendar the planned go-live date for the new education case management system is Q2 26/27.</p>
C11	Performance measures: see below				
C12					
C13					
C14					
C15					
C16a	Provide the remaining planned children's in-house residential	Quarter 3	Complete		The Registered Manager is now in post. Registration was submitted in July 2025.

	Keeping children and young people safe from harm	homes to meet the needs of Rotherham children in care and help make sure they stay in the borough.			
C16b		a. Submit registration for a third two-bedroom home		Complete	Registration was submitted in March 2025 and the home opened in August 2025.
C16c		b. Submit registration for a fourth two-bedroom home .	Quarter 3	On track	Refurbishment pushed back due to feasibility work being completed on a Department for Education capital bid which could support the refurbishment of the property. Previous delays incurred through planning. Registration is now expected to be submitted in Quarter 4 2025/26 following completion of capital works.
C16d		c. Submit registration for a fifth two-bedroom home .	Quarter 4	Known delays	Following engagement with Ward members and residents, additional due diligence was undertaken, which led to the delay in the submission of a planning application. Planning was submitted and agreed in Quarter 1 2025/26. Registration is now expected to be submitted in Quarter 1 2026/27.
C17		d. Submit registration for a sixth two-bedroom home .	Quarter 4	On track	The initial findings of the commissioned needs assessment have been reviewed and is expected to be finalised by December 2025.

	comprehensive needs analysis and revise the threshold document.			A voluntary community sector organisation has been commissioned to support the co-development of some elements of the programme with a key focus on ensuring communities in Rotherham are well represented during the design and delivery of the changes set out in the Department for Education Programme Guidance. Recruitment into the Transformation Programme team continues to progress well. An update on the progress of the Families First Partnership Programme was presented to Cabinet on 17 November 2025.
C18	Publish a No Family Left Behind (<i>Rotherham's Commitment to Addressing Child Poverty</i>) Strategy, championing initiatives and aligning stakeholders to address child poverty.	Quarter 2	Complete	The strategy was approved and published at Cabinet on 15 September 2025.

Performance measures

	Children and young people achieve		2024/25 Year End	Target (If Applicable)	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year to Date	Progress Update	Rag Rating
Ref	Measure	Good Performance			Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year to Date		
C5	Commission the voluntary and community sector to deliver 850+ universal youth work sessions so that young people have access to activities across the borough.	High	1120	850	392	245			637	637 sessions have been delivered in 2025/26 so far with 392 in Quarter 1 and 245 in Quarter 2. The year-end figure for 2024/25 was 1120, with 392 delivered in Quarter 1 and 287 in Quarter 2.	Green
C11	Deliver 100% of Baby Packs to eligible Rotherham Families who have requested one.	High	n/a	100%	100%	100%			100%	100% of eligible families who have requested a Baby Pack have had a pack delivered in Quarter 1 and Quarter 2.	Green

C12	Provide health visitor checks to at least 85% of eligible children for their 2-2.5yr checks.	High	91%	85%	92%	92%			92%	92% of eligible children have received their 2-2.5yr checks in Quarter 1 and Quarter 2, the service is on target. Data for 2024/25 is unavailable.	
C13	Continue to deliver high quality services across the Family Hubs network, ensure that at least 90% of families register their children within 6 months of birth.	High	90%	90%	88%	72.1%			80.5%	Quarter 1 - 658 of 748 - 88.0% of babies born between 1st October 2024 and 31st December 2024 were registered with a Family Hub within 6 months of birth. Quarter 2 - 482 of 669 – 72.1% of babies born between 1st January 2025 and 31st March 2025 were registered with a Family Hub within 6 months of birth. Quarter 1 and Quarter 2 cumulative figure - 1140 of 1417 – 80.5% of babies born between 1st October 2024 and 31st March 2025 were registered with a Family Hub within 6 months of birth.	

									Hub within 6 months of birth. A further 47 babies have been registered after 6 months of birth, therefore 83.8% of babies born on or after 1st October 2024 are now registered with a Family Hub. The year-end figure for 2024/25 was 90%. Current performance has been affected by some families refusing to register and/or moving out of the area. Work with health and midwifery teams is planned to engage expectant parents at the earliest opportunity.	
C14	Children's Centres to deliver 1900+ support sessions to families with children aged 0-5 years.	High	N/A	1900	729	595		1,324	1,324 (729 in Quarter 1, 595 in Quarter 2) sessions have been delivered to children aged 0-5 and their families. This is on target with 80.5% having already been delivered for the year.	

C15	Issue 73% of Education, Health and Care Plans within 20 weeks ensuring children receive effective support when needed.	High	72.7%	73%	81%	78.4%		81.3%	In Quarter 1, 81% of Education, Health and Care Plans were issued within the 20-week limit.	
									In Quarter 2, 78.4% of Education, Health and Care Plans were issued within the 20-week limit. Within the calendar year, 81.3% of Education, Health and Care Plans were issued within the 20-week limit, above the 73% annual target for 2025/26. Note: This performance measure is reported from the 1 January to the 31 December in line with Department for Education reporting.	

Case studies

Children's Capital of Culture

Across the first ten months of delivery the Children's Capital of Culture programme has delivered 905 events and activities. These have achieved a combined 259,336 audience engagements. In addition, there have been 58,579 active participations from children, young people and adults across events, activities and in school creative learning programmes. Some of these events and activities are outlined below.

Rotherham Schools Baton Relay

On 2 July 2025, British Olympic champion and South Yorkshire's Active Travel Commissioner, Ed Clancy OBE, made a star appearance at Rotherham's Festival of Sport to conclude the first ever Rotherham Schools Baton Relay. This exciting initiative was a collaboration between Children's Capital of Culture, Yorkshire Sport Foundation, and the Rotherham School Games Team. 82 primary and secondary schools took part in a borough-wide relay to celebrate Rotherham's landmark year as the world's first Children's Capital of Culture. In total, 328 pupils have run and walked over 100 miles between each school to hand over the esteemed baton, designed by pupils from Brinsworth Manor Junior School. For the final leg, pupils from Herringthorpe Junior School journeyed to Herringthorpe Stadium to hand the baton over to Olympian Ed Clancy as a conclusion to the race.

Ed Clancy said: *"It's been great to see so many schools come together for the Baton Relay. Bringing energy, teamwork, and community to every mile - it's a perfect example of how, by moving more and differently, kids can be inspired to get outdoors, get active, build confidence, and have fun. I'm honoured to be part of the finale, and to celebrate healthier, happier habits as part of Rotherham's year as Children's Capital of Culture."*



Plug In and Play

During October 2025 half term talented children at Rosehill Primary School in Rawmarsh and Crags Community School in Maltby created two interactive games for Plug In & Play, the festival of gaming. Designed and delivered by Children's Capital of Culture in collaboration with the National Videogame Museum, Plug In & Play is a series of real-life video game adventures which took place across the borough from 27 to 31

October 2025. Pupils aged 7 to 11 from both schools helped to design the Halloween-themed games, alongside gaming experts from the National Videogame Museum.

David Hayward and Alex Johansson, creative producers for Plug In & Play, said: *“It’s been brilliant working with the children from both schools, their imagination and creativity have blown us away. We know Games Trail visitors are going to enjoy Crags Community School’s Rock, Paper, Wizards game where they can create their own colour coded LED spells and see them magically light up the room. Rosehill Junior School’s game about feeding sweets to Count Snackula and his monster friends is lots of fun, too.”*

Replay Festival

The Replay Festival, a new film, photography, and media festival created by and for children and young people in Rotherham, made its debut with a red-carpet premiere at Arc Cinema on Monday 10 November 2025. Part of the creative learning programme for Children's Capital of Culture, Replay features film and media made by local children and young people alongside some of the world's best short films made for young audiences. The six-day festival, in which 1,000 children and young people participated, took place at venues across Rotherham including local schools, the Arc Cinema, Wentworth Woodhouse and in ROAR's Garage Gallery and ran until 15th November.

Other celebrations

Pupils at High Greave Infant School gave their school grounds a vibrant new look with a 30-foot mural celebrating Rotherham's status as the world's first Children's Capital of Culture. Working alongside artist and illustrator Imogen Joyce, the children helped design and create the giant artwork, which now welcomes visitors at the school entrance. The mural was officially unveiled at a special celebration event on Tuesday 4 November.

Clifton Park Watersplash

Clifton Park celebrated summer in style with the reopening of its much-loved water splash area freshly upgraded through a £900,000 transformation.

The reopening came just weeks after the park proudly retained its Green Flag status for the 15th consecutive year and was also awarded the Green Heritage award, recognising its Victorian roots and ongoing excellence.

The newly revamped splash zone, funded by the Council and delivered by contractor Ustigate, now features improved safety standards, modern interactive play equipment and greater accessibility for children of all ages and abilities. With sustainability at its heart, the site also includes a more efficient water system that helps reduce waste and promote responsible use.

The water splash area, supervised by park staff, opened daily from 11am to 5pm, throughout the summer.

Originally created in 2008 as part of a Heritage Lottery Funded project, the water splash park has been a firm favourite among children and families for the last 15 years. However, because of its popularity, wear and tear started to have an impact.

Following extensive public consultation with park visitors, local schools, special educational needs and disabilities (SEND) groups and other stakeholders, the facility has been transformed into a modern, accessible, and inclusive play space that will serve the community for years to come. This is another example of how Rotherham is forging ahead investing in facilities that matter to local people and creating spaces where families can spend quality time together.

Cllr Victoria Cusworth, Deputy Leader and Cabinet Member for Children and Young People at Rotherham Council, said: *"We're thrilled that the new and improved water splash area at Clifton Park is now open, giving families the opportunity to enjoy a free outdoor activity this summer. The redevelopment of the water splash area is about giving our children the vibrant, engaging, and accessible outdoor spaces they deserve. We know how much families love this facility, and we've listened - replacing outdated equipment and transforming the area into a modern, inclusive space that promotes play and wellbeing."*

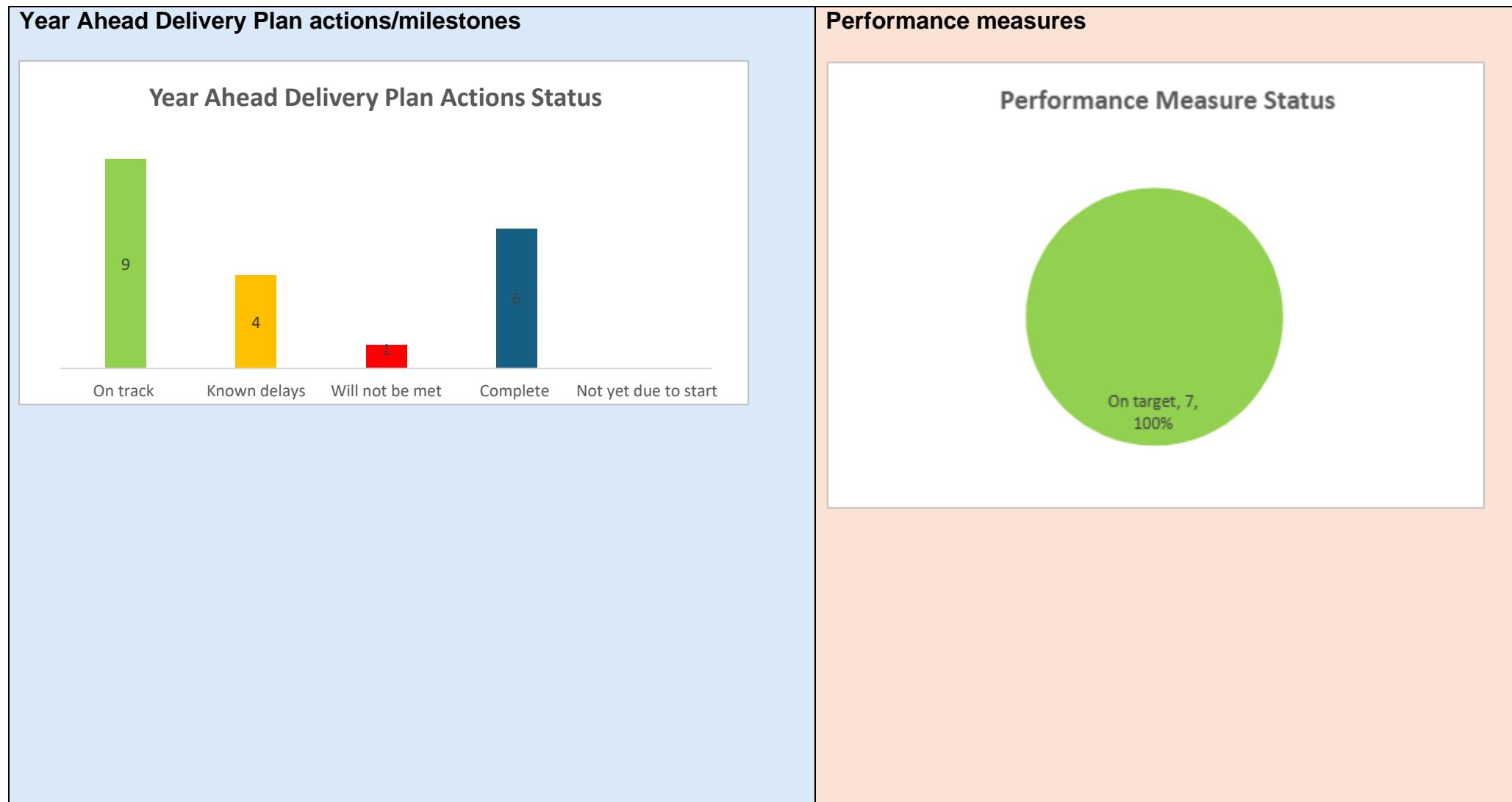


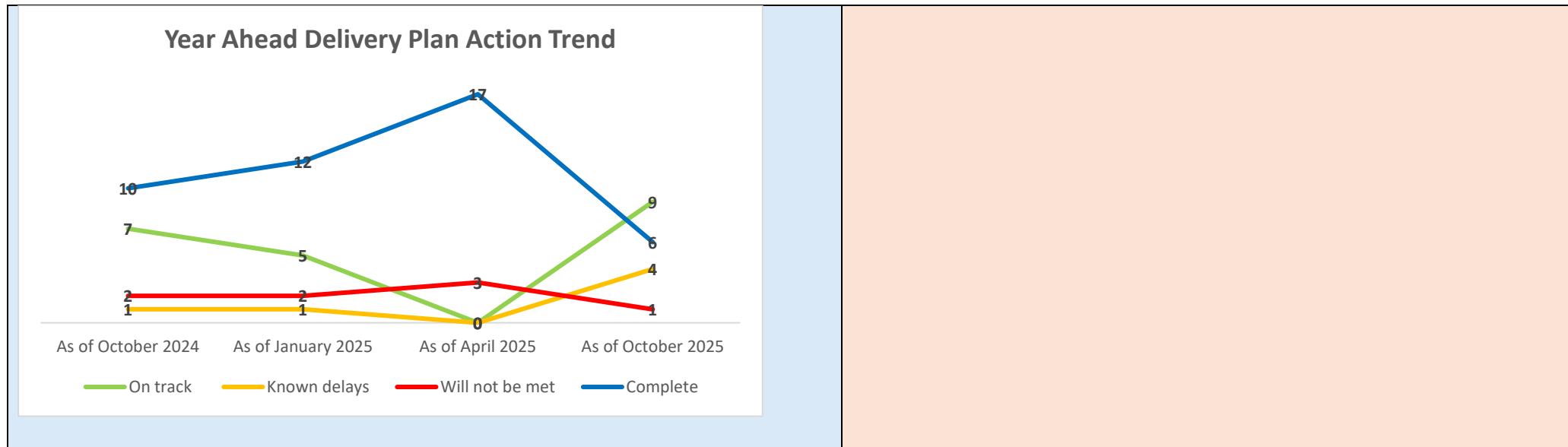
6.4 Outcome: Residents live well

Priorities	The differences you will see
Better physical and mental wellbeing	<ul style="list-style-type: none">Offer 8,500 NHS health checks a year to people aged 40-74 to stop conditions earlier.Work with local communities embed physical activities into daily lives.Improved health provision in the town centre.
Assisting people to live independent, safe and well.	<ul style="list-style-type: none">Increase in the use of assistive technology and preventative support to maximise independence and delay the need for long-term social care support.Castle View day centre will open in 2026, enabling adults with complex needs to maintain their independence and providing respite to carers.Continue support to residents with the high cost of living, including with food sustainability.
Good quality, affordable homes for all.	<ul style="list-style-type: none">Committed to providing 1,000 new council homes by 2027, alongside improving the quality of existing Council homes.Improving prevention outcomes for those at risk of homelessness and reducing use of emergency hotel accommodation.Work with developers to facilitate delivery of good quality and affordable homes.

Headlines – evidencing our progress

To provide evidence of delivery of the outcomes and commitments within this theme, there are 13 priority/actions (1 action has multiple parts) and 7 performance measures contained within the Year Ahead Plan Delivery Plan. The diagrams below provide an overview of performance and progress:





Highlights – Achievements and Challenges

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

Residents live well

Achievements - Year Ahead Delivery Plan activities that have been completed:

- Launched a specialised support service in April 2025 for people who have attempted suicide.
- Launched a new technology service that provides a broader range of equipment to enable people to remain living at home for as long as possible in April 2025.
- Groundworks for the new homes, through the Housing Growth Programme, began in June 2025 at West Melton and in September 2025 at Maltby (see case study below).
- Developed proposals in relation to Selective Licensing, which seek to protect private tenants, support landlords and improve housing conditions within the Borough, approved at Cabinet in September 2025.

- Agreed a new Housing Allocations Policy at Cabinet in September 2025.

Challenges - Year Ahead Delivery Plan activities that will not be met within three months of the original target date:

- The Rothercare analogue to digital switchover for 5,000 residents is delayed due to the original provider no longer being financially viable and therefore ceasing trading. The swap outs are now being undertaken by Rothercare and Mediquip and are on track to be completed by the end of May 2026.

Narrative – the bigger picture

The residents live well theme focusses on the priorities of ensuring better physical and mental wellbeing, assisting people to live independently, safely and well and providing good quality, affordable homes for all Rotherham residents. The progress that has been made towards delivering these priorities is detailed below.

To ensure better physical and mental wellbeing for Rotherham residents an Active Hub has been established and has accepted referrals since July 2025. Meanwhile a specialised support service was launched in April 2025 for people who have attempted suicide and this service is now accepting referrals.

There are a series of programmes in place to assist people to live independently, safe and well. A new technology service was launched in April that provides a broader range of equipment to enable people to live at home for longer. Delivery of the Learning Disability Strategy priorities are also underway with additional external funding received to support more people into work, work experience or volunteering. Delivery of the Rothercare analogue to digital switchover has been delayed until Quarter 1 2026/27 due to the initial provider ceasing trading. The remaining units are now being completed by Rothercare and Mediquip.

The building work for Castle View Day Service is expected to be delayed until Quarter 1 2026/27 due to a new requirement from Northern Power Grid. This is also impacting the delivery of the Council new build properties at Warden Street, which will provide 13 new properties that are now due to be completed in Quarter 4 2025/26.

As part of the commitment to good quality homes for all, the Council has started the groundwork on new homes at both West Melton and Maltby in June and September 2025 respectively. The new build projects at Albert Street and Princess Street, and the Former Ship Inn site in Swinton

are on track to be delivered by Quarter 3 2025/26. The start on groundwork on new homes at Eastwood and Wath are experiencing known delays with the Wath project likely to start in Quarter 4 2025/26, this is due to ecological and planning requirements.

The delivery of 75 new Council homes through acquisition is on track to be delivered by Quarter 4 2025/26, with 40 homes having been delivered so far. Currently, 16 long-term empty homes have been brought back into use through Council support, the target of 30 is on track to be met by Quarter 4 2025/26.

Proposals regarding Selective Licensing to protect private tenants and landlords, were approved by Cabinet in October 2025 and the scheme will commence in February 2026 after a mandated 3-month period. A new Housing Allocations Strategy was agreed at Cabinet in September 2025 and went live in December 2025.

The completion of 6,000 full stock condition surveys has been delayed due to survey quality issues, as of Quarter 2, 2,726 surveys have been completed. Mechanisms to accelerate the delivery of the programme are being explored, whilst ensuring that effective quality assurance is maintained.

6.4 Outcome: Residents live well					
Ref	Outcome	Activity	Timescales for delivery	Status	Rationale for status
R1	Better physical and mental wellbeing	Commission an Active Hub to establish referral support for people with long-term health conditions to access physical activity opportunities.	Quarter 3	On Track	Active Hub (Every Move Counts) has been commissioned and is being delivered by Rotherham Connect Healthcare CIC. The programme continues to have a phased roll out with patients supported by health coaches to access physical activity opportunities. From October 2025, people with long term health conditions who are inactive can be referred on to the service.
R2		Launch a specialised support service for people who have attempted suicide.	Quarter 1	Complete	The specialised support for people who have attempted suicide launched in April 2025 and is accepting referrals. See case study below.
R3		Performance measures: see below			
R4					
R5	Assisting people to live independent, safe and well	Complete the building work for Castle View Day Service which will provide new day opportunities for people with high support needs.	Quarter 4	Known delays	Programme Board is in place to oversee the governance of Castle View. A planned approach to stakeholder engagement is in place and events are taking place on a regular basis. Delivery may extend into Quarter 1 2026/27 due to a new requirement introduced by Northern Power Grid, which has caused significant delays to property completions and handovers.

R6		Deliver the Rothercare analogue to digital switchover for over 5,000 residents.	Quarter 3	Will not be met	<p>A total of 667 units remain in scope for swap out at Quarter 2 and are now being completed by Rothercare and Mediquip (reduced from 844 at Quarter 1). The swap outs are on track to be completed by Quarter 1 2026/27.</p> <p>The delay is due to the original provider no longer being financially viable and having ceased trading</p>
R7		Launch a new technology service that will provide a broader range of equipment to enable people to remain living at home for as long as possible.	Quarter 1	Complete	New Technology Offer went live on 1 April 2025. Rothercare are now working in collaboration with Mediquip to deliver a wider range of equipment.
R8		Agree an updated Domestic Abuse Strategy to continue to improve the support available to victims and the actions taken to address perpetrators of violence and abuse.	Quarter 4	On track	The Domestic Abuse Strategy is due to be presented at Cabinet in January 2026. Consultation has taken place with partners and members of domestic abuse groups, and a needs assessment has been undertaken to inform the Strategy.
R9		Deliver the Learning Disability Strategy priorities for 2025, which will include a new transition pathway for young people preparing for adulthood, increasing the number of young people accessing employment opportunities and embedding the voice of the young person in their care and support journey.	Quarter 4	On track	<p>Additional funding has been received to expand the Supported Employment Team to support more people into jobs, work experience or volunteering.</p> <p>Internships have increased from 26 in the 2023/24 academic year to 46 in 2024/25. This is due to linking officers into education providers to improve the independent life skills offer.</p>

					A revised Care Act assessment is now being used for young adults, which takes account the Preparing for Adulthood (PFA) best practice principles.
R10		Deliver the Council's Local Council Tax Support Top Up scheme, providing up to £126 to working households in receipt of council tax support.	Quarter 4	On track	The scheme is up and running with the discount already applied to all Council Tax Support claimants. The scheme is kept live during the year as claimants can move in and out of eligibility and new claimants may come forward during the year as their circumstances change.
R11	Performance measures: see below				
R12					
R13	Good quality, affordable homes for all	Continue the delivery of our ambitious Council Homes Delivery Programme: Complete the Council new build project at Warden Street, Canklow.	Quarter 3	Known delays	The project is now expected to be completed in Quarter 4 2025/26. The delay is due to a new requirement introduced by Northern Power Grid, which has caused significant delays to property completions and handovers.
R14a		Complete the Council new build project at Albert Road and Princess Street.	Quarter 3	On track	Work continues to progress on schedule.
R14b		Complete the Council new build project at the Former Ship Inn Site, Swinton.	Quarter 3	On track	Work continues to progress on schedule.
R14c		Start groundwork on new homes at Maltby.	Quarter 2	Complete	Groundworks on these new homes has started. A spade in the ground event was held on 26 September 2025.
R14d		Start groundwork on new homes at Eastwood.	Quarter 4	On track	Work continues to progress on schedule. While there are some known risk requiring careful

					management, these are not expected to affect a start on site in Quarter 4.
R14e	Start groundwork on new homes at Wath.	Quarter 3	Known delays	Work on site is now expected to begin in Quarter 4, following delays caused by ecological and planning requirements. The Denman Road site borders greenbelt land, which requires further ecological surveys. The bat activity survey is done in 3 parts, the final part cannot be completed until after the 1st of October. Planning decisions cannot be made whilst ecological surveys (bat activity survey) are outstanding.	
R14f	Start groundwork on former Albert Club, West Melton.	Quarter 1	Complete	Scheme started on site in June 2025.	
R14g	Deliver 75 new Council homes through acquisition either from private sector housebuilders (through planning obligations) or direct from the open market.	Quarter 4	On track	At the end of Quarter 2, 40 Council homes have been delivered – 21 in Quarter 1 and 19 in Quarter 2. These homes were acquired from private sector housebuilders (through planning obligations) or direct from the open market.	
R14h	Bring at least 30 long term empty homes back into use through Council support.	Quarter 4	On track	A total of 16 long term empty properties have been bought back into use throughout Quarter 1 and Quarter 2 2025/26.	
R15	Develop proposals in relation to Selective Licensing which seek to protect private tenants, support landlords and improve housing conditions within the Borough.	Quarter 2	Complete	The Cabinet approved the Selective Licensing Report on 20 October 2025, which included consultation feedback and recommendations to move forward with additional designations. This decision was reviewed by the Overview and Scrutiny Management Board (OSMB), which confirmed the Cabinet's decision. This action is now complete.	

					There is now a mandated 3-month period before the scheme can commence, it is anticipated that the schemes will commence in February 2026.
R16		Agree a new Housing Allocations Policy.	Quarter 3	Complete	<p>Cabinet agreed the new Housing Allocations Policy on 15 September 2025.</p> <p>The Policy went live on 1 December 2025. An Implementation Plan is in place to support this and the management of IT changes alongside resident communication.</p>
R17		Complete full stock condition surveys to 6,000 properties.	Quarter 4	Known delays	As at the end of Quarter 2, 2,726 surveys have been completed. This is delayed due to quality issues within the surveys. Work is underway to explore ways of accelerating the programme whilst also maintaining quality assurance.
R18		Performance measure: see below			
R19					
R20					

Performance measures

	Residents live well		2024/25 Year End	Target (If Applicable)	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year to Date	Progress Update	Rag Rating
Ref	Measure	Good Performance			Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year to Date	Progress Update	
R3	Provide 8,500 NHS Health Checks for Rotherham Residents.	High	7673	8,500	2,325	1,950			4,275	A total of 4,275 Health Checks has been delivered to Rotherham residents throughout Quarter 1 and Quarter 2 2025/26.	Green
R4	Support the Rotherham Ambition for a Smoke Free Rotherham by supporting 1,000 Rotherham residents to set a Quit Date.	High	1,176	1,000	270	402			672	A total of 672 Rotherham residents have been supported to set a quit date in Quarter 1 and Quarter 2 2025/26.	Green

R11	Ensure that a minimum of 70% of Domestic Abuse referrals are actively engaged in any support offered.	High	n/a	>70%	74%	85%		85%	The number of referrals in Quarter 2 remains high at 907, though 77 lower than Quarter 1 2025/26. Using the new methodology the engagement rate is 85%, 15% higher than the target and 11% higher than Quarter 1 2025/26.	
R12	Increase the proportion of new claims for Housing Benefits and Council Tax Support are dealt with within 14 days of receipt of all necessary information to 98%.	High	98.4%	98%	98.4 %			98.40 %	The service is working towards ensuring 98% or more claims for Housing Benefits and Council Tax Support are being dealt with within 14 days of receipt of all necessary information. At present that rate is 98.40%.	

R18	Expand the Council's temporary accommodation portfolio to at least 173 homes	High	160	173	167	173		173	Achieved, as at the end of Quarter 2 the portfolio consisted of 173 properties. An increase from 167 properties in Quarter 1. Homes for use as Temporary accommodation have been identified across the borough. These meet the short-term needs of a diverse range of different households in terms of property types, location and number of bedrooms.	
R19	Maintain the proportion of council housing repairs completed 'Right 1st time' to achieve at least 93%.	High	94.5%	>93%	95.2 %	94.4 %		94.8%	The current performance for 'right 1 st time' is 94.4%. Performance in Quarter 1 2025/26 was 95.2% Approval has been gained for a triage team to assess individuals' needs within the customer contact centre; a full business case is now being progressed.	

R20	50% of council homes to have an EPC C energy performance rating.	High	58%	50%	59.2 %	60.6 %			60.6%	As at the end of September 2025, the proportion of council housing with an Energy Performance Certificate (EPC) rated C and above is 60.6%. A programme is being developed to deliver the warmer homes funding to improve energy efficiency of circa 1100 properties over the next three years.	
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Case studies

Vista Project – Practical support and resilience building for individuals recovering from a suicide crisis

The Vista Project was established to deliver practical, person-centred support for individuals emerging from crisis following a suicide attempt or severe suicidal ideation. The immediate post-crisis period is recognised as one of heightened vulnerability, where individuals often require structured yet compassionate support to aid recovery. Vista bridges the gap between emergency intervention and longer-term stability by offering short-term, holistic support that focuses on resilience building, emotional regulation, and reconnection with community and purpose.

Since April 2025, the Vista Project has worked with individuals referred by crisis and Hospital Liaison at Rotherham Doncaster and South Humber NHS Foundation Trust, offering up to eight sessions of one-to-one support. Each session is flexible and person-led, providing a safe, non-judgmental environment where service users can reflect, process emotions, and rebuild confidence. Advisors work collaboratively with participants to identify goals, enhance coping mechanisms, and strengthen communication and problem-solving skills. A key element of the intervention is the emphasis on empathy, active listening, and acceptance; helping individuals feel heard and understood while modelling the kind of compassionate dialogue they can apply in their own relationships.

The Recovery Star model is used throughout the intervention to assess progress across ten outcome areas:

- Managing mental health
- Physical health
- Living skills
- Friends and community
- Use of time
- Relationships
- Addictive behaviours
- Home
- Identity and self-esteem
- Trust and hope

Each participant completes a baseline Recovery Star at the outset of support, with advisors providing additional guidance and signposting to specialist organisations as needed. A follow-up Star at the end of the programme captures progress and identifies areas for continued development.

Participant feedback has consistently highlighted the significant impact of Vista's support on post-crisis recovery. One service user reflected: *"My advisor was chill, understanding, and genuinely introspective. He listened well and took the time to fully understand my circumstances without rushing or generalising. His ability to hold space and connect empathetically made it easier for me to open up. That kind of presence is invaluable for post-crisis."*

At three-month follow-up reviews, participants continued to demonstrate sustained improvements in emotional resilience, communication, and relationship stability. Many also reported a marked reduction in feelings of isolation and increased engagement in community or volunteer activities, contributing to a renewed sense of purpose and belonging.

Quantitative outcomes show that:

- 100% of service users demonstrated measurable progress in at least three outcome areas.
- On average, service users reported improvement in five out of ten Recovery Star domains after eight sessions.

The Vista Project is committed to inclusive practice and ensures that support is accessible to individuals across all protected characteristics outlined in the *Equality Act 2010*. Advisors receive training in cultural competence and trauma-informed care to ensure interventions are responsive to diverse needs.

Sessions are adapted to accommodate individual circumstances, including language barriers, neurodiversity, disability, gender identity, and cultural context. The service works closely with community partners to ensure equitable access to referrals and to reduce systemic barriers that might prevent individuals from engaging with support.

Building on early successes, the Vista Project will continue to develop and expand its reach through extended funding and enhanced collaboration with NHS crisis services, local charities, and community organisations.

Planned developments for the next phase include:

- Establishing peer support groups to build ongoing connection and shared recovery.
- Developing a volunteer pathway for former service users who wish to use their lived experience to support others.
- Strengthening data collection to further demonstrate outcomes and impact at both individual and community levels.

By combining practical assistance with compassionate, relationship-based support, the Vista Project continues to make a meaningful difference in the lives of people recovering from suicidal crisis, helping them not only to survive but to rebuild resilience, confidence, and connection.

New Council Homes

Council housing has been diminishing since the “right to buy” legislation was introduced, allowing tenants to purchase homes with substantial discounts without giving the local authorities the means to replace them.

This has led to long waiting lists for local authority properties and Rotherham Council set out to address this, setting a target of delivering 1,000 new homes by summer 2027.

The Council is celebrating a key milestone in its pledge to deliver 1,000 council homes for local people— when they recently received the keys to its 700th property.

The Council has delivered hundreds of high-quality affordable homes, including homes for council rent and shared ownership, since January 2018 either by building new homes, or through gaining properties from a range of sources, including private developers and the open market.

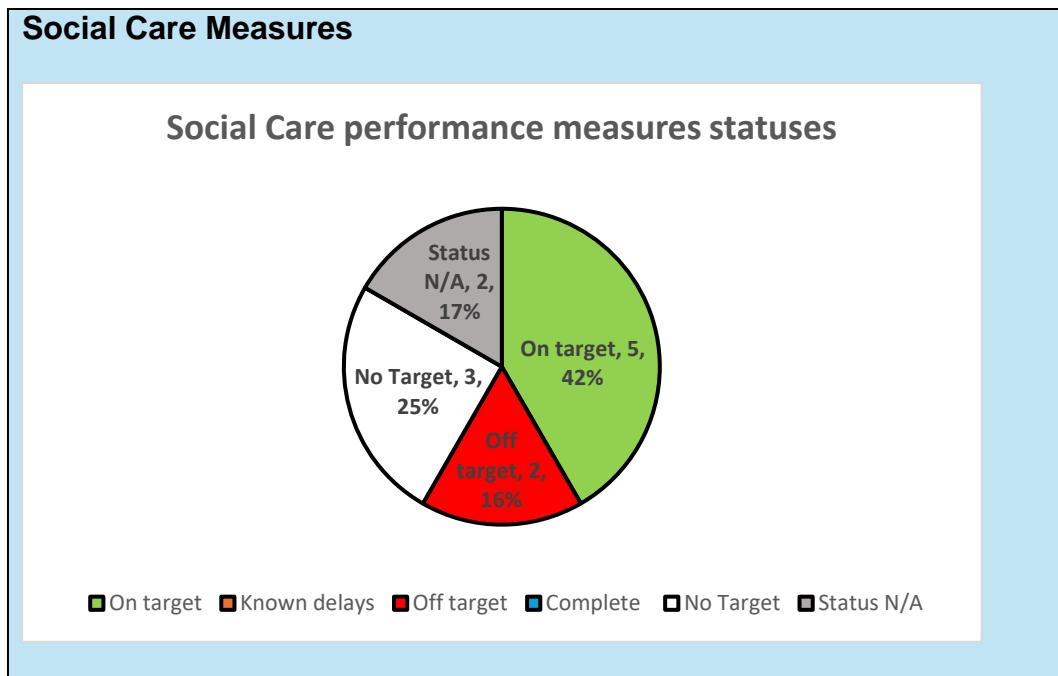
The 730th milestone property was built by Harron Homes at its Laughton Gate development in Dinnington and is part of three homes that will soon be available for shared ownership.



As at the 30th November, 742 homes have now been delivered. Current forecasts indicate that the service is likely to deliver our milestone 750th home before Christmas.

Social Care Measures

This new set of 12 measures will reflect how effectively the Council is delivering services that support vulnerable children and adults, including those in residential care and carers. They focus on key areas such as independence, access to support, and safeguarding, and will be used to track progress and drive improvement across social care services.



	Social Care Measures		2024/25 Year End	Target (If Applicable)	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year to Date	Progress Update	Rag Rating
Ref	Measure	Good Performance			Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)			
SC1	Proportion of adults with social care support, remaining at home.	High	72.78% (2821)	N/A	72.6% (2869)	72.5% (2874)			72.5% (2874)	72.5% (2874) adults receiving social care support in their home from service remains stable at the end of Quarter 2.	
SC2	Number of new admissions to residential care homes for older people as a rate per 100K population.	Low (in line with Peers)	581.40	616.02	171.7	216.5			388.3	Rotherham Council's 2025/26 Better Care Fund (BCF) official target is "To reduce the number of older people, admitted to residential care, to a population rate of 616.02". This equates to 330 admissions over the year. 116 new admissions of older people into	Red

SC3	Number of new admissions to residential care homes for older people.	Low (in line with Peers)	327	330	92	116	208	residential care, 34 over the BCF quarter 2 target of 82. 216.54 per 100,000k population rate new admissions of older people into residential care, much greater than the BCF quarter 2 target of 153.07. There is an expectation that the target will be challenging, a variety of initiatives are currently being undertaken to impact on this. These include working with health on a project to reduce short term placements in care homes, which can translate into long term stays, enhancing our enablement offer and bolstering our reporting review and audit work to ensure we can strategically target our resources towards outcomes that maximise independence. <i>*Activity and outturn data is subject to amendments</i>	
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									<i>and additional system recording with revised admissions totals for each month.</i>	
SC4	Proportion of Adults who were enabled to be independent after short term at home support.	High	90.60%	90%	91.7%	93.1%		92.4%	93.1% of adults who were enabled to be independent after short term support in their home at quarter 2, a rise of 1.4% compared to quarter 1 figure of 91.7%, and remaining on track to achieve above the year-end target of 90%.	
SC5	Proportion of carers who find it easy to find information about support.	Better than National Average	n/a	Better than National Average	n/a	n/a		n/a	This indicator is reported from the Survey of Adult Carers in England (SACE), managed by the Department of Health and Social Care (DHSC) and undertaken every two years. The 2025/26 survey	

									will commence in October 2025.	
									<p>In the previous 2023-24 Survey of Adult Carers 59.5% of Rotherham carers felt it was easy to find information about support. This ranked the Council 77 out of 151 councils, slightly above the national average (59.1%), and in line with the regional Yorkshire and Humber average score (59.5%).</p> <p>**Unable to measure until next national data release Autumn 2026.</p>	

SC7	Number of 0-17year old children with a child protection plan as a rate per 10,000 of the Rotherham 0-17yrs population.	Low	54.2	<55	46.1	41.1		41.1	41.1 at the end of Quarter 2 showing a 5.0 decrease compared to Quarter 1 equating to a decrease of 29 young people.	
SC8	Number of 0-17year old children in care as a rate per 10,000 of the Rotherham 0-17yrs population.	Low	83	<90.0	79.2	80.4		79.2	80.4 at the end of Quarter 2 showing a 1.2 increase compared to Quarter 1 equating to an increase of 6 young people.	
SC9	Number of 0-17year old children open to the Family Help service as a rate per 10,000 of the Rotherham	n/a	403.8	n/a	357.5	345.6		345.6	345.6 at the end of Quarter 2 showing an 11.9 decrease compared to Quarter 1 equating to a decrease of 69 young people.	No target

	0-17yrs population.									
SC10	Number of children and young people assessed as having a medium to high risk of Child Sexual Exploitation (CSE).	n/a	15	n/a	14	16		16	16 at the end of Quarter 2 showing an increase of 2 young people since the end of Quarter 1.	No target
SC11	Number of children and young people assessed as having a medium to high risk of Child Criminal Exploitation (CCE).	n/a	44	n/a	47	46		46	46 at the end of Quarter 2 showing a decrease of 1 young person since the end of Quarter 1.	No target

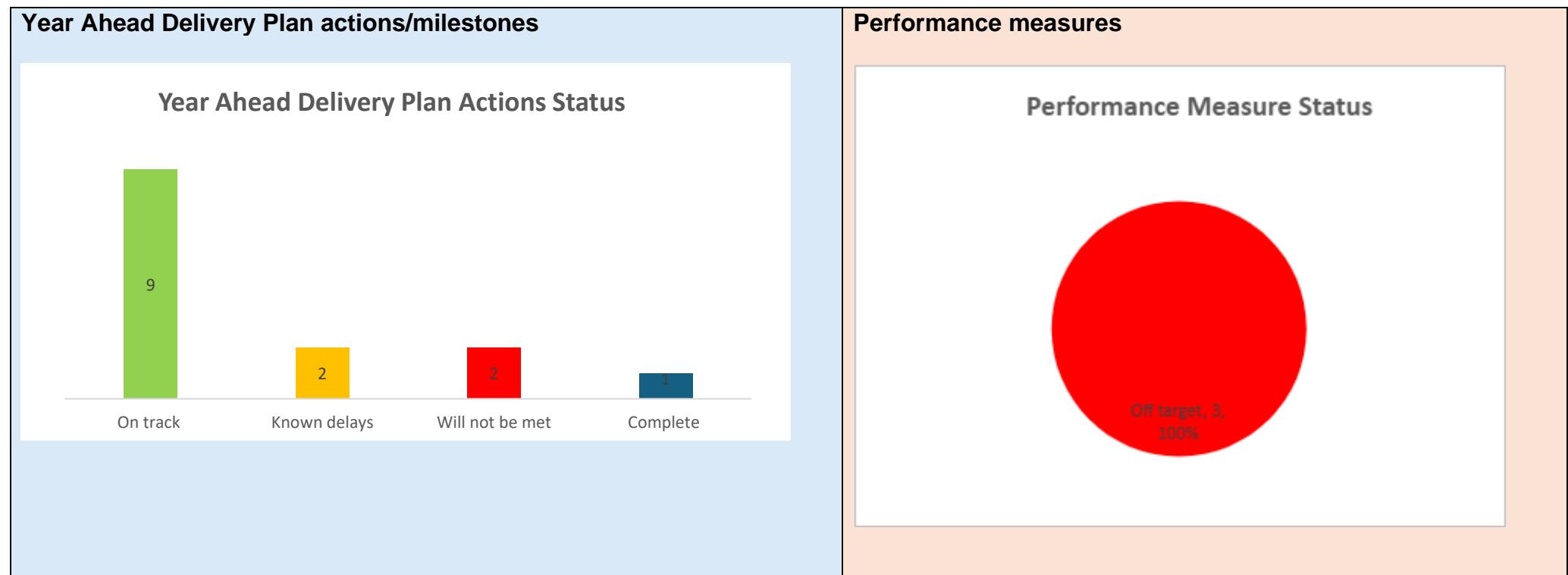
SC12	Proportion of children and young people being referred to social care services for a second or subsequent time within 12 months.	Low	17.3%	<22%	19.0%	19.1%		19.0%	19.1% of referrals in Quarter 2 were re-referrals showing a slight 0.1% increase on Quarter 1. Year to date this is 19.0%.	
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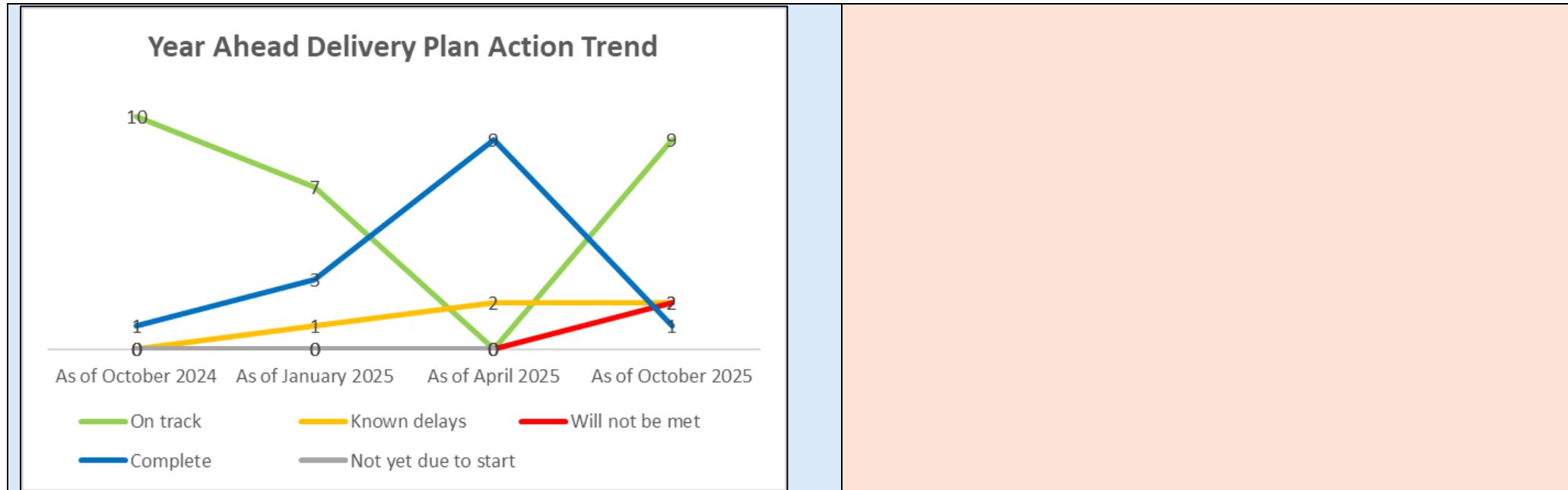
6.6 Outcome – One Council that listens and learns

Priorities	The differences you will see
Better customer experience	<ul style="list-style-type: none"> • High quality services informed by customer feedback. • Increase the number of services available digitally (links to connecting people to opportunities priority, under an economy that works for everyone outcome). • Easy to access services, regardless of method customers choose to contact us.
Working in partnership with our communities	<ul style="list-style-type: none"> • Agree and deliver a new Rotherham Together Partnership Plan. • We will focus on developing our locality-working model in partnership and with communities, ensuring that we tackle issues and seize on opportunities. • Create a more inclusive consulting and engagement process through a new online tool and by increasing co-production.
A workforce that is ambitious and proud	<ul style="list-style-type: none"> • We aim to have a workforce that is more representative of the communities we serve. • A suitably skilled workforce that can help us to achieve our ambitions. • Strengthen career pathways and development opportunities for the whole workforce.
Responding to climate change	<ul style="list-style-type: none"> • A focus on decarbonising our corporate estate and fleet. • Work with our Rotherham Together partners to co-create an inclusive net zero strategy for the borough. • Increase the number of publicly available electric vehicle charge points through delivery of the public EV Charging Infrastructure Strategy.

Headlines – evidencing our progress

To provide evidence of delivery of the outcomes and commitments within this theme, there are 14 priority/actions and 3 performance measures contained within the Year Ahead Plan Delivery Plan. The diagrams below provide an overview of performance and progress:





Highlights – Achievements and Challenges

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

One Council that listens and learns

Achievements - Year Ahead Delivery Plan activities that have been completed:

- Delivered the next phase of a staff and Elected Member learning and development programme to embed a strengths-based working approach across the Council and its partners (see case study below).

Challenges - Year Ahead Delivery Plan activities that will not be met within three months of the original target date:

- The Equality, Diversity and Inclusion Strategy, now renamed the Inclusion Strategy, is delayed allowing for further consultation to be undertaken, it is now due to be presented to Cabinet in February 2026.

- The refresh of the Council's recruitment approach, including greater engagement with communities and the use of modern recruitment methods, has been delayed. This is due to the current vacancy for the Head of Organisational Development and Change. Plans are in place to recruit to this role so progress can continue.

Narrative – the bigger picture

The One Council that listens and learns theme focusses on delivering a better customer experience, working in partnership with our communities, ensuring we have a workforce that is ambitious and proud and responding to the threat of climate change. The progress that has been made towards delivering these priorities is detailed below.

The Council is on track to increase the number of services available digitally for our customers. A Pest Control online booking process has now gone live, with other bookable forms planned to go live throughout 2025/26. However, the introduction of the new IT system (Confirm) is delayed due to the complexity of work involved to develop, analyse and transfer data. The system is being introduced in stages, with grass cutting for example in place from August 2025 and all tasks are planned to be live by April 2026.

The next phase of staff and Elected Member learning and development programme has been completed with 80 staff partaking in the offer in July 2025. A Community of Practice has been established to continue staff development and embed strength-based working throughout the organisation. A session for Elected Members was held on 3 November 2025.

The procurement and implementation of the new consultation software is also on track to be delivered by Quarter 4. The system has now been procured and is currently being set up, training for staff has been delivered throughout October and November 2025, with further training planned for January 2026 and pilots of the new system due to be launched in early 2026.

The Rotherham Adult Social Care Always Listening Co-Production Board has been in operation since April 2025 and continues to meet monthly. The board is currently in the process of expanding its members to include a broader range of experience. Alongside this, a new Co-Production Lead started in September 2025 with the role designed to expand engagement with service users and the wider community. As part of designing a new tenant engagement framework that strengthens tenant influence, 13 workshops have been delivered both online and in person with tenants, Council staff, Cabinet Members and partners to agree a shared vision for tenant engagement, aims and outcomes and collaborative working values. A survey has also been launched to reach a wider tenant base including a sample of tenants who recently completed a Tenant Satisfaction Measures survey and consented to further engagement.

The refresh of the Council's Equality, Diversity and Inclusion Strategy, now renamed the Inclusion Strategy, is delayed and will now be presented to Cabinet in February 2026. Consultation was undertaken throughout the autumn and included a number of focus groups with different groups and organisations across the borough. The development of a new Rotherham Plan for the Rotherham Together Partnership has been slightly delayed and is now due to be endorsed by Cabinet in April 2026, with the proposal and planned approach agreed by the Strategic Partnership Group on 29 October 2025.

The Council is on track to deliver all actions responding to climate change by their respective Quarter 4 deadlines. This includes installing two solar panels on five town centre properties with an analysis having already taken place. The delivery of 10 engagement events with educational establishments and communities to promote awareness of renewables, carbon reduction, energy management and green skills is on track with 6 having been delivered as of Quarter 2 against a target of 10. A full Business Case has been developed for the procurement of a Local Area Energy Plan for Rotherham with a review of other plans having taken place. Work with South Yorkshire Mayoral Combined Authority to progress the next phase of the Public EV Infrastructure Strategy is underway with a report having gone to Cabinet in December 2025.

Year Ahead Delivery Plan tracker

6.5 Outcome: One Council that listens and learns					
Ref	Outcome	Activity	Timescales for delivery	Status	Rationale for status
1	Better customer experience	Increase the number of services available digitally for our customers, by implementing calendar booking and payment upfront online functions. This will include a digitalised pest control appointment service.	Quarter 4	On track	The Pest Control online booking process went live in Quarter 3. Other bookable forms are now being planned and will go live later in the year.
2		Implement a new IT system (Confirm), which will improve the cleanliness of the borough by providing better performance monitoring, maximising use of resources	Quarter 3	Known delays	The Confirm system is being introduced in phases to improve service delivery: <ul style="list-style-type: none"> Initially cleansing services, such as bin emptying, began in July 2024, with grass cutting following in August 2025.

		and improving how the public report and receive feedback on local issues.			<ul style="list-style-type: none"> • Sweepers and litter picking are now in training and testing stages (Sep-Oct 2025). <p>The remaining service tasks, such as weed spraying, tractor activities, sports pitches and parks, will be implemented into the system over the next few months. There are multiple go live dates for the remaining tasks due to the seasonal activities. All tasks will be live by April 2026.</p> <p>There has been a delay to service delivery due to the complexity of the work involved to develop, cleanse, analyse and transfer data into the system and competing operational demands.</p>
3		Performance measures: see below			
4					
5					
6	Working in partnership with our communities	Refresh the Council's Equality, Diversity and Inclusion Strategy and produce the accompanying Annual Report.	Quarter 2	Will not be met	<p>The Equality, Diversity and Inclusion Strategy, now renamed the 'Inclusion' Strategy, will be presented to Cabinet in February 2026. This allowed for further consultation to be undertaken and given current capacity in the team.</p> <p>Consultation was undertaken over the autumn and included several focus groups with different groups from across the borough.</p>
7		Develop and launch a new Rotherham Plan for the	Quarter 4	Known delays	It was agreed at the Strategic Partnership Group meeting on 28th July to commission the

	Rotherham Together Partnership.			Chief Executive Officer Group to create a proposal including scope, timelines etc for the development of the plan. The proposal they have produced was considered and agreed by the Strategic Partnership Group on the 29th October. The new Plan is now due to be endorsed by Cabinet and other members of the Rotherham Together Partnership in April and be launched in May.
6	Deliver the next phase of a staff and Elected Member learning and development programme that will help embed a strength based-working approach across the Council's workforce and partners.	Quarter 2	Complete	Training for 80 staff members took place during July 2025. A Community of Practice has been established for continued staff development and support. A session for Elected Members was also held on 3 November 2025. See case study below.
9	Procure and implement new consultation software to improve the Council's approach to consultation.	Quarter 4	On track	The new consultation system has been procured and training for Council staff has commenced. This training was delivered through October and November, with further training planned in January. Pilots of the new system are due to be launched in early 2026.
10	Embed the Rotherham Adult Social Care Always Listening Co-Production Board (RASCAL) within the approach to change across adult social care.	Quarter 4	On track	The Rotherham Adult Social Care Always Listening Co-Production Board has been operational since April 2025. It meets monthly and is currently expanding its membership to include a broader range of members.

					A new Co Production Lead started in September 2025 and will expand our engagement with service users and the wider community.
11		Co-design a new look tenant engagement framework that strengthens tenant influence in Rotherham and empowers tenants to effectively shape council housing services and enhance their neighbourhoods.	Quarter 4	On track	<p>13 co-design workshops have been delivered, bringing together tenants, staff, Cabinet members and partners to agree on a shared vision for excellent tenant engagement, including aims, outcomes and collaborative working values.</p> <p>A survey has been launched to reach a wider tenant base, including 178 members of the Tenant Connectors Pool and tenants who recently completed the Tenant Satisfaction Measures survey and consented to further engagement.</p> <p>The co-creation of a practical action plan, which also incorporates feedback from TPAS (Tenant Engagement Experts) from a reached accreditation is due to be launched in Quarter 4.</p>
12	A workforce that is ambitious	Complete the Employee Opinion Survey 2025 and increase the participation rate to greater than 50%.	Quarter 4	On track	<p>The survey was launched in November 2025. Engagement with frontline services is ongoing to encourage participation.</p>

					Senior Leaders have discussed strategies to remind staff of their role and actions taken based on feedback.
13		Refresh the recruitment approach through engagement with our communities and modern recruitment methods, including jobs fairs and partnership working, to ensure the attraction of applicants who are representative of the communities we serve.	Quarter 4	Will not be met	<p>Council careers were showcased at the LEAF Rotherham Recruitment Fair, alongside attendance at multiple school, college and university events to promote the Council as an Employer of Choice.</p> <p>Work is underway with local partners to expand work placement opportunities for young people. The Council is also collaborating with universities and the Local Government Association to provide graduate application support and deliver public sector career sessions for students</p> <p>Despite this progress, delivery is impacted due to a delay in the recruitment of a permanent Head of Organisational Development and Change. Work is being undertaken in distinct areas, for example communities and schools. Internal manager engagement is taking place.</p>
14	Responding to Climate Change	Install two solar (PV) panels on five town centre properties ((Tom Burgess House, Arthur Wharton House, Elizabeth House, Portland House; Millfold Rise) to provide a revenue income or saving, funded by the Decarbonisation Recycle Fund.	Quarter 4	On track	Technical feasibility studies have been undertaken on the site which indicate that the proposal can progress at these sites. A further refinement of the proposal has now been developed, and internal discussions are now being undertaken to confirm approval for delivery.

15		Deliver 10 engagement events with education establishments and communities to improve awareness and promote the benefits of renewables, carbon reduction, energy management and green skills and jobs.	Quarter 4	On track	As of September 2025, 6 school engagements have taken place to discuss renewable energy and student engagement. Energy officers have also attended a formal landlord event raising awareness of ECO 4 Flex and the Landlords EV infrastructure offer. Two additional events have been undertaken, including winter wellbeing events at Riverside House and Catcliffe Memorial Hall. Several events have been scheduled at various community centres throughout the winter period.
16		Develop a full business case for the procurement and delivery of a Local Area Energy Plan for Rotherham, including a review of potential external funding opportunities.	Quarter 4	On track	A review of other Local Area Energy Plans has been undertaken including the costs and benefits associated with the plan. A business case is currently being developed following a market engagement activity to better understand the expected costs and inclusions.
17		Work with South Yorkshire Mayoral Combined Authority to progress the next phase of the Public EV Infrastructure Strategy and identify an external funding source.	Quarter 4	On track	The Council is working closely with South Yorkshire Mayoral Combined Authority and other Local Authorities to develop this scheme. A funding source and proposed approach has been identified and will be presented to Cabinet in December 2025.

Performance measures

	One Council that listens and learns		2024/25 Year End	Target (If Applicable)	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan - Mar)	Year to Date	Progress Update	Rag Rating
Ref	Measure	Good Performance									
3	Customer telephone wait time in the corporate contact centre to under 3 minutes.	Low	2 mins 47 secs	3 minutes	3 mins 31 secs	5 mins 56 secs			3 mins 39 sec	Wait times in Quarter 2 are longer than Quarter 1 but are not seen as a downward trajectory in performance as the causes are temporary issues. Wait times are above target due to a significant number of extra calls received regarding Garden Waste. There have also been several staff leaving the service for internal promotion to other departments temporarily reducing capacity. Staff vacancies are being filled to increase call handlers and the increase in calls due to Garden Waste issues have reduced significantly	Red
4	Respond to 85% or above of complaints closed within	High	83%	85%	81%	82%			81.5 %	Currently 3% below target. All three months in Quarter 2 were below target. However, performance improved by 2% over the quarter and improved from Quarter 1. Current performance levels are	Red

	timescales.								predominantly being impacted by Housing Services, where Quarter 2 performance was 79%. The service is now conducting a piece of work to strengthen governance around complaints and using complaints to inform and improve housing service delivery and design. All services are provided with monthly performance information.	
5	Reduce the number of complaints relating to street cleaning, grounds maintenance and waste management to less than 190.	Low	257	<190	77	110		187	77 complaints received in Quarter 1, of which 69 relate to Waste Management, 6 relate to Street Cleaning and 4 on Grounds Maintenance. 110 complaints received in Quarter 2, of which 93 relate to Waste Management and 6 on Grounds Maintenance. The number of cumulative complaints for this year is currently at 187 against an annual target of less than 190. Waste Management complaints have increased from Q1 to Q2 as indicated above, complaints are also higher than the same point last year (72 in Q2 2024/25).	

									Waste Management complaints have been in reaction to the pausing of Garden Waste collection and also in relation to the Council Refund Policy.	
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Case studies

Strength-based working training

Between October 2024 and November 2025, the Council delivered a programme to embed a Community Strengths-Based approach across its workforce and Elected Members. This is part of the Council's commitment to working in partnership with communities recognising local assets, building on existing strengths, and fostering a culture of empowerment and collaboration.

The Council commissioned leading practitioners from Leeds City Council Asset-Based Community Development team, and the Leeds based community organisation LS14 Trust. Their expertise brought practical insight and innovative, community-led methods that have been celebrated for transforming engagement at a local level.

Training delivery and participation

- Eight full day sessions for staff were delivered between October and December 2024, followed by four more sessions in July 2025.
- Around 200 participants, including Council staff and external partners, took part in these interactive sessions, gaining practical tools to apply strengths-based principles in their day-to-day work.
- A full day Member Development session in November 2025, attended by 12 Elected Members, which looked at how strengths-based approaches can support them in their community leadership role within their wards.

This programme complemented the Council's existing online module on strengths-based approaches, which has now been completed by over 1,800 staff members, ensuring that the principles of asset-based working are embedded consistently across the organisation.

The motivation behind this training was clear: to embed strengths-based thinking across the organisation and change how services engage with communities. This approach reflects Rotherham's commitment to:

- Locality working
- Staff development
- Community empowerment
- Cross-directorate collaboration

By focusing on what communities already have – rather than what they lack – the Council aims to nurture more resilient, connected, and self-sustaining neighbourhoods. Importantly, this training equips staff to work more effectively with some of the borough's most vulnerable and diverse communities. It ensures that services are inclusive, responsive, and shaped by lived experience, fostering trust and genuine partnership between the Council and the people it serves.

The training has already led to several positive developments across the organisation:

- Community of Practice: A bi-monthly forum has been established, providing a space for colleagues to share learning, reflect on practice, and build a shared understanding of strengths-based approaches. This ongoing dialogue helps maintain momentum and embed principles into everyday work.
- Strategic Integration: The principles of strengths-based working are being embedded into key strategic documents, including the Council Plan, service plans, and individual Year Ahead Plans, ensuring alignment across all levels of the organisation.

These developments demonstrate that the training is not only influencing practice but also shaping organisational culture and strategy, creating a strong foundation for sustainable change.

Feedback from participants has been overwhelmingly positive, highlighting the value and relevance of the training. One attendee shared:

“Really engaging speakers. I learnt a lot and it changed my way of thinking. I feel more empowered to do the difficult thing—engaging early on with communities.”

This reflects a broader cultural shift across the organisation—from simply delivering services to building meaningful relationships with communities.

The Council remains committed to embedding strengths-based approaches as a core part of its work. With continued leadership support, a growing network of champions, and strong community partnerships, we are building a culture where:

- Staff are empowered to work collaboratively and creatively
- Communities are valued for their assets and contributions
- Services are shaped by lived experience, ensuring they are inclusive, responsive, and sustainable.

Community Recovery Fund – The South Yorkshire Wah Hong Association (SYWHA)

The South Yorkshire Wah Hong Association (SYWHA) has developed a cohesion project through two different types of events based around two themes, these being:

- A series of dialogue/conversation lunches covering, integration, cultural differences and similarities, living in the UK.
- Community Action Labs that look at topics of concern to Rotherham residents such as pollution, litter, global warming.

Both themes look at cohesion and integration through different lenses, with the aim of promoting cohesion, amongst different communities in the borough, through dialogue.



The project moves around the Borough meeting with residents in Maltby, Dinnington, Rotherham town centre, Rawmarsh, Sunnyside, Brinsworth, Ferham and Masbrough, as well as the LBGTQ+ community, people with Southeast Asian descent, asylum seekers and refugees. Visitors to the sessions are made to feel welcome, encouraged to participate and to mix with people from other cultures.

To ensure that meaningful and structured conversations take place, SYWHA have developed an innovative and successful way of mixing the guests. Each person is allocated a table and a place number. A box of 'Conversation Cards' (questions or comments) are used by the nominated person to start a themed conversation such as 'tell me about a tradition of food from your home country' or 'tell me about what you like/dislike about Rotherham'.

All conversations are in English or are translated into English to ensure maximum participation and engagement. The outcomes so far are that all the participants have similar issues regardless of where they come from. These issues being: cost of electricity, the weather, cost of food, access to traditional home ingredients, missing family, festivals and above all their desire to become active participants in the UK.

SYWHA share Chinese, Japanese, Korean and Southeast Asian foods with participants which encourage further conversation and improved relationships. SYWHA have so far delivered 8 sessions, each attended by 40-60 participants, more sessions are being scheduled to take place early 2026.



Feedback has included:

'We loved talking and discussing some topics and about the past' - Z (Clifton)

'Great to meet new people and learn about their culture, food and interests' – K (Dinnington)

'Events like this really help bring communities together' – B (Rawmarsh)

'Interested to learn that the Muslim community and Hong Kongers both follow a lunar calendar' – J (Rotherham)

'Today was extra special as we celebrated mid-Autumn Festival with mooncakes for everyone – C (Whiston)

'They encourage dialogue, nurture empathy and remind us that diversity is an asset when it is actively cultivated – N (Kiveton Park)

The project has demonstrated that with desire and willingness, cohesion can occur easily and makes a lasting impact on participants. The 'hook' of multicultural cuisine

encourages participation, and the 'payback' is diverse for visitors from across neighbourhoods and wards, socio-economic groups and ethnic background who all live in Rotherham.