Appendix 1

COUNCIL PLAN 2025/30 AND YEAR AHEAD DELIVERY PLAN

Year-End Progress Report

Period: Quarter 4 2025-26 performance data and progress on the Year Ahead Delivery Plan

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Rotherham Metropolitan Borough Council

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1. Introduction

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:

Expanding opportunities for all

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

Recognising and building on our strengths to make positive change

We will harness the knowledge and skills of community groups and local residents and make the best use of local assets, including buildings, parks and public spaces.

Focussing on prevention

We will focus on reducing the risk of problems arising in the first place, and when they do, we will intervene early to prevent them from worsening.

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 year-end progress report for 2025/26. The report focuses on progress made in delivering the 89 priority actions and meeting the 27 performance measures contained within the Year Ahead Delivery Plan that best demonstrate progress in achieving the five strategic outcomes

within the Council Plan. It 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. The report has been designed to ensure that progress on the Year Ahead Delivery Plan actions is as up to date as possible at the time of publication, whilst performance measures information relates to Quarter 4 (January to March 2026),

This year-end report also incorporates measures relating to the Council's long-term success. These indicators will be tracked annually over the five-year duration of the Council Plan and provide a broader view of progress beyond short-term performance cycles. Long-term measures are important as they help to demonstrate the impact of policies and interventions and ensure that the Council remains focused on outcomes that improve the quality of life for residents in a sustainable and meaningful way.

2. Status definitions

Year Ahead Delivery Plan definitions for actions at year end

Status	Definition
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

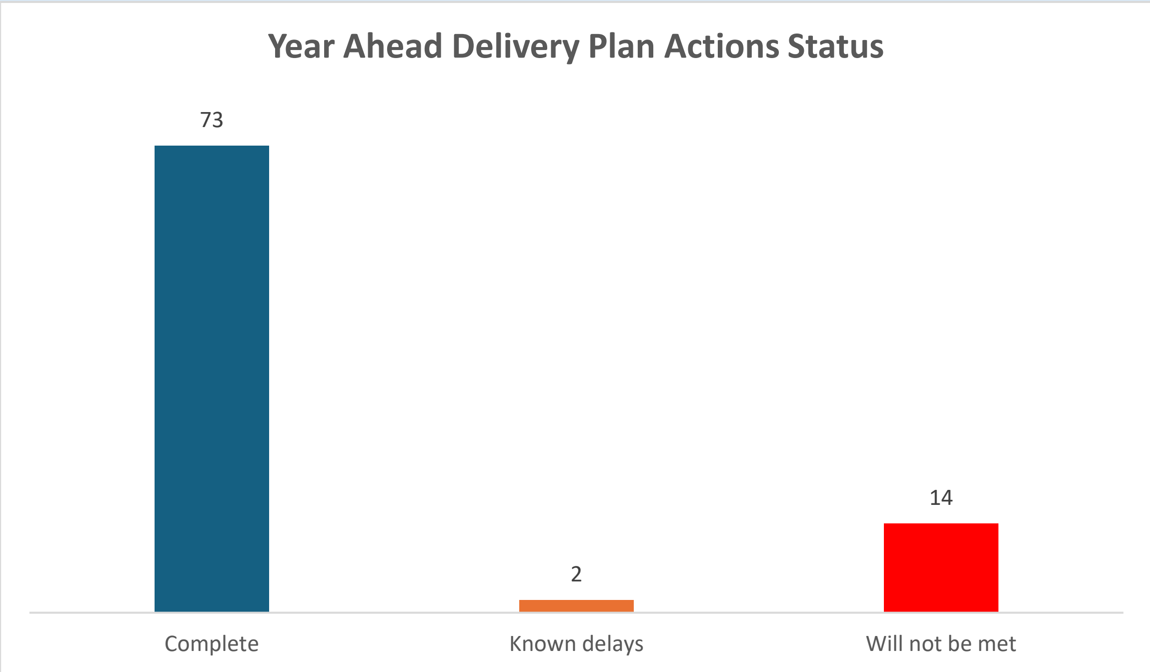
Year Ahead Delivery Plan definitions for performance measures at year end

Status	Definition
	Measure cannot be assessed this quarter (i.e. 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 (social care measures only).
	Performance has achieved year-end target.
	Performance is not currently on target. The year-end target has not been achieved.
No target.	Information measure targets not applicable (i.e. volume/demand measures where 'good' is neither high or low)

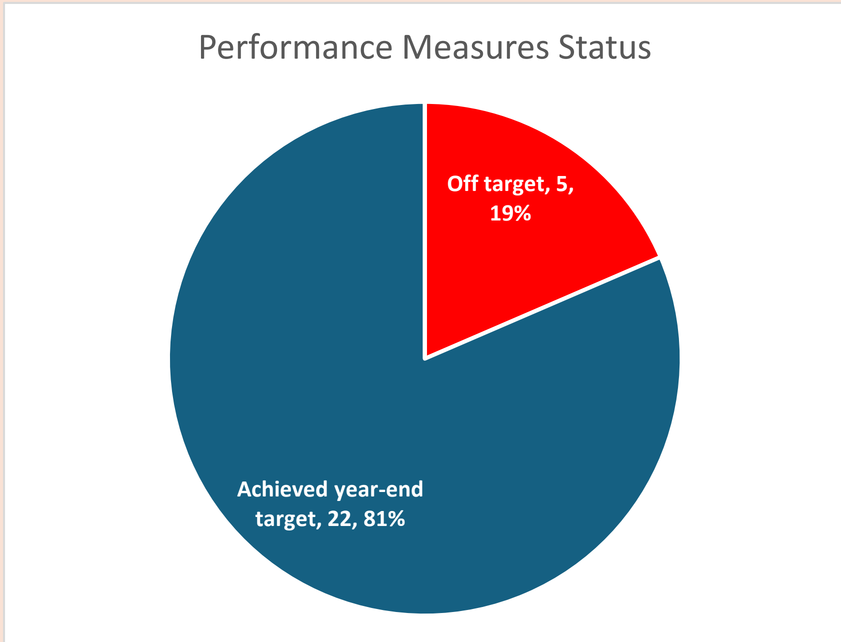
3. Overview of performance and progress

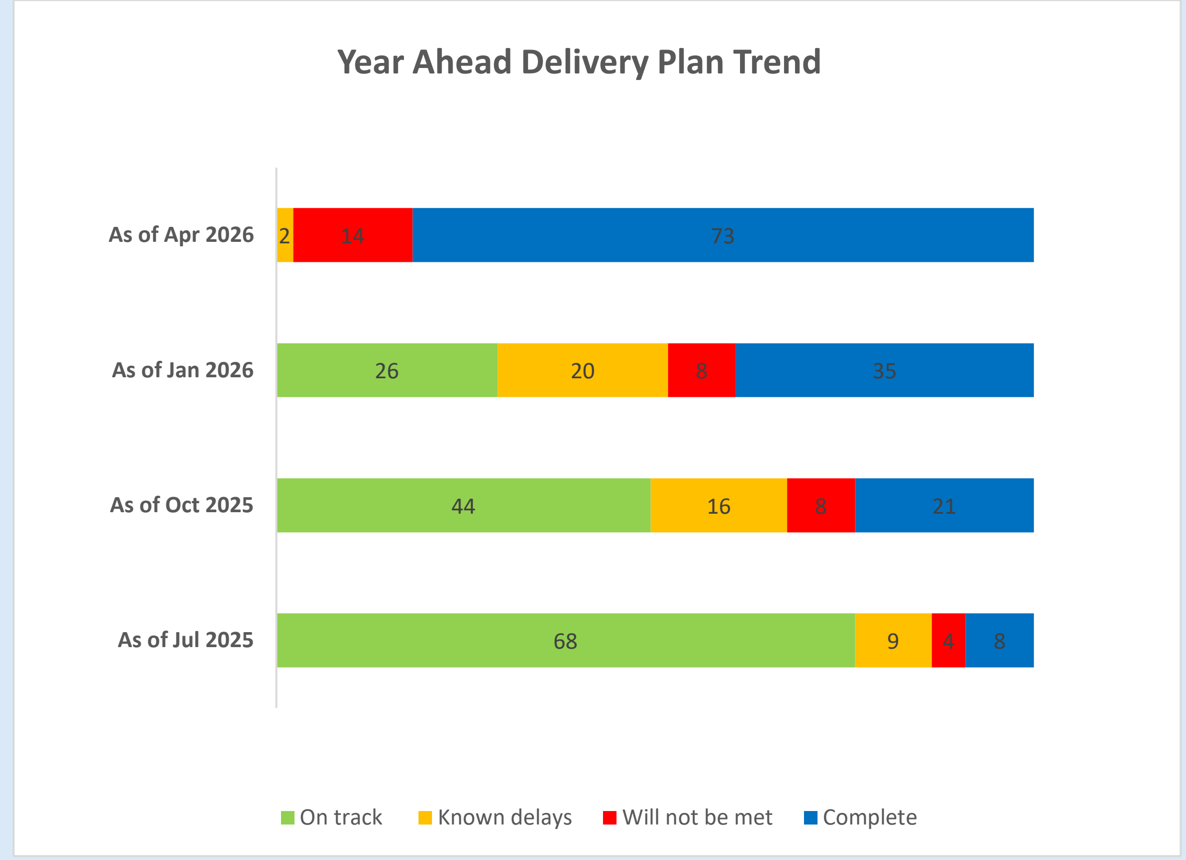
The diagrams below provide details of the overall status in relation to the Council Plan performance measures (where data is available or where targets have been set) and Year Ahead Delivery Plan actions/milestones.

Year Ahead Delivery Plan actions/milestones



Performance Measures




Year Ahead Delivery Plan Trend
As of Apr 2026
2
14
73
As of Jan 2026
26
20
8
35
As of Oct 2025
44
16
8
21
As of Jul 2025
68
9
4
8
On track
Known delays
Will not be met
Complete

4. Finance update

The table below provides details on some of the key areas of the Council's budget 2025/26, indicating how the Council spent 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 on regeneration projects in Wath and Dinnington.
	Works are complete at the newly opened café at Rother Valley Country Park.
	Revenue investments have created new Street Safe and Road Cleansing and Fly Tipping teams.
An economy that works for everyone	Capital investments have led to a series of improvements in our business centres.
	In the summer, Cabinet endorsed the submission of the Gateway station masterplan and funding was allocated to initiate property negotiations.
	Employment solutions service has helped people into work.
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 culminating in the Birthday Party.
Residents live well	The Energy Crisis Support scheme has been extended using the Household Support Fund, providing a cash grant of up to £250 per household.
	There have been 114 additional Council homes delivered.
	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 2025/26. 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	225	39%	225	-345	Underspend is due to delayed recruitment. New approved band L started in September 2025. The band J post was filled in November 2025. From the 10 new Enforcement Officer posts, 6 started in November 2025, 3 in January 2026 and 1 post remains vacant. Officers have been appointed on Band F not Band G as anticipated.
25/26 INV3	Road Marking	100	97	97%	97	-3	Scheduled works completed at 16 locations.
25/26 INV4	Street Cleansing & Fly Tipping improvements	307	137	45%	137	-170	Underspend is mainly due to delayed recruitment; 4 x Band D posts recruited July. Band J posts not filled in the current financial year.

An economy that works for everyone							
25/26 INV2	Employment Solutions Team	718	648	90%	649	-69	Underspend is due to delayed recruitment and actual salaries lower than budgeted.
Residents live well							
25/26 INV5	Cost of Living Support	188	188	100%	188	0	A range of support services for residents - £65k for school uniform vouchers, £92k for pension credit advisor extension (via Voluntary and Community Sector (VCS)), £30k for Foodworks VCS support. Delivered in full.
One Council that listens and learns							
25/26 INV6	Customer Services Call Handlers	62	37	60%	48	-14	This investment increased call handler capacity over peak periods of call demand, to reduce the amount of time customers were waiting and provide a better experience. 2 x Band D officers were in post from 7 July 2025.
Total Investment Proposals		**1,945**	**1,332**	**68%**	**1,344**	**-601**	

5. TIMELINE OF KEY ACHIEVEMENTS AND ACTIVITIES

Rotherham Metropolitan Borough Council

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

2025-26

OCT

The Rotherham Together Partnership Stakeholder event was held at Skills Street, Gulliver's Valley Resort.

The Selective Licensing 2026-2031 report was approved by Cabinet.

Established the Rural Verge and Gateway Team, who have successfully cleared 161 sites, collecting 3,442 bags of waste.

NOV

Council agreed the new Community Safety Strategy, focused on enhancing public safety, protecting vulnerable individuals and reducing anti-social behaviour and crime across the borough.

Rotherham Town Centre Christmas Light Switch on provided an evening of entertainment for families.

Heavenly Desserts opened at Forge Island.

A member's session was held to embed a strengths-based working approach across the Council, with 11 elected members in attendance.

The 'Regeneration Plan' was approved at Cabinet and submitted to Government.

DEC

The Housing Allocations Policy went live, setting out how the Council will help those who need housing the most find suitable homes and how properties are let in a fair way.information, advice, and raise awareness.

The Employment and Skills Strategy was endorsed by Cabinet; delivery is overseen by the Employment and Skills Board of the Rotherham Together Partnership.

The Council's Children and Young People's Services were rated 'Outstanding' overall following Ofsted's most recent inspection. from 2-8 June.

Launched the Street Safe Team, providing a visible presence of uniformed staff in the town centre, Dinnington, Wath, Maltby and Swinton.

Cabinet approved the inclusion of Rotherham within the SYMCA Local Electric Vehicle Infrastructure (LEVI) funded programme.

JAN

The Department for Transport approved funding for the Rotherham Gateway (Mainline Station) to progress to a Full Business Case.

Minor works started on the first phase of a Health Hub in the town centre.

Holocaust Memorial Day took place at Clifton Park.

FEB

Snail Yard pocket park in the town centre opened to the public.

The Special Educational Needs and Disability Hub, based at the Eric Manns building and ran by Rotherham Parents Forum Limited opened.

Opened the Lakeside Café at Thrybergh Country Park after its revamp.

The Selective Licensing scheme commenced.

The demolition of Wath library began.

The Inclusion Strategy was agreed by Cabinet, which outlines the Council's vision to create an inclusive borough where opportunity is extended to everyone.

Dinnington regeneration work began, starting with the demolition of burnt-out buildings on Dinnington High Street.

MAR

Launch of the Don Valley Corridor (DVC) Investment Zone, alongside Sheffield City Council and the South Yorkshire Mayoral Combined Authority.

The Council's Adult Social Care Service was rated as 'good' following an assessment by the Care Quality Commission – the joint-second top scoring authority in Yorkshire and the Humber.

Submitted a bid to The Cruff Foundation for a multi-use games area by Kimberworth Park Partnership.

The Birthday Party was held in the town centre to mark the closing celebrations of the Children's Capital of Culture year. 8,300 people were in attendance.

Roots, the Rotherham Street Carnival was held in the town centre with lots of children and families in attendance.

A programme of events was held to celebrate International Women's Day 2026, focused on topics such as women's health in the workplace and male allyship.

Work started at Swinton, as part of the Our Places Fund.

APR

Cabinet approved the new Year Ahead Delivery Plan for 2026/27.

St George's Day event was held at Clifton Park, with over 2,500 people in attendance.

Completed improvement works at the play area at Thrybergh Country Park.

Launched the Council's new consultation software, Citizens Space.

Cabinet endorsed the Domestic Abuse and Sexual Offences Strategy 2026/27-2028/29.

The new Waterfront Café and events space at Rother Valley Country Park opened

The new tram-train stop at Magna opened to the public.

Completed 800th new Council home on 30 April (out of target of 1000 between 2018 and 2027)

MAY

Consultation on draft designs for City Regional Sustainable Settlement active travel and bus priority on Fitzwilliam Road and Broom Road commenced.

Completed improvement works at Rosehill Park Play Area.

Castle View Day Service was formally handover over to Adult Social Care.

JUN

Construction of the Templeborough Business Zone Project began.

Castle View Day Centre opened.

The Rotherham Together Partnership showcase event was held at Magna to launch the new Rotherham Plan 2026-2036.

6. Theme updates

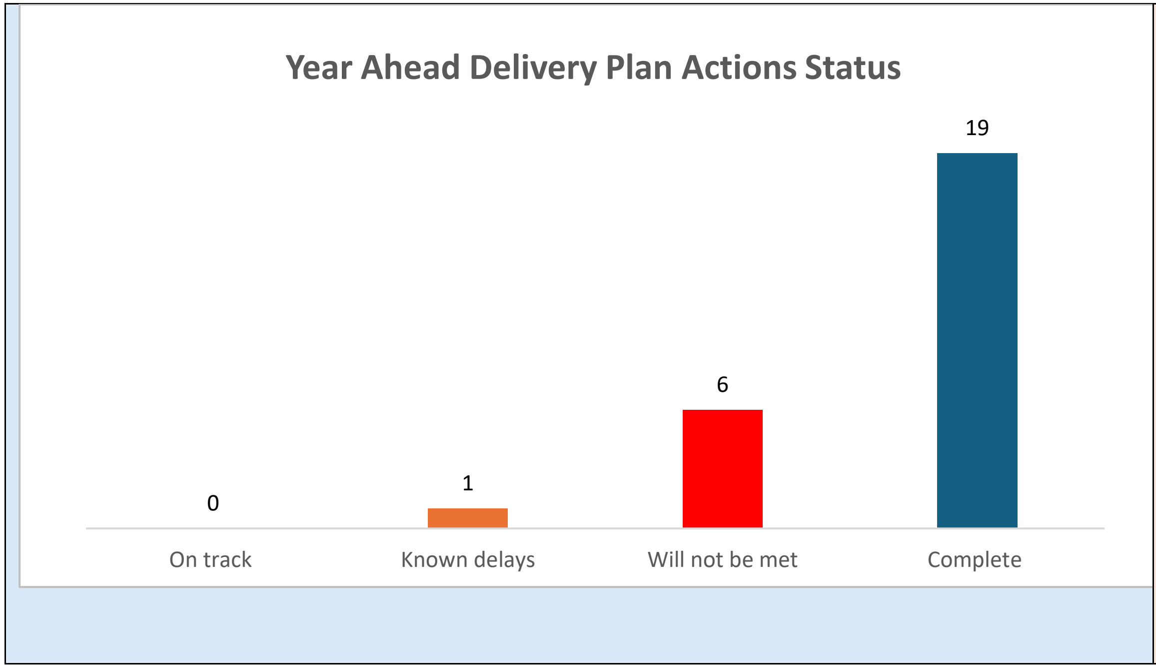
Outcome – Places are thriving, safe and clean		
Council Plan Priorities	**The differences you've seen in the first year of the Council Plan**	**The differences you will see over 2026/27**
Helping people to feel safe in their community	• Launched the Street Safe Team who actively patrol the town centre, Maltby, Wath, Dinnington and Swinton. • The Community Safety Strategy 2025–2028 has been approved, which focuses on safer neighbourhoods, tackling violence and exploitation, and preventing offending while building resilience. • Designs for road safety schemes are progressing across 12 wards, with most on track for delivery from Autumn 2026.	• Commencement of on-site works for identified road safety schemes, alongside development of the first 12 Ward Road Safety Plans ahead of public consultation in 2027/28. • Delivery of at least 50 enforcement interventions by the Street Safe team, including formal warnings, Fixed Penalty Notices and statutory notices.
Creating vibrant communities	• Construction is underway in Swinton, and work is starting in Maltby in August 2026. Public consultation on upgrades to civic centres and cenotaphs was completed in February 2026, with designs now progressing. • A strong programme of events has been delivered, attracting 157,504 attendees (up 3.2%). • Detailed designs have been completed for Dinnington High Street, and demolition of Wath library commenced in February 2026.	• Completion of the Maltby and Swinton schemes, and progress delivering cenotaphs and Memorials improvements and public realm improvements to civic centres. • Delivery of a varied programme of cultural events across the borough, supporting opportunities for residents and visitors to engage in community activities. • Completion of the demolition of Wath Library, alongside continued progress on the construction of the Dinnington High Street regeneration project.

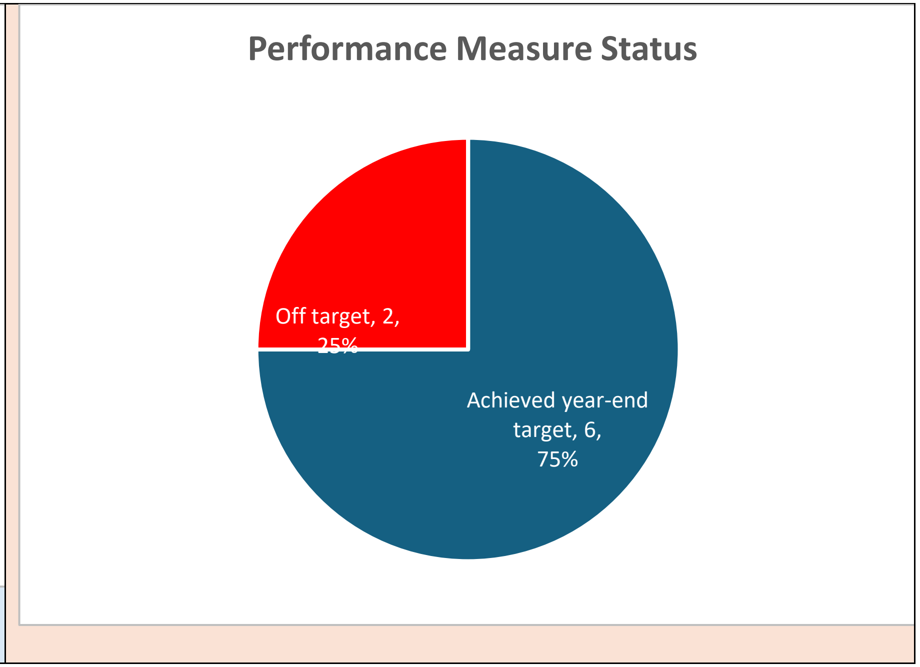
		• Investment in community facilities including: The Black Hut, Clifton Learning Centre, Oaklea Retreat, The Meeting Place, the United Multifaith Community Centre, Eastwood Community Centre, and Artworks.
Better public spaces	• £11.1m total investment in the cafe facilities at Thrybergh and Rother Valley Country Parks. • Ongoing investment in road maintenance with 328 schemes delivered, resurfacing 35.6 miles (57km) of roads and 8.1 miles (13km) of footpaths. The number of potholes has more than halved from 34,000 potholes in 2014/15 compared to just 15,521 in 2025/26. 12.23 tonnes of waste have been removed by a new Roadside Cleaning Team across 222km of roads. • Flood alleviation scheme designs progressing at Catcliffe and Whiston Brook.	• Expansion of the Council's roadside cleaning service through recruitment to the Phase 2 team and investment in new machinery, supporting the continued maintenance of green spaces to a high standard. • Commencement of works for the Whiston Brook flood alleviation scheme, supporting improved flood resilience for local communities. • Delivery of prioritised minor transport improvements brought forward by Ward Members and communities.
Revitalising the town centre	• Construction is underway on Riverside Gardens and Corporation Street. • Work has commenced on the first phase of a town centre health hub. • The pocket park at Snail Yard opened in February. • New town centre housing designs are progressing ahead of Cabinet in July.	• Opening of the new Rotherham Central Library to the public. • Complete the construction of the Outdoor Market, alongside the works at Riverside Gardens and Corporation Street. • Completion of public consultation to inform the development of the draft Town Centre masterplan.

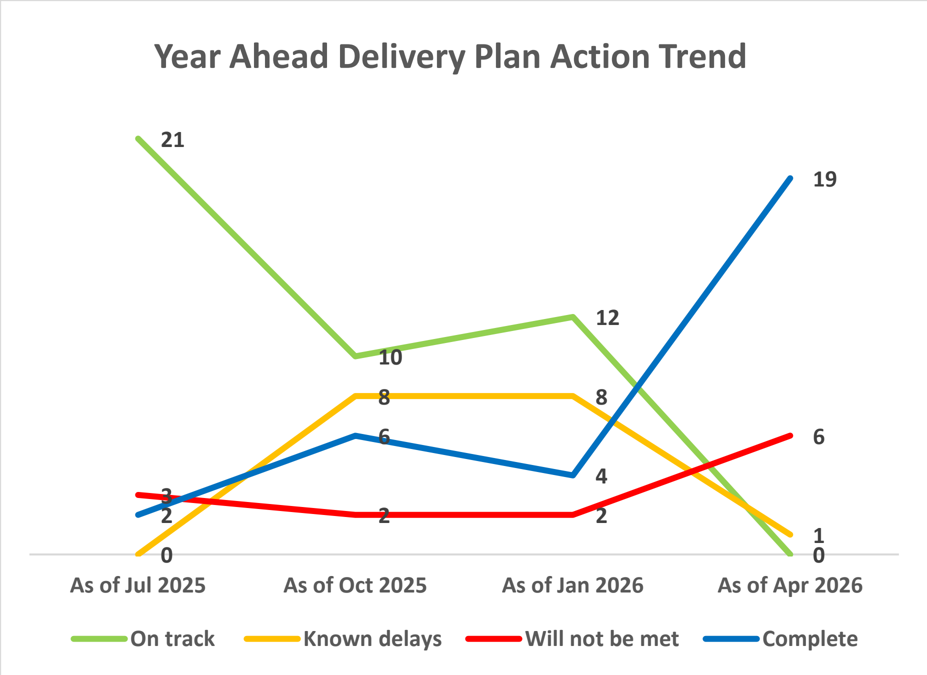
	• Rotherham's 'Regeneration Plan' has been submitted in response to the Government's new grant fund 'Plan for Neighbourhoods'.	

Headlines – evidencing our progress

To provide evidence of delivery of the outcomes and commitments within this theme, there are 26 priorities/actions and 8 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.

Places are thriving, safe and clean
Achievements - Year Ahead Delivery Plan activities and Performance Measures that have been completed since Quarter 2: **P4** Delivered 37 groups sessions that reached 991 children and young people to help tackle hate crime incidents through the Remedi 'Step Up, Beat Hate' Restorative Hate Crime Project. **P5** Throughout 2025/26, a total of 1,156 formal enforcement actions (Community Protection Notices and Community Protection Warnings) had been issued against a year-end target of 1,000 *(higher is better).* **P7** To date, 10 ward reports have been presented at Council. Remaining ward reports will be presented throughout the next two years up to early 2028.

P10 Successfully delivered a range of cultural events including UPLIFT Urban Sports Festival, The Birthday Party and annual Civic events. The estimated attendance for events hosted in 2025/26 was 157,504. **P12** Work started on the demolition of Wath library on 9 February 2026. **P13** The Cohesion Grant Fund was delivered throughout 2025/26 by a wide range of partners across the borough, supporting diverse activities. This included a small grants programme that funded various community events to celebrate St George's Day. **P15** Delivered 14.47km of footway improvements, through £1.66m of investment. **P16** Completed redevelopment works at Rother Valley Country, including the new Waterfront Café which opened to the public on 17 April 2026. **P17** Completed redevelopment works at Thrybergh Country Park, with a soft launch takin place on 26 January, before formally opening in February 2026. **P18** Progress has been made with the Catcliffe Flood Alleviation Scheme and a delivery partner has been appointed to develop the design. **P22** Completed the procurement of 16 new Refuse Collection Vehicles. **P23a** 81.59% of the local 'principal' road network is classified as 'green status' (do not require repair), against a year-end target of 80% *(higher is better).* **P23b** 80.46% of the local 'non-principal' road network is classified as 'green status' (do not require repair), against a year-end target of 77% *(higher is better)*. **P23c** 70.97% of the local 'unclassified' road network in Quarter 4 2025/26 was classified as 'green status' (do not require repair), against a target of 65% *(higher is better).* **P24** 68 effective enforcement actions for fly tipping were issued throughout 2025/26, against a year-end target of 60 (higher is better). **P26** 710 trees were planted across the borough throughout 2025/26, against a target of 500 *(higher is better)*. **P29** The pocket park at Snail Yard opened to the public in February 2026. **P30** Contractor appointed and minor works started at the first phase of a Health-Hub in January 2026, providing health-based services in the town centre. **P31** The development of plans to RIBA Stage 1 for the next phase of major housing in the town centre has been completed, ahead of consideration by Cabinet in July 2026.
Challenges - Year Ahead Delivery Plan activities that will not be met within three months of the original target date, and Performance Measures that have not achieved target within 2025/26: **P3** develop and consult on tranche 2 Local Neighbourhood and Road Safety programme and have designs ready for delivery, is now due to be completed in Quarter 2 2026/27. **P6** 19 residential rehabilitation placements to receive support for drug/alcohol misuse were started in total during 2025/26, against a target of 33 *(higher is better).*

P8 The refresh of the Thriving Neighbourhood Strategy has been delayed due to the Assistant Chief Executive vacancy. Two complementary strategies will now be developed, the Neighbour Leadership Strategy (due to Cabinet in Quarter 2 2026/27) and the Thriving Neighbourhoods Strategy (due to Cabinet in Quarter 3 2026/27). **P9** Work on site for Swinton's Our Places Fund scheme began in March and work on Maltby's scheme is now due to begin in Quarter 2 2026/27. **P14** as part of the Council's investment in community facilities across the borough, works commenced on Oaklea Retreat in June 2026, works at the meeting place are due to start in July and options are being developed for the Black Hut, informed by the completion of the required surveys. **P19** Some flood alleviation schemes are experiencing delays. Works at Whiston are scheduled to begin in June 2026, while designs for the Eel Mires and Kilnhurst schemes are expected to be completed in Quarter 2 2026/27, with Environment Agency approvals anticipated in Quarter 3 2026/27. **P21** The procurement of all vehicles within the Fleet Replacement Plan is delayed and is anticipated to be completed by the end of September 2026. **P25** The provisional 2025/26 year-end figure for the proportion of household waste recycled and composted was 43.9%, against the year-end target of 45% *(higher is better).* **P28** Complete construction works to the Outdoor Covered Market - construction has been delayed due to a requirement for design changes. The works will now be complete by the end of June and will be open to the public from the 10th July 2026.

Narrative – the bigger picture

The 'Places are thriving, safe and clean' outcome is about creating neighbourhoods where people feel safe, proud, and connected, while ensuring public spaces are well maintained and vibrant.

A range of actions have been delivered to improve community safety. Following its launch in December, the Street Safe Team has maintained a visible presence in the town centre, Dinnington, Wath, Maltby and Swinton, providing reassurance, deterring anti-social behaviour, supporting police activity through intelligence sharing and assisting vulnerable individuals. The Community Safety Strategy (2025–2028) was adopted in November 2025, focusing on safer neighbourhoods, tackling violence, abuse and exploitation, and preventing offending. Preventative activity has also continued through the Remedi ‘Step Up, Beat Hate’ project, which engaged 991 children and young people and delivered 98 targeted one-to-one interventions for those at risk of perpetrating hate crime.

Progress has continued in creating vibrant communities. Ward plans aligned to local priorities are being delivered, with ten ward reports presented to Council, strengthening accountability. Regeneration activity has progressed with the demolition of Wath library beginning to make way for new facilities and the demolition of burnt-out buildings on Dinnington High Street in February. A programme of cultural and civic events, including Roots Street Carnival, St George’s Day and Children’s Capital of Culture activity, has attracted over 157,000 attendances, supporting community pride and inclusion. The Community Cohesion Grant Fund has enabled locally led initiatives, including activities linked to St George’s Day. Delivery of the Local Neighbourhood and Road Safety programme and the Thriving Neighbourhoods Strategy have been delayed into 2026/27.

Investment in public spaces has delivered significant improvements while responding to pressures from extreme weather and infrastructure demand. The Highway Repair Programme completed repairs to 14.47km of footways through £1.66m of investment, improving accessibility and safety. Major parks developments have been completed at Thrybergh and Rother Valley Country Parks, including the new Waterfront Café and event space. The Roadside Cleaning Team, operational since October 2025, is delivering a dedicated rural verge cleaning programme. Flood alleviation work has progressed at Catcliffe with a delivery partner appointed to progress the design and at Whiston Brook, where works are due to commence in 2026/27. Preparatory work continues at Eel Mires Dyke and Kilnhurst. Fleet replacement and refuse vehicle procurement are progressing but have experienced delays, with revised timelines now extending into 2026 and 2027.

Work to revitalise the town centre has continued. Snail Yard pocket park opened in February 2026, and initial works began in January 2026 on a new Health Hub, contributing to increased town centre activity and accessibility. The Council also submitted its Regeneration Plan to the Government’s ‘Plan for Neighbourhoods’ fund in November 2025, positioning the borough for future investment. However, some projects have been delayed, including the Outdoor Covered Market, where construction is now due to be completed in June, before opening in July.

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 centre, Dinnington, Wath, Maltby and Swinton.	Quarter 2	Complete	The Street Safe initiative in Rotherham has begun delivering tangible results since the appointment of a Community Safety and Protection Manager in September 2025 and a Street Safe Coordinator in November. The team was launched in December 2025, providing a visible, uniformed presence that reassures the public and deters anti-social behaviour. Despite some early operational challenges, such as technical issues with body-worn video, 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.

P2		Agree a new Community Safety Strategy for 2025-2028.	Quarter 3	Complete	The new Community Safety Strategy for 2025-2028 was endorsed by Cabinet on 15 September 2025 and agreed at Council on 5 November 2025. The Safer Rotherham Partnership has used an evidence-based approach to agree the 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. 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.
P3		Develop and consult on tranche 2 Local Neighbourhood and Road Safety programme and have designs ready for delivery.	Quarter 4	Will not be met	There are schemes across 12 wards included in tranche 2 of the Local Neighbourhood and Road Safety programme across the borough. Currently, 8 of these schemes are with design consultants where they are being developed to detailed design stage, prior to being issued for construction in Quarter 3 2026/27, with the delay in securing these contracts leading to the delay on the action. Ahead of this, consultation will take place to ascertain if Traffic Regulation Orders or Road Hump notices are required.

					Two schemes, Sitwell and Rotherham East, are linked to the larger City Regional Sustainable Transport Settlement (CRSTS) project due to their location. The action is now due to be completed in Quarter 2 2026/27.
P4		Tackle hate crime incidents and the driving factors of hate crime through the delivery of education and engagement group and individual sessions: • 600 children and young people to attend group sessions • 55 one to one sessions.	Quarter 4	Complete	The Remedi 'Step Up, Beat Hate' Restorative Hate Crime Project is an important aspect of the Safer Rotherham Partnership's strategy to prevent and address hate crime. Offering one-to-one sessions for young people and adults who are involved in or at risk of perpetrating hate crime, as well as delivering hate crime awareness workshops to youth groups across Rotherham, it aims to support the Partnership's agreed priorities. Throughout 2025/26, 37 group sessions were delivered, reaching 991 children and young people. 98 one-to-one interventions were delivered to individuals involved in or at risk of perpetrating hate crime. Delivery was consistent across the year, with the highest volume of group outreach in Quarter 3. The project supports Safer Rotherham Partnership priorities through both preventative group work and targeted restorative interventions.

P5 P6		Performance measures – see below			
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	Complete	Reports from the following ten wards have been presented at Council: • Anston & Woodsetts • Aston & Todwick • Aughton & Swallownest • Boston Castle • Bramley & Ravenfield • Brinsworth • Dalton & Thrybergh • Dinnington • Greasbrough • Hellaby & Maltby West The remaining ward reports will be presented throughout the next two years.
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	Will not be met	Delayed due to the Assistant Chief Executive vacancy. A review of the approach to this area has been undertaken to ensure that the strategy ensures a proper focus on the work of Ward Members in their communities and how this relates to the Council's ambition around Thriving Neighbourhoods. Two complementary strategies will now be developed: • Neighbourhood Leadership Strategy – focused on the role of members in

					their wards and how they are supported. This is due to be presented to Cabinet in Quarter 2 2026/27. • Thriving Neighbourhoods Strategy – focused on how the Council and partners will integrate and target services at a Locality (North, Central and South), ward and neighbourhood level by using data, taking a strengthened based approach and maximising the opportunity to involve communities in the co-production of service delivery, projects and initiatives. This is due to be presented to Cabinet in Quarter 3 2026/27.
P9		Implement Phase 1 of the Our Places Fund by starting work on the Swinton & Maltby schemes.	Quarter 4	Will not be met	Swinton The scheme is now underway. The site set up took place on 31 March 2026 and works have now started on site. Maltby The Maltby scheme has been delayed due to additional funding, increased scope and design changes requested by Rotherham Council and start on site is now expected in Quarter 2 2026/27. Phase 2 of the Our Places Fund includes upgrades to civic centres and cenotaphs. Consultation on these schemes concluded on 5 February 2026, and designs are progressing.
P10		Deliver cultural events in varied locations throughout	Quarter 4	Complete	This year's events programme has now been delivered, this included:

		the borough, including such events as: • Rotherham Show • Signals Festival • Uplift • WoW Rotherham • Christmas Lights' Switch On • Support for ward-based community galas and festivals.			• The annual Rotherham Show which attracted 95,000 visitors over two days. • Children's Capital of Culture events including the Skate Park at the Royal Horticultural Society (RHS) show at Wentworth and the School Baton Relay which involved more than 80 schools. • Bonfire Night which welcomed in excess of 12,000 to Clifton Park to enjoy the spectacular firework displays. • Delivery of the annual Civic and Town events including UPLIFT Urban Sports Festival, Christmas Lights' Switch On and Armed Forces Day. Events across the year attracted an estimated total audience of 157,504, an uplift of 3.2% on the previous year. Accessibility statements are prepared for all events to ensure inclusivity.
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. Stage 4 designs were completed late November 2025.
P12		Start work on the demolition of Wath library to make way for new facilities.	Quarter 3	Complete	Work started on 9 February 2026.

P13		Support communities across the borough through the delivery of the Community Cohesion Grant fund.	Quarter4	Complete	The Cohesion Grant fund was delivered by a range of partners across the borough. This included a broad range of activity, bringing different communities together around different shared activities and interests. Given the Council's commitment to marking St George's day, some of this activity was re-designed to provide an opportunity to boost civic pride in place and therefore was completed by 4 May. This included funding through a small grants programme, a range of events to celebrate St George's day across the borough.
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	Will not be met	The Black Hut Work is progressing on surveys and design development, with two options currently being considered. These are either refurbishing the existing building or demolishing it and replacing it with a new modular type unit. A final decision will be made once all surveys have been completed, including bat surveys scheduled for 2 July 2026. Design proposals will then be shared with stakeholders before procurement activities commence. Oaklea Retreat Works commenced 8 June with a current programme of four weeks. Sandersons Building Services have been awarded the contract to undertake windows, asbestos removal and general refurbishment.

					Completion is forecasted by the end of Quarter 2 2026/27. The Meeting Place Sanderson Building Services have been awarded the contract to undertake windows, asbestos removal and general refurbishment. Work will start on site the 15th July 2026 to fit in with a further tenant request. It has been agreed that the flooring will be carried out as a priority, allowing the centre to open whilst other works are carried out.
P15	**Better public spaces**	Invest £2 million into footway improvements across the borough to deliver 11km of footway repairs.	Quarter 4	Complete	As part of the Highway Repair Programme 2025/26, footway repairs were undertaken across the borough. A total of 14.47km of repairs were made, with a total expenditure of £1,665,315.
P16		Complete redevelopment works at Rother Valley Country Park.	Quarter 3	Complete	The Waterfront Café and event space opened on the 17 April 2026.
P17		Complete redevelopment works at Thrybergh Country Park.	Quarter 4	Complete	Work started on site in August 2025 and completed in December 2025. Redevelopment works included accessible pathways, new play facilities for children and the redeveloped café which opened on 12 February 2026.
P18		Progress the Catcliffe Flood Alleviation Scheme by engaging a delivery partner to progress the design.	Quarter 4	Complete	A report was presented to Cabinet in November 2025. Tender documents were issued in March 2026 to begin engagement with the market to

					deliver the project. Design proposals were received in response. Following the evaluation process, the contract was awarded on the 18th of June 2026 to progress the design work for the scheme.
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 Brook Flood Alleviation Scheme is progressing. The contract for construction has now been awarded and the land purchases, which are essential for this scheme, are in the final phase of being secured. The works are due to commence on site in Quarter 1 2026/27, with a proposed 14-month delivery period. The design work in principle for both Eel Mires Dyke and Kilnhurst Flood Alleviation Schemes are both due to be completed in Quarter 2 2026/27. Approvals from the Environment Agency are expected by Quarter 3 2026/27.

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. Throughout 2025/26, the team successfully completed 161 sites covering 222.44km of roads. During this period, the team collected 3,442 bags of waste, amounting to a total of 12.23 tonnes removed.
P21		Complete the procurement of all vehicles within the Fleet Replacement Plan.	Quarter 3	Will not be met	23 vehicles have been received, with contracts in place for a further two. One additional vehicle is awaiting contract approval. There are 11 vehicles currently progressing through procurement, with business cases and specifications submitted. A further four are awaiting service approval of their business cases. 62 vehicles are under review by the electric vehicle (EV) working group, which is assessing how electric vehicles will be supported across depot sites. Three vehicles are currently on hold while the remaining 13 are in the early stages of being scoped for replacement. Procurement will now be completed by the end of September 2026.

P22		Complete the procurement of the Refuse Collection Vehicles.	Quarter 3	Complete	The procurement of 16 new Refuse Collection Vehicles (RCVs) has now been fully procured and awarded, with delivery times to be confirmed.
P23a P23b P23c P24 P25 P26		Performance measures – see below			
P27	**Revitalising the Town Centre**	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 market has been delayed due to a requirement for design changes. The works will now be complete by the end of June and will be open to the public from the 10th July 2026.
P29		Complete landscaping works to the pocket park at Snail Yard.	Quarter 3	Complete	Opened to the public in February 2026.
P30		Start works on the first phase of a Health Hub providing health-based services in the town centre.	Quarter 3	Complete	Minor works began 20 January 2026.
P31		Complete development of plans to the Royal Institute of British Architects (RIBA) Stage 1 for the next phase of	Quarter 2	Complete	Originally delayed enabling the addition of another site. Initial designs are being developed in preparation for presentation to and consideration by Cabinet in July 2026.

		major housing in the town centre.			
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

Ref	Measure	Good Performance	2024/25 Year End	Target (If Applicable)	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year End	Progress Update	Rag Rating
P5	Issue 1,000 formal enforcement actions to help address anti-social behaviour in communities.	High	1,124	1,000	211	354	270	321	1,156	In Quarter 4, there have been 321 combined enforcement actions (Community Protection Notices (CPNs) and Community Protection Warnings (CPWs)). This is an increase of 51 when compared to Q3 (270) and a decrease when compared with Q4 24/25 (461) by 140. CPNs have decreased by 2 in Q4 (52) when compared with Q3 (54) and have decreased by 9 when compared with Q4 24-25 (61). CPWs have increased by 53 in Q4 (269) when compared with Q3 (216) but have decreased by 131 when	

										compared with Q4 24-25 (400). At the end of Q4 a total combined number of enforcements issued was 1,156 which is 156 above the target. The issuing of CPN and CPW notices has been more consistent this year than in previous years. Some of the CPN & CPW figures which were reported at Q1, Q2 and Q3 have been amended here to reflect the data cleansing process which was carried out in recent week.	
P6	33 adults to start a residential rehabilitation placement to receive support for drug/alcohol misuse.	High	29	33	0	12	14	5	19	The number of clients that With You are placing in residential rehabilitation has significantly reduced since last year. 19 residential rehabilitation placements	

										were started in total during 2025/26. The current provider's model for identification and assessment for this intervention differed from previous years, where a dedicated worker led this activity. However, there was no waiting list for this intervention, or clients assessed as suitable but unable to access it, and the delivery shortfall may be as a result of high number going last year and/issues with the pathway. This is being addressed. The targets for increasing the numbers who access this intervention in future years will remain a key priority for the Public Health Grant under the new protected grant arrangements.	
P23 a	Maintain the proportion of	High	80.8%	80%	n/a	n/a	81.59%	n/a	n/a	Principal road conditions are reported annually, in	

	road network classified as ‘green status’ (do not require repair): Achieve 80% of the ‘principal’ road network.									2025/26 the figure was reported on in Quarter 2. Currently at 81.59% rated ‘green status’ (do not require repair). Principal roads are exceeding their target of 80% rated green. Principal road condition is currently at 81.59% for 2025-26, which is an increase of 0.54% on 2024-25 (81.05%).	
P23 b	Achieve 77% of the ‘non-principal’ road network.	High	78.5%	77%	n/a	n/a	80.46%	n/a	n/a	Non-principal road conditions are reported annually, in 2025/26 the figure was reported on in Quarter 2. 80.46% rated ‘green status’ (do not require repair). Non-principal roads are exceeding their target of 77% of roads rated green. Non-principal road conditions is currently 80.46% for 2025/26, which is an increase of 2% on 2024/25 (78.46%).	

P23 c	Achieve 65% of the 'unclassified' road network.	High	66.2%	65%	69.07%	69.52%	72.00%	70.97%	70.97%	Unclassified road condition data is reported quarterly and is currently at 70.97% in green (good condition) status. This exceeds the target of 65%. This is a decrease of 1.03% when compared to Q3 (72.00%) and an increase of 3.99% on Q4 2024/25 (66.98%). The aim of the extra £3m funding which ends in May 2028 is to arrest the unclassified network from further deterioration and to therefore maintain the current highway performance figures. In January 2026 the Department for Transport (DfT) published the national average road condition data for 2024/2025. The national average which should be considered for maintenance for unclassified roads was 17% (red condition). In comparison, in Q4 2024/25 Rotherham was	

										at 10.93% for unclassified roads which means that Rotherham performed better than the national average.	
P24	Undertake effective enforcement action for fly tipping by issuing a minimum of 60 fixed penalty notices.	High	69	60	18	17	8	25	68	This year has seen 68 effective enforcement actions for fly tipping, which is above the expected annual target of 60. Quarter 4 saw 25 effective enforcements. Therefore, the measure has achieved its target.	
P25	Increase the proportion of waste sent for reuse (recycling and composting) to 45%.	High	37.1%	45%	49.43%	45.12%	39.52%	39.94%	43.9%	Data now includes household waste recycling centres (HWRC) recycling. Finalised figures are provided 3-month in arrears so figures are likely to change and will be updated as/when they are received. Seasonality impacts the recycling percentage in winter months leading to a decline in the amount of green waste collected in	

										comparison to the previous quarters. Additionally, nationwide capacity issues for wood recycling meant that not all wood was recycled at the HWRCs during this period. Quarter 4 has seen an overall recycling rate of 39.94%, this is a slight reduction on Quarter 3 of 0.19%. Quarter 4 is also slightly down on the same point last year (2024/25), which was 41.00%. The provisional annual % of waste which is recycled is 43.9%. This would mean this measure had missed the annual target of 45%.	
P26	Plant at least 500 trees across the borough.	High	597	500	n/a	n/a	618	92	710	This measure tracks tree planting in urban areas. Planting season happens in Quarter 3 and 4. The target is 500 trees for 2025/26, 710 were	

										planted (618 trees planted in Quarter 3 and 92 trees planted in Quarter 4). This is an increase on the previous year (2024/25) when the annual total for tree planting was 597.	

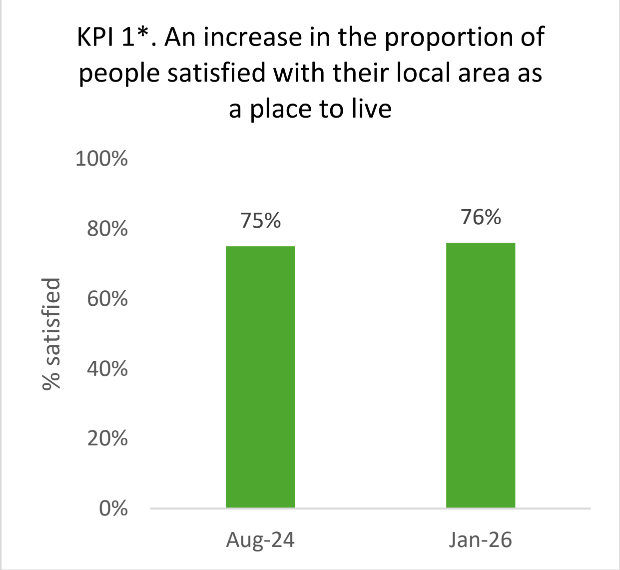
Long-term measures of success

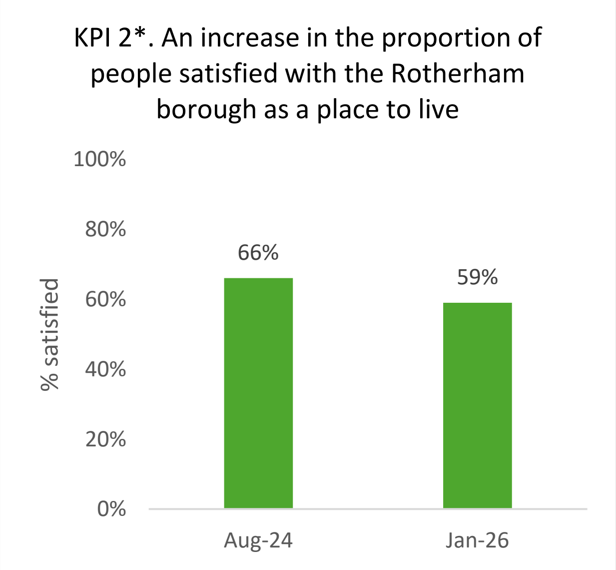
The annual long-term measures for this theme paint a broadly positive picture of how residents experience Rotherham as a place to live, with improvements recorded across the majority of indicators.

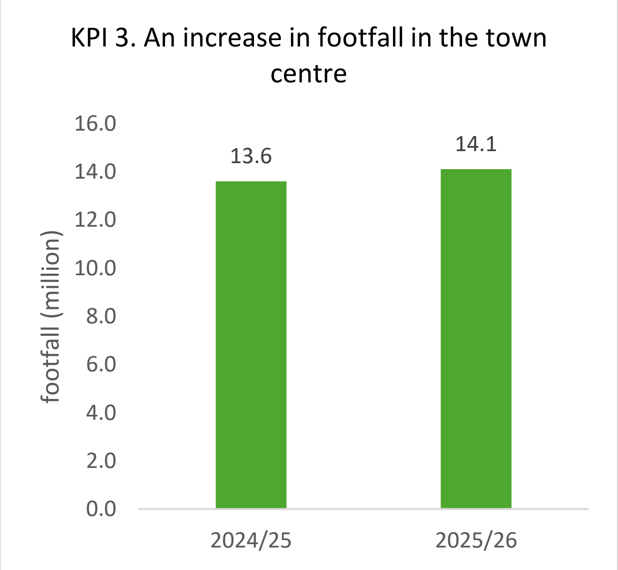
Satisfaction with the local area as a place to live has risen slightly from 75% to 76%, continuing a long-running pattern of stability. It should be noted that the ‘local area’ refers to the local neighbourhood or village where residents live and not the whole of Rotherham. As with previous year’s results residents’ satisfaction with their local area exceeds their satisfaction with Rotherham borough, which was 59% in the most recent Rotherham Satisfaction survey.

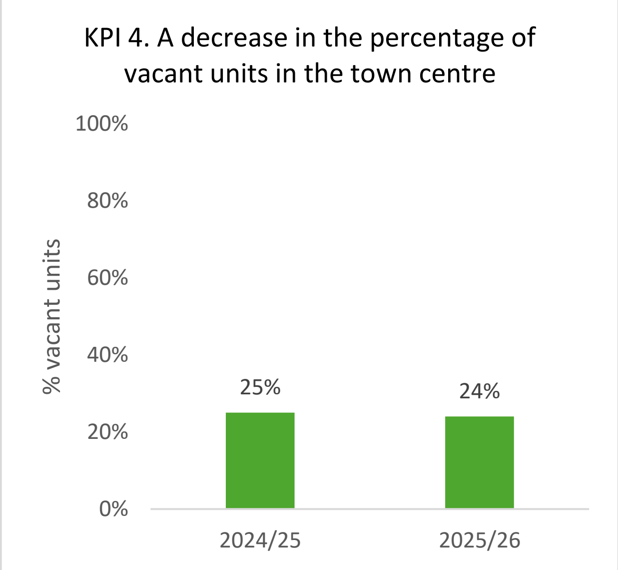
Annual footfall in the town centre increased from 13.6 in 2024/25 to 14.1 million in 2025/26.

The percentage of vacant units has decreased to 24%, a positive result reflecting a broadly stable retail and commercial environment.









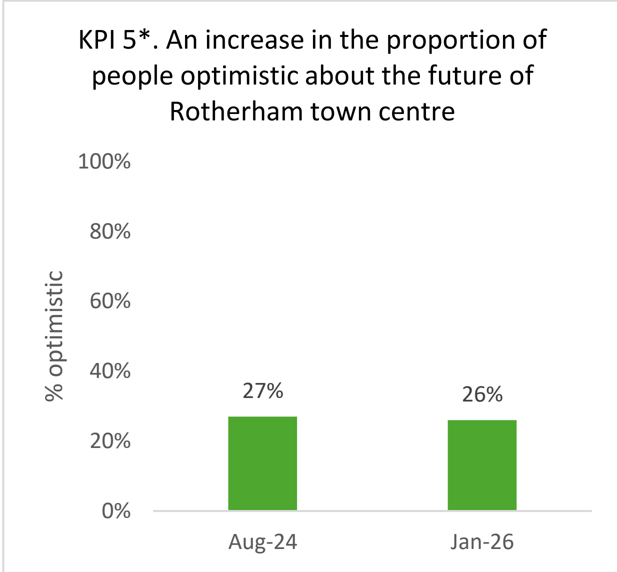
The results on this page demonstrate that feelings of safety during the day have improved slightly, with 86% of residents saying they feel safe in their local area during the day, and the borough's streets are cleaner than last year with 95% of sites classed as acceptably free of litter and rubbish.

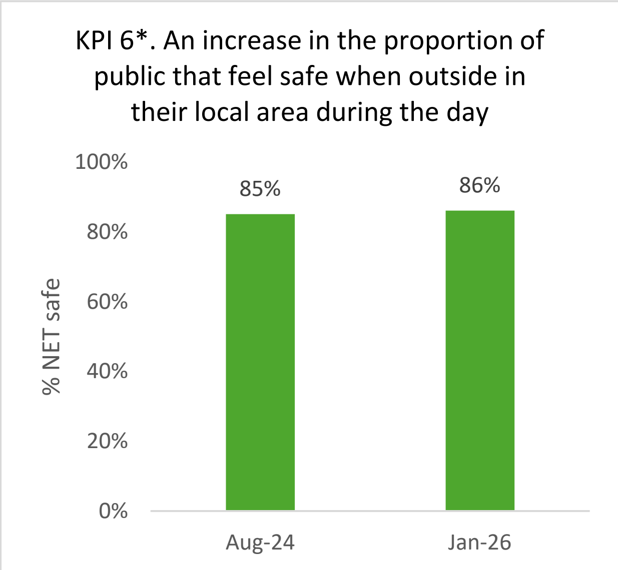
Optimism about the future of the town centre scored at 26%, just below the 27% baseline reported in 2024.

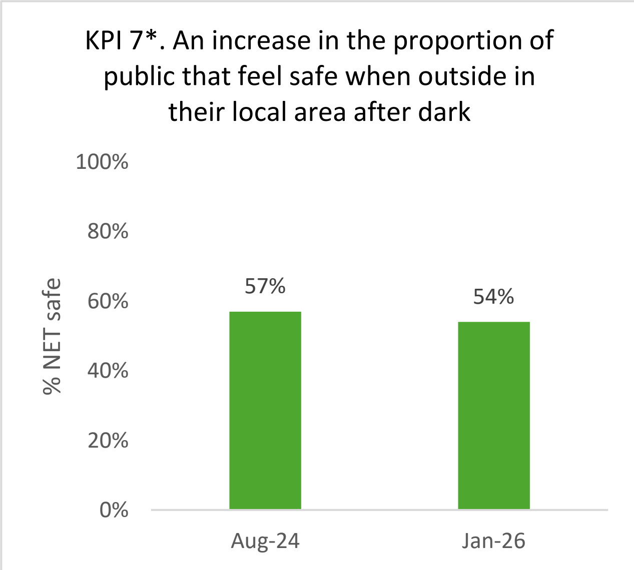
There has been a decline in feelings of safety after dark from 57% to 54%.

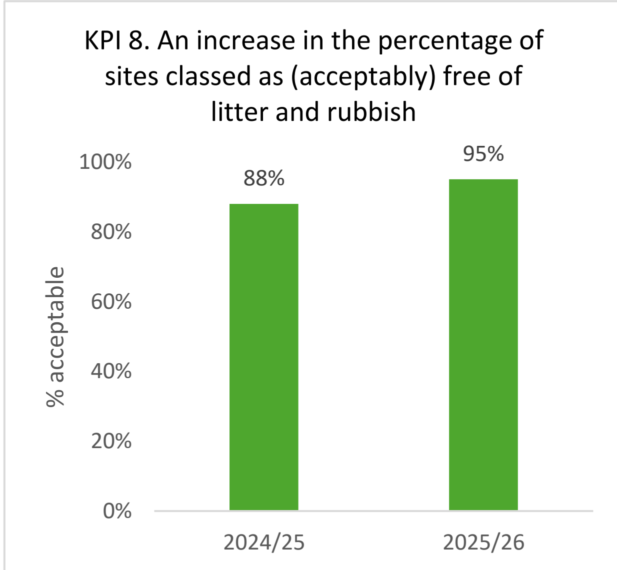
In 2025/26 95% of sites were classed as (acceptably) free of litter and rubbish, which has increased from 88% in 2024/25.

**NB: the relatively small sample size of the Rotherham surveys means that only a difference of five per cent or more between different survey results indicates a statistically significant change.*









Case studies

Rotherham Council ranked one of the best in the country for road repairs

The Council has been named one of the best in the country for pothole repairs, road condition, smart investment and best practice.

In January 2026, the Government introduced a new ‘traffic light’ system - four scorecards measuring road condition, the level of local investment into highways maintenance and the extent to which Councils follow best practice - with green for the best, amber for adequate and red for those which need to improve.

Rotherham is one of only three of the 159 England Local Authorities and the only South Yorkshire Council to receive a green ranking for all four categories shown in the table below, which is due to a £39m investment between 2015 and 2024, with a further £16m committed to the Rotherham Roads Programme until 2028.

Local highway authority	Overall rating	Condition scorecard	Spend scorecard	Best practice scorecard
Barnsley	Amber	Amber	Green	Amber
Doncaster	Amber	Amber	Green	Amber
Rotherham	Green	Green	Green	Green
Sheffield	No rating [PFI Contract]	Green	No rating [PFI Contract]	Amber

Council investment has significantly reduced the number of potholes requiring repair. In 2014/15, 34,000 potholes were fixed, compared to just 15,521 in 2025/26—meaning the figure has more than halved since the investment began.

Ongoing maintenance has also improved overall road conditions. Currently, only 2.24% of Rotherham’s A road network requires repair, well below the national average of 4%. Similarly, 2.27% of B and C roads need attention, compared with 7% nationally.

For unclassified roads, just 8.81% of Rotherham’s 774km network requires repair—significantly lower than the national average of 17%.

In 2025/26, council investment delivered 328 maintenance schemes, resurfacing 35.6 miles (57km) of roads and delivering 9.04 miles (14.47km) of footway repairs.

Looking ahead to 2026/27, work is ongoing on 124 roads and 93 footways. Key locations include High Street and Tickhill Road in Maltby, Greasbrough Street in Masbrough, and Canklow Roundabout.

Resident feedback reflects this progress, with 84.5% of those surveyed expressing satisfaction with the Highways team's repair work during 2025/26.

The Council's approach has also gained national recognition. In March 2026, Simon Lightwood MP, Parliamentary Under-Secretary of State for Local Transport, visited Rotherham to observe best practice. The visit included a live resurfacing project on Remount Road, Kimberworth Park, attended by Sarah Champion MP, local councillors, and Cabinet Member Councillor John Williams, alongside the Council's Highway Delivery Team.

Cllr Chris Read, Leader of Rotherham Council, said*: "Nobody likes potholes – they're frustrating for drivers and they can damage vehicles – so we made it a priority to tackle the problem head-on to make sure Rotherham's roads are safe to drive on.*

"Over the last decade, we've invested £55 million into improving the borough's roads, and that's why we're now ranked among the best in the country. You can see the difference - 10 years ago we were repairing more than 30,000 potholes a year, now that number has more than halved because the roads themselves are in better condition.

"*It's not just about quick fixes; it's about making sure our roads are built to last, and that's what this investment is delivering."*

"Nobody likes potholes – they can be dangerous for drivers and other road users, and they leave areas looking neglected – which is why we made it a priority to tackle the issue head-on. It's good to see this recognised in these latest government statistics.

"What this doesn't mean of course is that there are no problems. Industry analysis suggests there is a £17 billion backlog of resurfacing works to roads right across the country, and Rotherham is not exempt from that.

"But what the numbers do show is that the additional local investment of £55 million we've made into improving the borough's roads, in addition to the national block grant funding we receive, has moved us firmly in the right direction. This year alone we will resurface 200 roads. 10 years ago there were more than 30,000 potholes reported each year, now that number has more than halved. When many other parts of the country have not made that investment, Rotherham's roads are now in better condition than the national average.

"Finally, the Department for Transport analysis recognises that we are intervening earlier to stop road surfaces worsening, including using what is known as "surface dressing" to extend the life of the road surface, so we're also getting the best value for the taxpayer."

Figure 1 - Winlea Avenue Brecks, Before and After

Figure 2 - Charles Street Kilnhurst, Before and After

New Street Safe team hits the ground in Rotherham

The introduction of the Street Safe Team in December 2025 in Rotherham town centre has already demonstrated a strong and effective approach to tackling anti-social behaviour through partnership working, early intervention and coordinated enforcement. A recent case involving an individual causing significant concern illustrates this well.

Shortly after moving to the area, an individual became known to local partners including RMBC, South Yorkshire Police and the business community due to escalating anti-social behaviour. This resulted in daily reports from the public and businesses, with incidents involving intimidation for money, minor public order offences and causing distress to retail staff. The individual's unstable circumstances, including homelessness and rough sleeping, contributed to the frequency of incidents.

Despite several arrests for low-level offences, a more coordinated response was required. The Street Safe Team and South Yorkshire Police therefore worked together to implement a problem-solving approach, combining enforcement and support, with improved information sharing to better understand behaviour and enable timely action.

The Street Safe Team maintained a regular presence in the town centre, engaging with the individual and collecting evidence using body-worn video. Support was offered through referrals to vulnerable adult and mental health services, alongside enforcement action, including a Community Protection Warning followed by a Notice. Continued breaches and further offences led to a more robust police response and arrest.

As a result, the individual was charged with multiple offences and remanded into custody, where they are awaiting sentencing. They are now receiving mental health support, with a Criminal Behaviour Order being prepared and support arrangements in place for their release.

The impact of this intervention has been significant. Feedback from businesses and the public has been overwhelmingly positive, with a noticeable improvement in confidence within the town centre. The case has also helped to establish stronger joint working practices and intelligence-sharing processes between partners, creating a more sustainable approach for dealing with similar issues in the future.

This example highlights how the Street Safe Team is contributing to a safer and more welcoming town centre. By combining visible presence, early intervention, enforcement action and support, the team is not only addressing immediate issues but also helping to build longer-term solutions. It reflects the council's wider commitment to revitalising high streets, restoring community confidence and ensuring that public spaces are safe, accessible and enjoyable for residents, businesses and visitors alike.

Cllr Chris Read, Leader of Rotherham Council, said: *"We're acting on what our communities have told us - that feeling safe and visible support matters - as part of the changes we're making to support our local high streets.*

"We want Rotherham to feel safe and welcoming for everyone. Our new team are there to lend a hand, point people in the right direction and to take action against the minority who can put other people off. They've already supported the police with this individual in the town centre, and they're providing valuable evidence and feedback.

"But this initiative isn't just about enforcement. It's about restoring pride and trust in our public spaces - giving residents and visitors a familiar presence that's welcoming, approachable and ready to help. So when you see them, do say hello!"

Paul Murphy, Community Protection Manager and lead of the new team, said: "We're pleased that we're on the ground and already making a difference. The Street Safe team is all about giving people confidence that our high streets are safe, welcoming places to visit and enjoy. The team is approachable, proactive and ready to tackle issues head-on, while working closely with partners to keep things moving in the right direction.

Having the team in place is a big step forward for Rotherham, and we're excited about the positive impact the team will have for residents, businesses and visitors."

Outcome: An economy that works for everyone

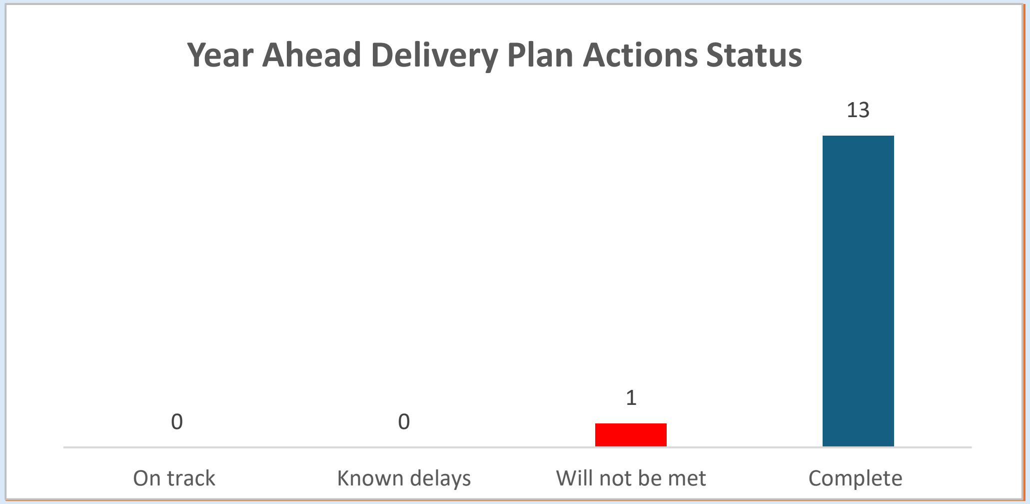
Priorities	The differences you're seeing through the first year of the Council Plan	The differences you will see in 2026/27
Developing the economy	• Launch of the Don Valley Corridor Development Partnership and establishment of a mayoral development zone to drive forward investment and regeneration. • Construction of the Templeborough business zone project has commenced. • Successful shop unit business grants scheme delivered across local town centres.	• An expanded shop units grants programme, providing at least 50 grants to high street businesses. • A comprehensive business support offer helping around 550 businesses, with 60 receiving dedicated start-up support through our upgraded business centres, and 60 high-growth firms benefiting from a key account management service.
Enhancing skills	• 87 people found work through the new economic inactivity trailblazer (Pathways to Work), whilst the Council's Employment Solutions service delivered 222 training interventions and helped 249 people into work. • Partner organisations starting to embed social value by trialling it in procurement processes.	• 1,000 Rotherham residents helped to access employment pathways with at least 250 finding work. • Through Pathways to Work, start a programme of subsidised work placements, supporting young people to move towards, and into employment.
Connecting people to opportunity	• Programme business case completed, unlocking funding for the full mainline station business case. • Magna tram-train station opened, improving connections to key employment sites.	• A contracting strategy in place for the design and delivery of Rotherham Gateway rail infrastructure. • A plan produced to improve the public realm and consider land uses along the corridor from Rotherham Gateway Station to the town centre.

	• All major South Yorkshire bus depots now under public ownership, including Rawmarsh depot in Rotherham. • Invitation to tender issued in February to provide demand responsive Transport services across Rotherham (and Doncaster).	

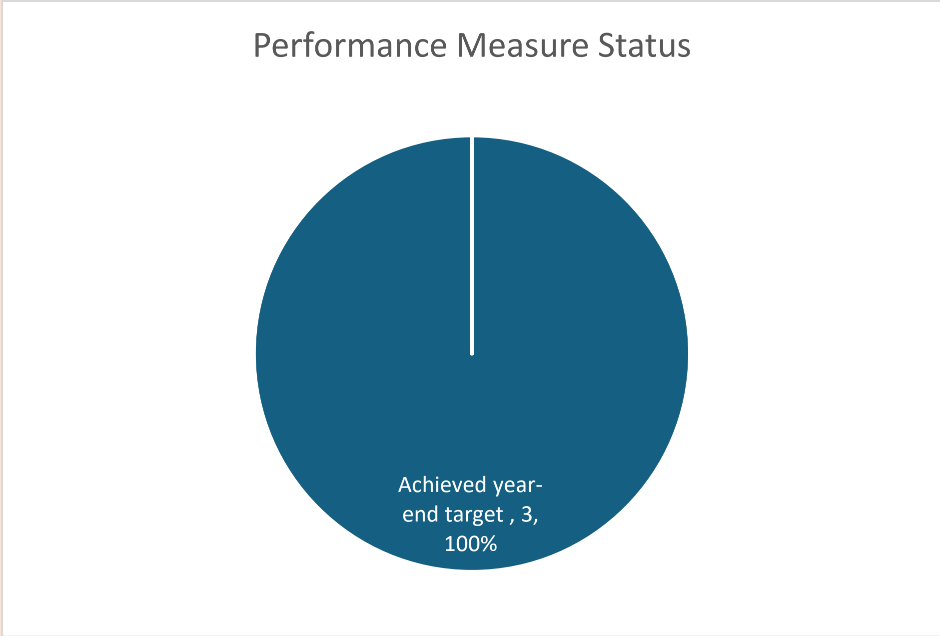
Headlines – evidencing our progress

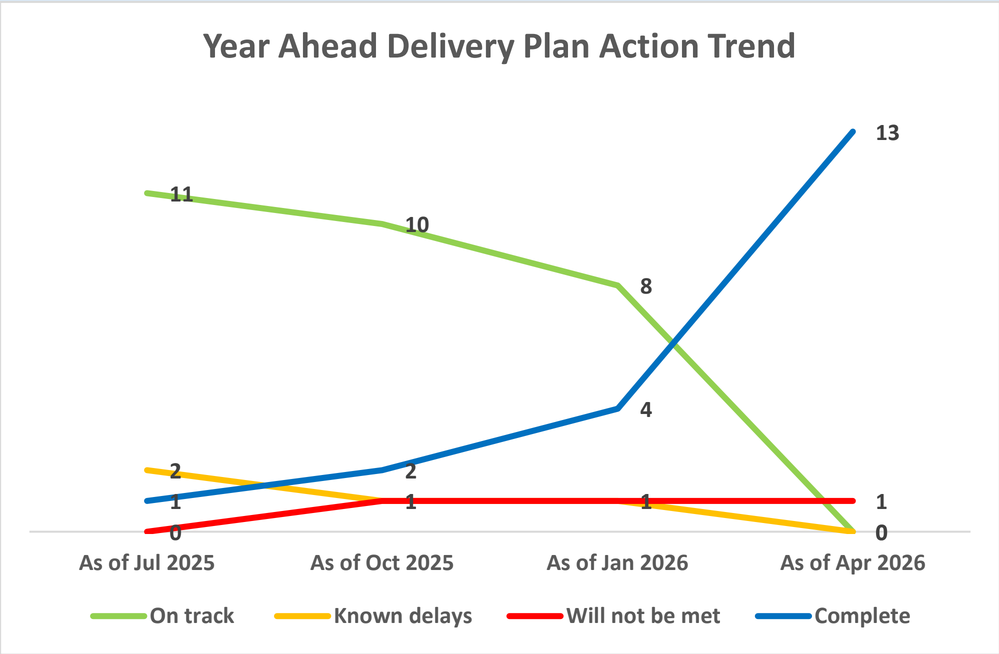
To provide evidence of delivery of the outcomes and commitments within this theme, there are 14 priorities/actions and 3 performance measures contained within the Year Ahead Plan Delivery Plan. The diagrams below provide an overview of performance and progress:

Year Ahead Delivery Plan actions/milestones



Performance measures




Year Ahead Delivery Plan Action Trend
11
10
8
0
13
2
1
0
2
1
4
1
1
0
As of Jul 2025
As of Oct 2025
As of Jan 2026
As of Apr 2026
On track
Known delays
Will not be met
Complete

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 and Performance Measures that have been completed since Quarter 2: **E1** Construction of the Templeborough Business Zone began on the 8 June 2026. **E2** 46 shop unit grants were accepted across the town centre, Dinnington, Maltby, Swinton and Wath as part of the shop unit grants programme in 2025/26, against a target of 20. **E4** 83 businesses were helped to start up through Launchpad and Business Centres, against a target of 70 *(higher is better).* **E5** Provided advice and support to 522 local businesses, against a target of 500 *(higher is better).* **E6** The Employment and Skills Strategy was endorsed by Cabinet on 15 December 2025 and approved at the Strategic Partnership Group on 21 January 2026. **E7** The Employment Solutions Service supported 471 individuals to access training or paid employment during 2025/26, exceeding the target of 455. Of these, 222 individuals progressed into training opportunities, while 249 secured paid employment. **E8** Developed and implemented an apprenticeship action plan to work with partners to develop more apprenticeships across the borough, work is ongoing and includes targeted engagement with relevant stakeholders, schools and universities **E9** Supported 45 young people aged 16-25 to access paid employment through traineeships and internships as part of the Children's Capital of Culture programme. **E12** The proportion of new starter apprenticeships created within the Council increased to 1.68% of the workforce, against the year-end target of 1.5% *(higher is better).* **E13** A Programme Business Case has been completed in relation to the Rotherham Gateway (Mainline Station) masterplan and was submitted to South Yorkshire Mayoral Combined Authority in January 2026. **E14** Work is ongoing to support South Yorkshire Mayoral Combined Authority and partners to develop the Outline Business Case for Waverley, with completion of the Outline Business Case expected in March 2027. **E15** The tram-train station and park and ride at Magna opened on 9 April 2026. **E16** Consultation on the draft designs for City Regional Sustainable Transport Settlement active travel and bus priority proposals on Fitzwilliam Road and Broom Road commenced in May 2026. **E17** A programme of work experience continues to be implemented and developed through regular engagement with schools, colleges, universities and local businesses, including the introduction of One Council placements across services in the Council.

Challenges - Year Ahead Delivery Plan activities that will not be met within three months of the original target date or Performance Measures that have not achieved target within 2025/26:
E3 - upgrades to business centres at Century (Manvers) and Matrix (Dinnington) have been delayed. Activity at Fusion (Templeborough) is complete.

Narrative – the bigger picture

Through action in this theme, the Council and its partners seek to ensure the economy is growing in a way that creates opportunities for residents in every corner of the borough. This means improving connectivity and attracting investment, supporting existing businesses and potential entrepreneurs, giving people the chance to gain skills and find work, and – through our social value policy - ensuring the public sector pound delivers maximum benefits for people and places.

This year has seen the delivery of a new scheme supporting high street businesses to improve shop units, aiming to improve the look of local town centres and boost trade. An initial target of 20 businesses supported was more than doubled, with huge interest in the scheme seeing 46 grants awarded. As a result, the scheme has been extended and expanded in 2026/27.

The Council's business hubs at Manvers, Templeborough and Dinnington have been upgraded over the course of the year. Offering space and free support to new and growing small and medium enterprises (SMEs), the hubs are benefiting from fire stopping works and a new roof at Century 2 in Manvers, which is due to be completed in 2026/27.

A new employment and skills strategy for Rotherham was approved by partners in January. This will direct future provision based on three missions of supporting people into work, improving core skills for employment, and delivering a workforce for sustainable economic growth.

Fully up and running from August 2025, the new economic inactivity trailblazer had helped 87 people into paid work by March 2026, 33 of whom had never worked or been long-term unemployed. This compliments the Council's ongoing Employment Solutions service, which supported 471 people into training or paid employment in 2025/26, including 222 entering training and 249 securing employment.

On social value, Rotherham's key partner organisations have completed phase 2 of an ambitious partnership project. Ultimately, it aims to generate benefits worth over £50 million for local people and communities through procurement processes and suppliers' additional contractual commitments.

Major transport projects took significant steps forward in 2025/26. A programme business case for Rotherham Gateway was submitted to the South Yorkshire Mayoral Combined Authority (SYMCA), leading to the release of funding for development of a full business case, which was approved in January 2026. The aim is still for a mainline station to open around 2030. At the same time, the Council is working with SYMCA and other partners to progress an outline business case for the planned train station at Waverley. The new tram-train station at Magna opened in April, improving connections between Rotherham and Sheffield and increasing access to jobs in Templeborough, where the new business zone is taking shape with construction starting in June. The station includes 100 free park and ride spaces, along with cycle parking and electric vehicle charging.

Year Ahead Delivery Plan tracker

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	Complete	Work started on site on 8 June 2026.
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	Complete	To date, 50 shopfront grants have been offered, with 46 accepted and given across the town centre, Dinnington and Maltby. Funding has been identified to continue the project in 2026/27.
E3		Deliver the programmed upgrades to business centres at Century (Manvers), Fusion (Templeborough) and Matrix (Dinnington) including improvements to internal facilities.	Quarter 4	Will not be met	<u>Century Business Centre – Roofing</u> Work started on site on the 15th June 2026. Work has also taken place with a range of stakeholders to ensure the least amount of disruption to the businesses operating from the Centre. <u>Dinnington Matrix and Century Business Centre – Fire Stopping</u> Contractors have now attended the site as part of a pre-start meeting, taking on board disruption to tenants/business users. Works to commence on both business centres simultaneously and the start date has now been confirmed as 6th July. Works are anticipated to be programmed over 8 weeks. The contractor is

					creating a detailed programme in order for the Business Centre Management to coordinate with the tenants. Fusion Fire Stopping Complete.
E4 E5		Performance measures: see below			
E6	**Enhancing skills**	Adoption of Employment and Skills Strategy.	Quarter 2	Complete	The Employment and Skills Strategy was endorsed by Cabinet in December 2025 and approved by the Strategic Partnership Group in January 2026. Delivery has commenced overseen by the Employment and Skills Board of the Rotherham Together Partnership.
E7		Through the Employment Solutions service, support a minimum of 455 people to access employment, (including training, education, apprenticeships, and paid employment).	Quarter 4	Complete	Throughout 2025/26, the Employment Solutions service supported 471 people, including 222 training interventions and 249 individuals who moved into employment.
E8		Develop and implement an apprenticeship action plan that documents the work with partners to develop more apprenticeships across the borough.	Quarter 4	Complete	The partnership apprenticeships working group has established a baseline to help understand the types of apprenticeships available across the partnership. The apprenticeship action plan was presented to the Chief Executive Officer (CEO) group meeting in July 2025 and approved by partners. Work towards the action plan continues to take its course along with targeted engagement with

					relevant stakeholders, schools and universities. The group also takes advice from the South Yorkshire Apprenticeships Hub around opportunities to link up between organisations, and initiatives to increase numbers of apprenticeships.
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	Complete	The Children’s Capital of Culture programme has been completed with a focus on embedding the legacy of this initiative across services and partners. Throughout the festival year, the programme supported 45 young people aged 16-25 to access paid employment through traineeships and internships.
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 settings. The Employment Solutions team are also working to provide personalised support through a dedicated Economic Inactivity Trailblazer team. At the end of 2025/26, Pathways to Work (Economic Inactivity Trailblazer) had engaged 388 participants onto programme with 87 participants supported into paid work (22% conversion – which mirrors regional averages across South Yorkshire). Over 45% of jobs started were full time, with 54% of jobs being permanent. 38% of participants moved into work

					had been long term unemployed or had never worked before.
E11		Complete delivery of Phase 2 of the Rotherham Together Partnership's Social Value Action Plan.	Quarter 3	Complete	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. 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. The annual Social Value event was held in July 2025, attended by representatives from across the partnerships.
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	Complete	Conversations have taken place with South Yorkshire Mayoral Combined Authority (SYMCA) colleagues to explore a 'place-based' approach to delivering the masterplan. A Programme Business Case has been completed and submitted to SYMCA in January 2026. The assurance process will not begin before formal submission to SYMCA's Investment Board.
E14		Work with regional partners to support SYMCA in their work to develop the Outline Business	Quarter 4	Complete	Work is ongoing to support South Yorkshire Mayoral Combined Authority and partners to develop the Outline Business Case for the new railway station at Waverley.

		Case for the new railway station at Waverley.			The work is on track as expected, completion of the Outline Business Case is expected in March 2027.
E15		Work with regional partners to support SYMCA in their work to construct a new tram-train stop at Magna.	Quarter 4	Complete	The tram-train stop at Magna opened on 9 April 2026.
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	Complete	Consultation on the draft designs commenced in May 2026.
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	Complete	Programme is implemented and ongoing. Development and review continue, with new connections and opportunities being sought internally on a regular basis. One Council placements have been implemented, where students can experience several areas of the Council, and feedback has been very positive. Connections have also been made with external local businesses to refer applications on that cannot be supported within the Council. The Council continue to connect with schools, colleges and universities to promote work experience, apprenticeships and graduate opportunities through Rotherham Council. Activities include careers fairs, networking events, presentations to students, spotlight sessions and use of local university online careers hubs to promote vacancies.

Performance measures

Ref	Measure	Good Performance	2024/25 Year End	Target (If Applicable)	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year End	Progress Update	Rag Rating
E4	Help 70 businesses to start up.	High	78	70	23	26	24	10	83	The total for this measure (the combined Business Centre and Launchpad totals) for Quarter 4 is 10 (17 through Launchpad and 7 through Business Centres). This is the lowest quarterly total for this measure since Quarter 1 2023/24. This measure exceeded the target in Quarter 3. The cumulative total for the year is 83. The service report that occupancy rates at the Business Centre average 82%, with Fusion and Century seeing a reduction due	

										to natural turnover of businesses at the sites but forecast to recover. Century 2 had a strong quarter of enquiries, with 4 units let bringing occupancy to 85%.	
E5	Provide advice and support to 500 local businesses.	High	522	500	147	173	88	114	522	Quarter 1 saw 147 sessions delivered. Quarter 2 saw 173 sessions delivered. Quarter 3 saw 88 sessions delivered. Quarter 4 saw 114 sessions delivered, 25 more than the last quarter (Quarter 3 2025/26), and 14 more than Quarter 4 2025/26. This means the annual target has been met, with a cumulative total of 522 sessions delivered. The focus on the shop unit grant which impacted Quarter 3, did not impact Quarter 4 and with resourcing back to business as usual a	

										more typical quarterly total was achieved for Quarter 4.	
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%	1.48%	1.68%	1.68%	Quarter 4 2025/26 figure is 1.68% in comparison with the Quarter 4 2024/25 figure of 0.91%. The target was hit for the first time this year with the increase in apprenticeships attributed to an increased focus on early careers and improved links between the Organisational Development team and services across the Council to identify opportunities for apprenticeships. National Apprenticeship Week took place in February 2026, which provided	

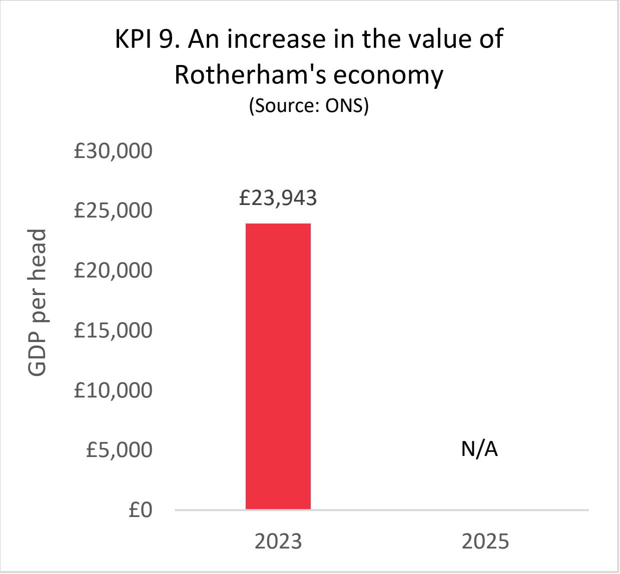
										the opportunity to further promote apprenticeships and engagement with managers for the coming year.	

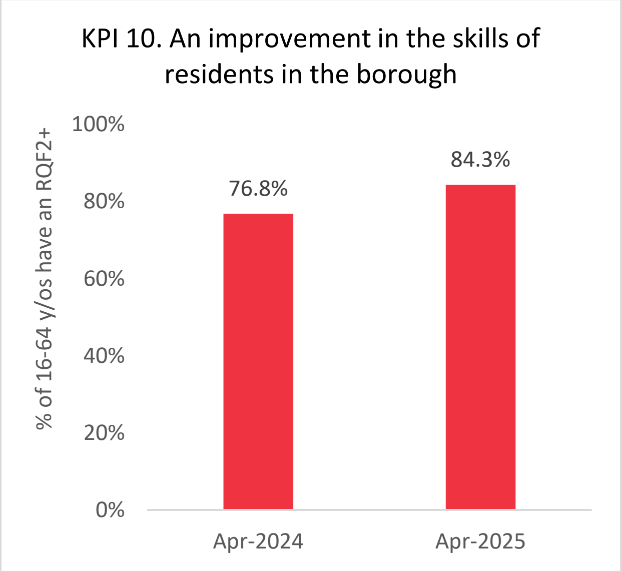
Long-term measures of success

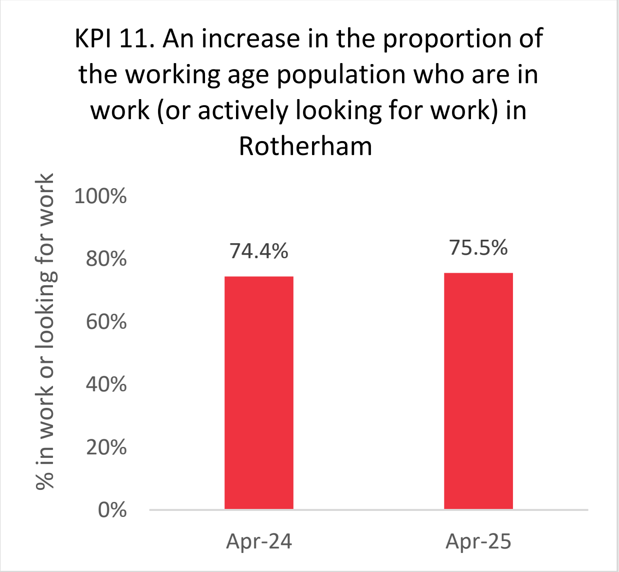
The results of the annual long-term measures for this theme are broadly positive, although persistent structural challenges facing Rotherham's economy are still present. The most encouraging picture is on skills and employment: the proportion of working-age residents holding a Level 2 qualification or higher has risen to 84.3%, and 75.5% of the working-age population is now in work or actively seeking it, up from a baseline of 74.4%.

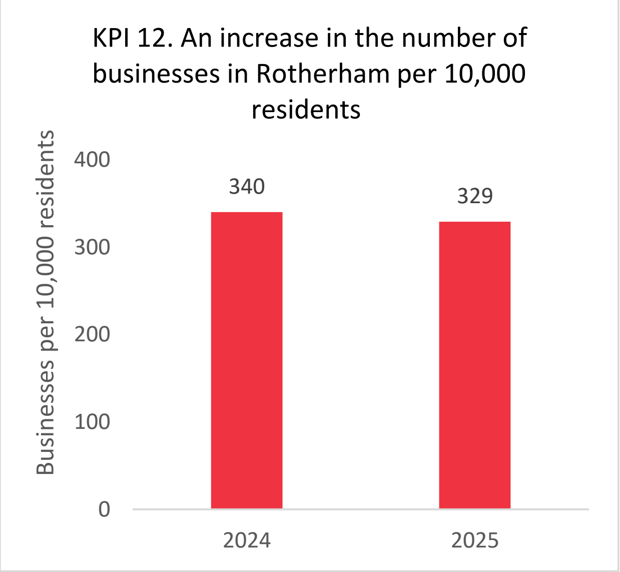
The picture on business density and economic output is more challenging. The number of businesses per 10,000 residents has fallen slightly from 340 to 329.

It is important to note that there is a three-year lag in gross domestic product (GDP) data, which is provided by the Office for National Statistics (ONS). Therefore any interventions delivered in the current Council Plan period will not be visible in this measure until 2029.









Case studies

Shop Unit Grant Programme

Rotherham Council have launched an initiative to improve high street locations throughout the borough, making them look more appealing and working with businesses to increase footfall into the town centres.

Using UK Shared Prosperity Fund money, the Shop Unit Business Grant scheme was set up as a pilot initiative to improve the high street location.

Businesses within eligible locations were able to apply for up to £25,000 in grant funding to improve the exterior location of their properties. Improvements included new signage, repainting the exterior of the property along with new and improved shop frontage.

Specific areas of the five principal towns of Rotherham were chosen as pilot areas. The town centre, Dinnington, Maltby, Swinton and Wath Upon Dearne had small pilot areas where businesses were able to apply for the funding through a competitive application process.

Over the course of the scheme, 46 businesses successfully secured funding to make improvements to the premises.

Improvements included complete paint refresh of exterior of premises, new windows and shop frontages, improved accessibility for premises, new signage, new lighting to improve visibility, especially at night, new awning, new doors, new carpets internally and some internal refreshment.

All works were carried out by legitimate local suppliers, who worked with the clients to supply quotes, carry out the work and then invoice for payment to be made.

Feedback from clients that have undertaken the process has been positive with many stating that the projects would not have been undertaken without the grant funding.

Not only has the exterior work made the premises look better, new doors, windows and shop frontages have helped to make premises warmer and more economical. Businesses that have carried out internal remodelling have reported that it has made them more attractive to customers.

“The grant has improved the visibility and presence of the business, as well as enhancing the street scene.

“Although it is still relatively early days, I’ve noticed passersby stop and look at it and we have also received one new business enquiry which we can directly attribute to the new signage.” Cannon PR, Town Centre

“We now look like a modern up to date business, a more inviting and aesthetically pleasing place to enter. We believe our customers both new and old will be with us long into the future. An updated business on the High Street, whereas before we had an outdated, uninviting frontage which gave the impression of us not caring about the business or our customers which was simply not true. We are now ready for the modern age and are very pleased with the finished result” - Prestige Printers, Swinton

Phase two of the Shop Unit Grant scheme is being launched, funded through the Local Growth Fund. There will be £565,666 made available with the focus being on the following areas:

- Rotherham town centre
- Parkgate (from the bottom of Rawmarsh Hill - excluding big national chains)
- Dinnington
- Maltby
- Swinton
- Thurcroft
- Wath
- Dalton (Doncaster Road)

Applications outside of these areas will be considered on a case-by-case basis but priority will be given the areas listed above.

Priority for this funding will centre around:

- Bringing empty shops/units back into use – maximum grant of up to £15,000
- External work (signs/facias/lighting) - maximum grant of up to £10,000
- Internal work – no electrical, plumbing or construction work. – maximum grant of up to £10,000

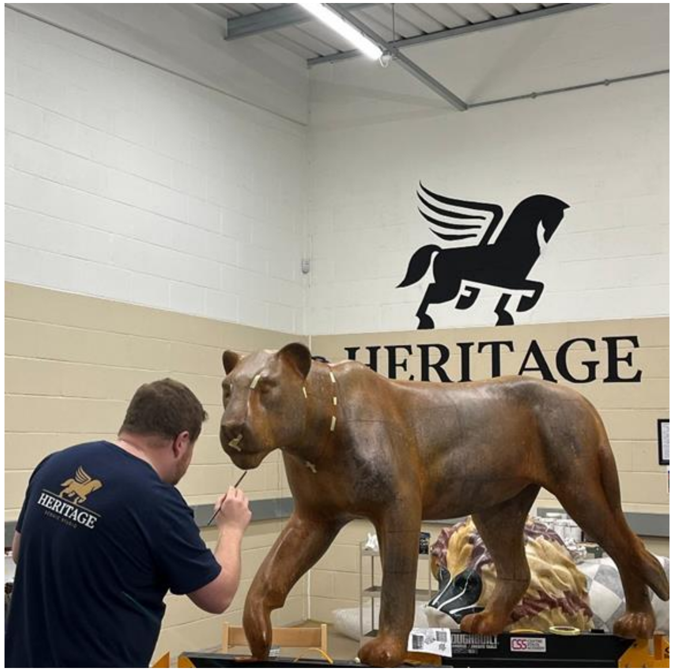
There will be two calls for applications, with dates to be confirmed. All applications will go through to panel and be assessed against set criteria.

Launchpad success story: Heritage Scenic Studio’s journey to high-profile productions

Joe Philpott and Sam Piper launched Heritage Scenic Studio in August 2025, based at the Council’s Century 2 Business Centre. The business is a specialist training and scenic painting studio supporting work across theatre, film, events and interiors.

Drawing on over 20 years of industry experience, Heritage Scenic Studio provides hands-on training for aspiring artists through weekend workshops and intensive courses. Alongside this, they deliver consultancy services and commissioned scenic work for productions and creative projects, helping to meet growing demand for high-quality scenic artistry.

Joe and Sam first engaged with Launchpad in May 2025 while developing their business idea and searching for premises. Through tailored one-to-one support and expert-led workshops, they strengthened their business knowledge and built solid foundations for growth. This early support enabled them to move confidently from concept to trading.



Since launching, the business has gone from strength to strength. Continued support from Launchpad and their base within the Council’s Business Centres has helped them grow quickly, securing a range of high-profile projects in their first year.

Their work includes contributions to the Pride of Yorkshire Sculpture Trail for Sheffield Children’s Hospital and scenic painting for several UK theatre productions, including Sheffield Theatres’ upcoming production of Summer Holiday. They have also achieved a major milestone by delivering their first full West End production, with all scenic painting completed at Century 2.

Through their rapid growth and increasing reputation, Heritage Scenic Studio demonstrates how targeted business support can help local entrepreneurs turn specialist skills into thriving enterprises.

Client testimonial

“We’ve had an exceptionally busy and exciting few months, working on the Pride of Yorkshire Sculpture Trail and several UK theatre tours.” Joe Philpott, Heritage Scenic Studio

“The support and guidance we’ve received from Launchpad has played a significant role in developing the business and enabling us to deliver our first full West End production.” Joe Philpott, Heritage Scenic Studio

Employment Solutions

The past year has seen some exciting new developments and great achievements in the Employment Solutions Team. This is the first year that the core Team has been centrally funded following a budget investment, a decision based on the success of the previous 5 years, and how invaluable the service was to the wider support offered by the Council. The core team, named “Elevate” achieved all agreed targets by December 2025, and over-achieved on engagements and customers supported into employment by the end of the 2025/26 financial year.

Summer 2025 also saw the start of an expansion with an incredibly successful assessment and interview event in preparation for the ‘Pathways to Work’ Trailblazer delivery. 13 new people have been introduced to the wider team, who are tasked with engaging with and supporting “economically inactive” customers into employment.

Using encouragement to be innovative in selection processes, the Employment Solutions team opted away from traditional interviews in the hope of being able to observe some of the key qualities that were needed within the new team.

Quote from participant on the day: *“I’ve really enjoyed the day, even if I am not successful, I feel that I have really got something out of this, and after the first few minutes, forgot my nerves as I got involved in the tasks.”*

Recruitment & Networking

The two bi-annual recruitment events held at Riverside have each attracted an average of 46 employers and providers, along with strong engagement from job seekers in the community. These events continue to be well recognised by both the community and employers, with plans to build on their success through new additions in the future.

A quote from employers at the event - *‘Well organised event, steady flow of customers and lots of interest and engagement’ ‘great networking opportunity’ ‘interviewed six suitable candidates on the day.’*

Training offer

In-house training provision has been expanded through the appointment of a dedicated training officer and the development of partnerships with external providers. Softer skills training to support customers in progressing towards employment has proven highly successful, with 242 candidates completing bespoke courses. These have ranged from core employability skills, such as job searching and CV development, to tailored programmes designed in collaboration with a range of employers.

Pre-employment training programmes have included guaranteed interviews for each participant, with many securing roles upon completion. These opportunities have been well received, with candidates frequently highlighting how enjoyable and valuable the sessions have been.

Elevate (core funded team)

The Elevate annual targets were achieved by December 2025, a testimony to the fantastic teamwork involved. Over 500 individuals engaged with advisors resulting in 118 training achievements and 143 jobs secured. Other customers have upskilled and moved much closer to employment.

Individual Placement Support (IPS)

The Individual Placement Support (IPS) team have taken 208 referrals from the treatment team at 'We are With You' and managed to engage 94 people recovering from substance misuse into employment support. Out of the 94 engaged, 36 managed to gain sustainable, paid employment. Despite some challenges, all targets were well exceeded, demonstrating exceptional teamwork to support some of the more challenged residents, not only helping them into work, but also to significantly improve their day to day lives.

Economically Inactive Trailblazer

There have been many positive success stories, highlighted in April at the first Pathways to Work celebration event, where these were shared with the wider community. The sense of pride was clear throughout.

Employers and young people spoke about their early successes in employment, alongside a full-circle story from within the Pathways team. Amanda, who initially approached Employment Solutions for support during a challenging time, now plays a key role as part of the triage team.

Quote from Amanda: *“I can’t recommend the Employment Solutions service enough, from my adviser Stewart, to training and support from all staff. It really helped me to get where I am … and I am really enjoying the job so far.”*

In total, at the end of Quarter 4, 1,569 referrals for support had been received, of which 842 started a programme within the Employment Solutions service. In total, 471 people were supported into training or paid employment, exceeding the overall target. This included supporting 222 people into accredited training and 249 people into paid employment.

The Employment Solutions team engaged with vulnerable and socially excluded customers to access training and employment opportunities, including those with protected characteristics and economically inactive customers. They have offered support to unemployed candidates seeking flexible working, childcare friendly work options and early retirees returning to the workforce.

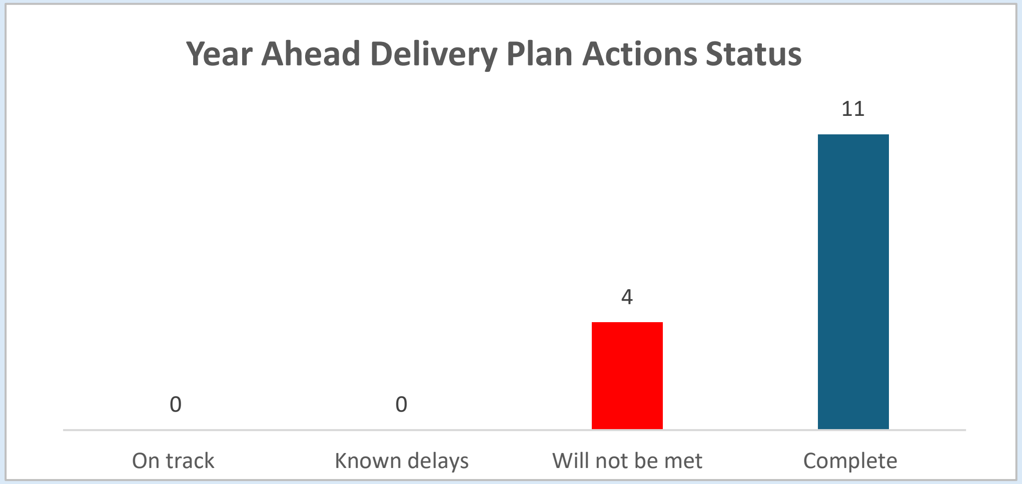
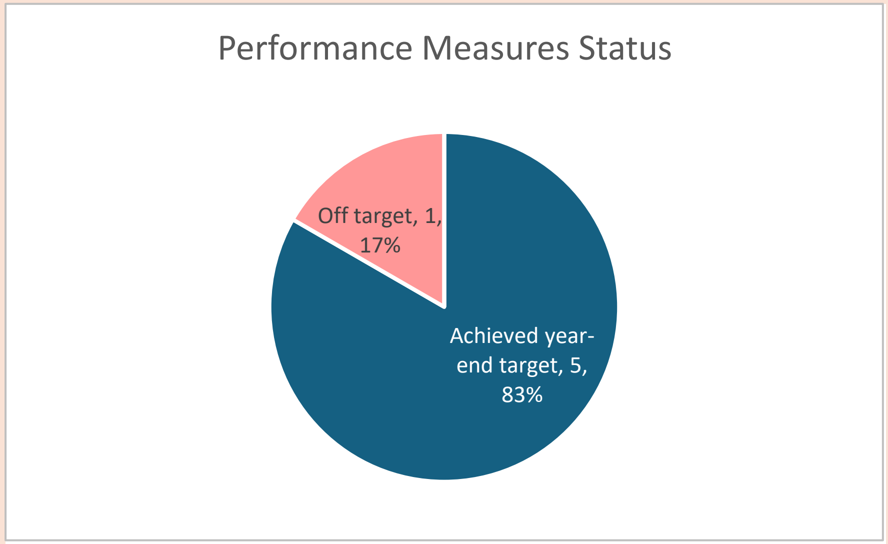
With the new Pathways to Work initiative to support delivery, and with the procurement of different courses, Employment Solutions will be able to offer an even wider range of training to help even more people across the borough. The impact will be a more highly skilled and confident workforce, ready to help improve the local economy in Rotherham

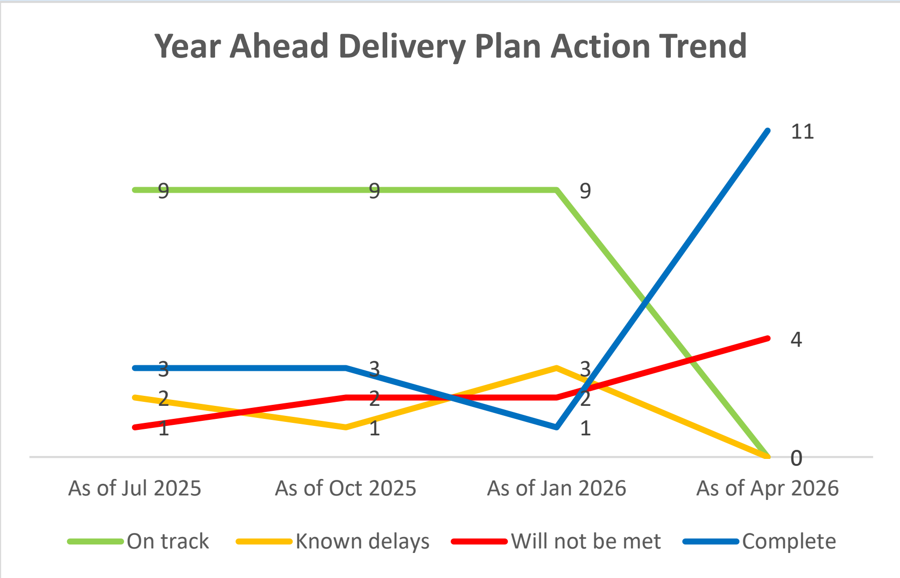
Outcome: Children and young people achieve		
Priorities	**The differences you are seeing in the first year of the Council Plan**	**The differences you'll see in 2026/27**
Ensuring children and young people have fun things to do	• The watersplash facility at Clifton Park opened in July 2025, and playground improvements have taken place at Chestnut Grove, Rother Valley, Thrybergh Country Park, and Rosehill Park. • Across the 2025 festival year, over 1,000 events and activities were delivered alongside a wide-ranging in-school creative learning programme reaching more than 120 schools and colleges. • The Children's Capital of Culture programme continues to support children and young people from diverse backgrounds across programmes including the Youth Programming Panel, Arts Award accreditation and Volunteering Schemes. • The voluntary and community sectors delivered 1356 universal youth work sessions.	• Deliver improvements to a further eight playgrounds. • Deliver an extra 10,000 places throughout the year as part of the Healthy Holidays Activity programme. • Continue to embed the legacy and learning from Children's Capital of Culture. • Refresh the self-catering and recreational facilities at Crowden Outdoor Education Centre.
Enabling children and young people to thrive	• 100% of eligible families who requested a Baby Pack received one. • The building work at Erics Manns is now complete and the Parent Carer Forum are now occupying the building and delivering services within the Community. • Implementation of a new education case management system to enable improved identification and targeted support for children and young people, particularly those	• Deliver a scheme to provide financial support for families with children during the school summer holidays as part of the measures agreed through the Crisis and Resilience Fund (CRF). • Increase permanent staffing by 2 full time equivalent (FTE) Educational Psychologists to create capacity for a targeted early intervention offer that supports schools to implement a whole school inclusive approach for children with SEND.

	with special educational needs and disabilities (SEND), to enhance educational outcomes and preparation for adulthood. • All 27 Rotherham secondary schools and colleges have worked with the Council's Careers Consultants and the South Yorkshire Careers Hub to improve careers provision and meet the Gatsby Benchmarks, the national framework for high-quality career guidance. • Independent Travel Training has been delivered to support greater independence for young people with SEND, with 20 pupils trained by March 2026.	• Ongoing implementation of the new education case management system.
Keeping children and young people safe from harm	• Delivery of new in-house residential homes is progressing. One additional home opened in August 2025, a further home has been submitted for registration, and capital works are complete on another pending recruitment of a Registered Manager. • Planning and early implementation of the Families First Partnership Programme and Family Help Strategy is underway. • The No Family Left Behind Strategy was approved by Cabinet in September 2025.	• Provide the remaining two planned children's in-house residential homes • Implement the new Families First delivery model which includes early intervention, a whole-family approach, and strengthened multi-agency partnerships to provide targeted, timely support that keeps families together (as currently defined by Department for Education).

Headlines – evidencing our progress

To provide evidence of delivery of the outcomes and commitments within this theme, there are 12 priorities/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 actions/milestones	Performance measures
	


Year Ahead Delivery Plan Action Trend
9
9
9
11
3
3
3
4
2
2
2
1
1
1
0
As of Jul 2025
As of Oct 2025
As of Jan 2026
As of Apr 2026
On track
Known delays
Will not be met
Complete

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 and Performance Measures that have been completed since Quarter 2: **C1** Delivered more than 1,000 events and activities across the 2025 festival year. **C3** Improved 4 play areas across the borough as part of the Children's Playground Programme. **C4** Submitted a bid to The Cruyff Foundation for a multi-use games area by Kimberworth Park Partnership. **C5** Delivered 1,356 youth work sessions across the borough, through community and voluntary sector organisations **C6** Delivered 141,748 free school meal vouchers to support families during the school holidays. **C9** Supported all 27 schools/colleges in Rotherham to work with the Council's Careers Consultants and South Yorkshire Careers Hub **C11** Delivered 100% of Baby Packs to eligible families in Rotherham who requested one. **C12** Provided heath visitor checks for 91% of eligible children aged 2-2.5 years old across the borough. **C14** Delivered 2,762 support sessions at Children's Centres to support families with children aged 0-5 years. **C15** Issued 78.3% of EHCPs within 20 weeks, ensuring children receive effective support when needed.
Challenges - Year Ahead Delivery Plan activities that will not be met within three months of the original target date or Performance Measures that have not achieved target within 2025/26: **C8** Throughout 2025/26, 20 pupils have been successfully trained to travel independently to school or college. Target not met due to issues with staff resources and sign-off delays. A new member of staff has been appointed and capacity has increased. **C13** 80.3% of babies born between 1 October 2024 and 30 September 2025 were registered with a Family Hub within 6 months of birth, against a target of 90% *(higher is better)*. **C16C** Submission of registration for a fifth two-bedroom children's in-house residential home has been delayed to Quarter 2 2026/27, as recruitment for a Registered Manager is still ongoing. **C16D** Submission of registration for a sixth two-bedroom children's in-house residential home has been delayed to Quarter 3 2026/27, as capital works commenced in May 2026 and are expected to be completed in September 2026.

C17 Plan the implementation of the Families First Partnership Programme and the Family Help Strategy, the comprehensive needs analysis has been undertaken and engagement activity undertaken to inform the development of the revised threshold document, which is being designed.

Narrative – the bigger picture

This theme encapsulates the Council's 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. This year has seen some landmark achievements in delivering on that ambition, not least Rotherham becoming the world's first Children's Capital of Culture in 2025. More than 1,000 events and activities were delivered across the year in collaboration with local partners, including major festivals and exhibitions, alongside an in-school creative learning programme reaching over 120 schools and colleges. The programme has been particularly focused on ensuring children from all backgrounds can participate, including through the Youth Programming Panel, Arts Award accreditation and Volunteering Schemes.

The Council's commitment to tackling child poverty has been given formal expression this year through the approval of the No Family Left Behind Strategy at Cabinet in September 2025. With 34% of Rotherham's children living in poverty, this strategy represents a significant step in harnessing Council and partner resources to improve life chances across the borough. Alongside this, food vouchers continued to be issued to all children eligible for free school meals throughout every school holiday period, ensuring that the most vulnerable families were not left without support.

Support for the very youngest residents has remained strong. Over the year, 100% of eligible families who requested a Baby Pack received one, and 91% of eligible children received their health visitor check at the 2 to 2.5-year mark. Children's Centres delivered 2,762 support sessions to families with children aged 0 to 5, and the council commissioned the voluntary and community sector to deliver 1,356 universal youth work sessions across the borough, ensuring those from harder to reach communities were included. All 27 Rotherham secondary schools and colleges have continued to work with the Council's Careers Consultants and the South Yorkshire Careers Hub on improving the quality of their careers provision against the Gatsby Benchmarks, ensuring that young people across the borough are better prepared for their futures.

Work to expand the borough's in-house residential children's homes programme has continued, with the third and fourth two-bedroom homes completing registration and opening during the year. This programme is central to the Council's commitment to keeping children in care closer to their families and communities. The completion of building work at the Eric Manns SEND centre, now occupied by the Rotherham Parent Carers Forum, is another tangible example of investment in the infrastructure that families with children with special educational needs and disabilities depend on. Play and outdoor activity areas have also seen significant investment this year, with four play areas at Chestnut Grove in Dinnington, Thrybergh Country Park, Rosehill Park and Rother Valley Country Park all having completed improvements as part of the Children's Playground Programme.

Year Ahead Delivery Plan tracker

Outcome: Children and young people achieve					
Ref	**Outcome**	**Activity**	**Timescales for delivery**	**Status**	**Rationale for status**
C1	**Ensuring children and young people to have fun things to do**	Work with children and young people across the borough to deliver events throughout the 2025 Festival Year, celebrating Rotherham becoming the world's first Children's Capital of Culture.	Quarter 3	Complete	Across the 2025 festival year, more than 1,000 events and activities have been delivered. 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 Rotherham Winter Light Festival (Flux Rotherham). It also includes a diverse in-school creative learning programme that has worked with over 120 Rotherham schools and colleges. These have achieved a combined audience engagements of over 460,000. In addition, there have been 77,849 active participations from children, young people and adults across events, activities and in school creative learning programmes. 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.

C2		Replace the watersplash facility at Clifton Park.	Quarter 2	Complete	The watersplash facility at Clifton Park opened to the public on 23 July 2025 to coincide with the school holidays. A celebration event took place at the Rotherham Show and featured performances.
C3		Improve 4 play areas as part of the Children's Playground Programme.	Quarter 4	Complete	Chestnut Grove play area in Dinnington was complete in May 2025. Improvement works completed at Rosehill Park Play Area on the 6 May 2026. Works at Thrybergh Country Park were completed on 1 April 2026. Works at Rother Valley Country Park play area completed on 5 June 2026.
C4		Submit a bid to the Football Foundation in support of a new multi-use games area in the borough.	Quarter 2	Complete	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. However, an alternative bid was submitted to The Cruyff Foundation for a multi-use games area by Kimberworth Park Partnership on 27 March 2026.
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 package of measures agreed	Quarter 4	Complete	Delivered 141,748 of free school meal vouchers to support families during the school holidays.

		through the Household Support Fund.			
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	The scheme is specifically for children and young people in receipt of home-to-school transport due to a special educational need. Throughout 2025/26, 20 pupils have been successfully trained to travel independently to school or college. The target has not been achieved due to the number of pupils with complex needs who require additional support to achieve the required level of competence and confidence. A new Independent Travel Training Practitioner has been appointed, which will enhance the offer available with a view to increasing the number of pupils that can be trained in 2026/27. The Travel Training buddy hours have also been increased to extend the ability to train more pupils. Classroom sessions continue to be developed, and a school / alternative provision (AP) resource centre has been identified as a pilot. This will identify pupils suitable for independent travel training at

					an earlier stage, to generate a pipeline of pupils to undertake training.
C9		Support 27 Rotherham secondary schools and colleges, to enhance their careers provision.	Quarter 4	Complete	All 27 schools/colleges continue to work closely with the Council's Careers Consultants and the South Yorkshire Careers Hub, to achieve the revised Gatsby Benchmarks for quality careers provision. The Gatsby Benchmarks are an eight-point framework for world-class career guidance in education, outlining standards for schools, colleges, and training providers to help pupils with their future career paths, and all schools, colleges and Pupil Referral Units (PRUs) are measured against them.
C10		Implement a new education case management system.	Quarter 2	Complete	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. To align with the education calendar the planned go-live date for the new education case management system is Quarter 2 2026/27.
C11 C12 C13 C14 C15		Performance measures: see below			
C16a	**Keeping children and young people safe from harm**	Provide the remaining planned children's in-house residential homes to meet the needs of Rotherham children in care	Quarter 3	Complete	The Registered Manager is now in post. Registration was submitted in July 2025.

		and help make sure they stay in the borough. a. Submit registration for a **third two-bedroom home**			
C16b		b. Submit registration for a **fourth two-bedroom** home.	Quarter 3	Complete	Registration was submitted in March 2025 and the home opened in August 2025.
C16c		c. Submit registration for a **fifth two-bedroom** home.	Quarter 4	Will not be met	Recruitment for a Registered Manager is still ongoing. Registration is now scheduled for Quarter 2 2026/27 subject to successful recruitment.
C16d		d. Submit registration for a **sixth two-bedroom** home.	Quarter 4	Will not be met	Following engagement with Ward members and residents, additional due diligence was undertaken, which led to the delay in the submission of a planning application. Capital works commenced in May 2026 to be completed in September 2026. Submission of registration is now scheduled for Quarter 3 2026/27.
C17		Plan the implementation of the Families First Partnership Programme and the Family Help Strategy; undertake a comprehensive needs analysis and revise the threshold document.	Quarter 4	Will not be met	The commissioned needs assessment has been completed; the high-level technical information is being translated into an accessible version, to ensure it is meaningful and informative to those reading it. This will inform the next phase of work. Furthermore, the working groups have been held, with participation from families, practitioners and

					partners, and activity has now moved into the design phase. The Voice and Participation Lead has worked with Voluntary Sector groups, issuing small grants enabling representation from communities in Rotherham to engage in work to refresh the threshold document, ensuring the language is accessible for families to understand. The workshops have been completed and information gathered to inform the new design. The new document is in the design phase, with work also being undertaken to embed short scenario based video clips, to assist families understanding. This is due to be completed in Quarter 2 2026/27. All recruitment to the Transformation Programme Team is complete with Education, Health and Police roles now in post. An update on the progress of the Families First Programme was presented to Cabinet on 16th March 2026.
C18		Publish a No Family Left Behind *(Rotherham's Commitment to Addressing Child Poverty)* 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

Ref	Measure	Good Performance	2024/25 Year End	Target (If Applicable)	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year End	Progress Update	Rag Rating
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	366	275	358	357	1356	366 sessions delivered in Quarter 1 2025/26. 275 sessions delivered in Quarter 2 2025/26. 358 sessions delivered in Quarter 3 2025/26. **357** sessions delivered in Quarter 4 2025/26. This equates to 1356 sessions for 2025/26 across 2025/26. *Although care is taken to ensure data is as accurate as possible each quarter, delays in data input can result in changes in figures when reports are re-run retrospectively each quarter.*	

C11	Deliver 100% of Baby Packs to eligible Rotherham Families who have requested one.	High	n/a	100%	100%	100%	100%	100%	100%	100% eligible families who have requested a Baby Pack have received one throughout 2025/26.	
C12	Provide health visitor checks to at least 85% of eligible children for their 2-2.5yr checks.	High	91%	85%	92%	92%	91%	91%	91%	91% of eligible children have received their 2 - 2 1/2-year check in Quarter 4 2025/26.	
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%	84.2%	74%	73.8%	87.9%	80.3% cumulative annual out-turn	Data shows that since November 2025 there has been a steady increase in the numbers of children registered within 6 months of birth. The cumulative annual outturn shows that 80.3% of babies born between 1st October 2024 and 30 September 2025 were registered with a Family Hub within 6 months of birth, which falls short of the 90%	

										target, however in March 2026, 90.7% of babies were registered within 6 months of birth, achieving the 90% target in that month. Current performance has been affected by some families refusing to register and/or moving out of the area.	
C14	Children's Centres to deliver 1900+ support sessions to families with children aged 0-5 years.	High	n/a	1900	854	657	703	548	2,762	2,762 (854 Q1, 657 Q2, 703 Q3 and 548 Q4) sessions delivered to children aged 0-5 and their families.	
C15	Issue 73% of Education, Health and Care Plans within 20 weeks ensuring children receive effective	High	72.7%	73%	85.8% (Q4)	81% (Q1)	81.3% (Q2)	78.3%* (Q3)	78.3% (Data runs Jan-Dec 2025)	Measure is reported 1st January to 31st December in line with DfE reporting. As such the annual figure for this measure concluded in December 2025, which is Rotherham Council's Q3 reporting period.	

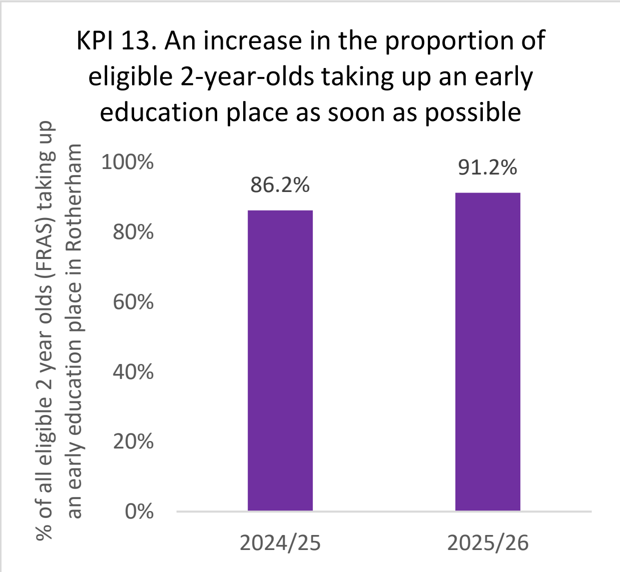
	support when needed.										

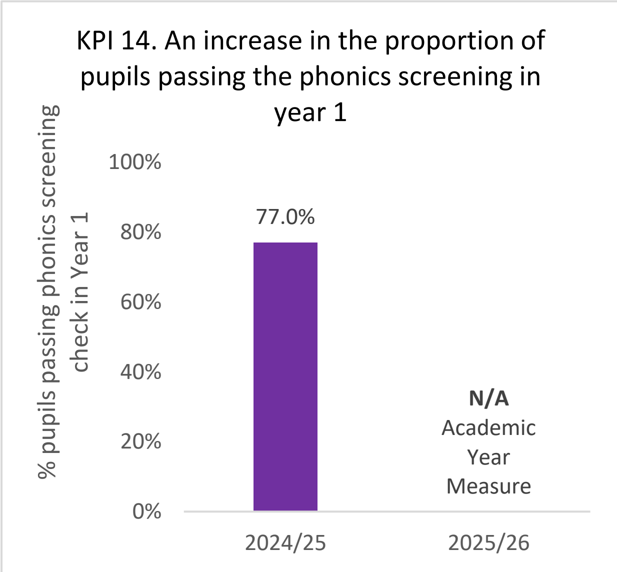
Long-term measures of success

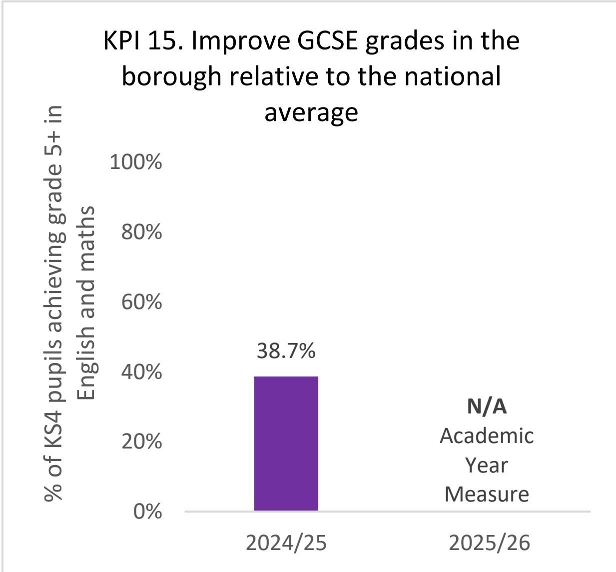
The annual long-term measures for this theme show a positive overall picture, with improvements across a range of indicators relating to early education, inclusion, and outcomes for children in care.

On this page, data shows the proportion of eligible two-year-olds taking up an early education place has risen from 86.2% to 91.2%. The strong performance in this area is due to a number of measures which are proactively taken to raise awareness, encourage take-up and ensure families are recorded on the correct eligibility code. These include; proactive engagement through family hubs, integrating early education within children's social care processes, follow-up with eligible children not in a place, ensuring children access the correct entitlement, and ongoing monitoring and sharing of data with relevant parties.

The data on phonics screening and GCSE attainment will be reported once the relevant data is available.





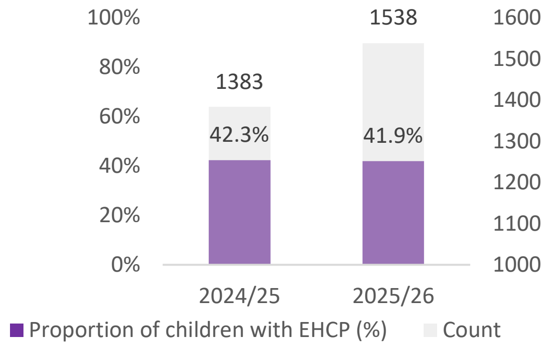


The number of children with an Education, Health and Care Plan (EHCP) educated in mainstream primary and secondary settings has grown from 1,383 to 1,538, though the overall proportion has slightly decreased as the total EHCP population has grown from 3,623 to 4,062. This reflects both rising demand and a deliberate shift in the system towards resourced provision attached to mainstream schools, which has seen a 29% increase in children supported in this way.

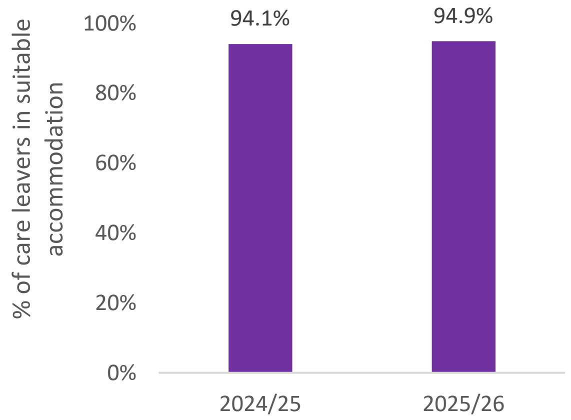
For children in care and care leavers, performance has improved. 94.9% of care leavers are in suitable accommodation, up from 94.1% last year and a priority area the Council is committed to improving further.

The proportion of children in care living within 20 miles of home has risen from 78.2% to 81.7%. This has been in part due to a strong governance arrangement for children and young people in care who are living outside the local area. The focus has been to review care planning arrangements for children in care and support them, if aligned to their care plan, to return to Rotherham. This has been done in conjunction with increasing placement sufficiency and correlates to the work done to increase local in-house residential and fostering capacity.

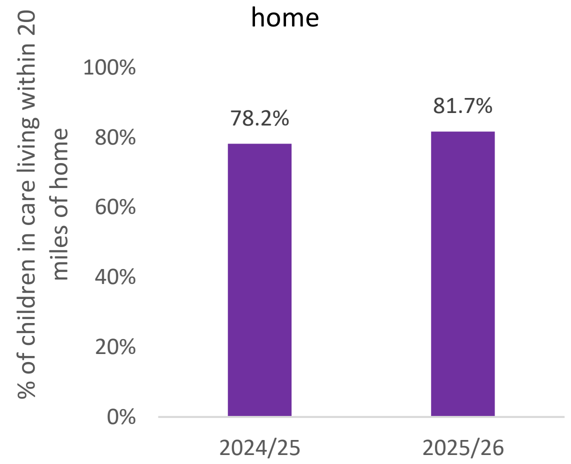
KPI 16. An increase in the number of children with an Education, Health and Care Plan in mainstream schools



KPI 17. Maintain the number of suitable homes that are available for care leavers



KPI 18. An increase in the proportion of children in care living within 20 miles of home



Case studies

Engaging dads and male carers with the Family Hubs programme

Across Rotherham, Family Hubs play an important role in helping children reach their full potential. Designed to be welcoming and inclusive, they provide high-quality early learning environments where children can safely play, explore, interact, and develop social, physical, and communication skills alongside their parents and carers.

Significant efforts have been made to encourage dads and male carers to attend Family Hubs, helping to ensure that all family members feel supported and included.

Positive Impact on Families

Feedback from families continues to highlight the positive difference Family Hubs make to children's learning, development and family wellbeing.

Marcus, who regularly attends the Aston Stay and Play group with his son, shared how access to a larger play space has allowed his son to explore more freely. This has supported his physical development and early social skills by interacting with other children. Marcus has also made good use of additional support services available at the hub, including the self-weighing service, helping him stay informed about his son's growth and development.

Figure 3 - Marcus and Reid, Aston Stay and Play group

Adam, who attends sessions with his daughter, described the benefits for both of them. He has seen her confidence, social interaction, and sharing skills improve, which he feels are particularly important as she is an only child. The sessions have given her opportunities to try new activities such as arts and crafts in a supportive environment. Attending these sessions has also had a positive impact on his own wellbeing. It has helped reduce feelings of isolation and provided valuable opportunities to meet other parents, share experiences, and offer mutual support and reassurance.

Dads and male carers tell us what makes these sessions successful is the welcoming atmosphere, inclusive staff approach, and varied activities that support children's development such as free play, outdoor experiences and singing.

Families can find out more about the support available by visiting: www.rotherham.gov.uk/family-hubs

Free Early Learning for 2-Year-Olds

Across Rotherham, Free Early Learning for 2 Year Olds plays an important role in supporting children's development and preparing them for school. The programme offers up to 15 hours of funded early education each week for eligible children, providing access to high-quality learning environments delivered by Ofsted-registered nurseries, pre-schools, childminders, and a number of schools in Rotherham.

Designed to be inclusive and accessible, the offer supports children's early development while helping families connect with wider services that promote wellbeing and positive outcomes.

Rotherham has achieved a high level of participation, with 92.3% of eligible children taking up their place in Spring 2026. This is significantly above national and regional averages and reflects a strong, coordinated approach across services and partners.

Supporting Families to Access Early Learning

A number of approaches have been put in place to ensure that eligible children are identified early and supported to access the right provision.

Children are routinely identified and checked to confirm their eligibility, helping to ensure they receive the most appropriate entitlement at the right time. This early identification supports both improved outcomes for children and the accuracy of local data.

Families are actively encouraged to take up their place through proactive engagement. Working closely with Best Start in Life Family Hubs, staff contact eligible families directly and offer practical support. Outreach workers provide face-to-face guidance, including home visits, helping parents and carers understand the benefits of early education, address any concerns, and complete applications.

Strong partnership working with Children's Social Care further strengthens this approach. Early education is embedded within social care processes, with regular data sharing used to identify children who are eligible but not yet attending. Social workers support families to access provision as part of wider planning, and where needed, programmes such as PEEP (Learning Through Play) provide a stepping-stone where needed.

Families who have not yet taken up a place are contacted regularly to understand and address any barriers. This personalised follow-up ensures that support is tailored to individual circumstances and that no child misses out on the opportunities available.

Making a Positive Difference

This coordinated approach continues to make a positive difference for children and families across Rotherham. By identifying children early, engaging families proactively, and working in partnership across services, more children are able to benefit from high-quality early learning experiences.

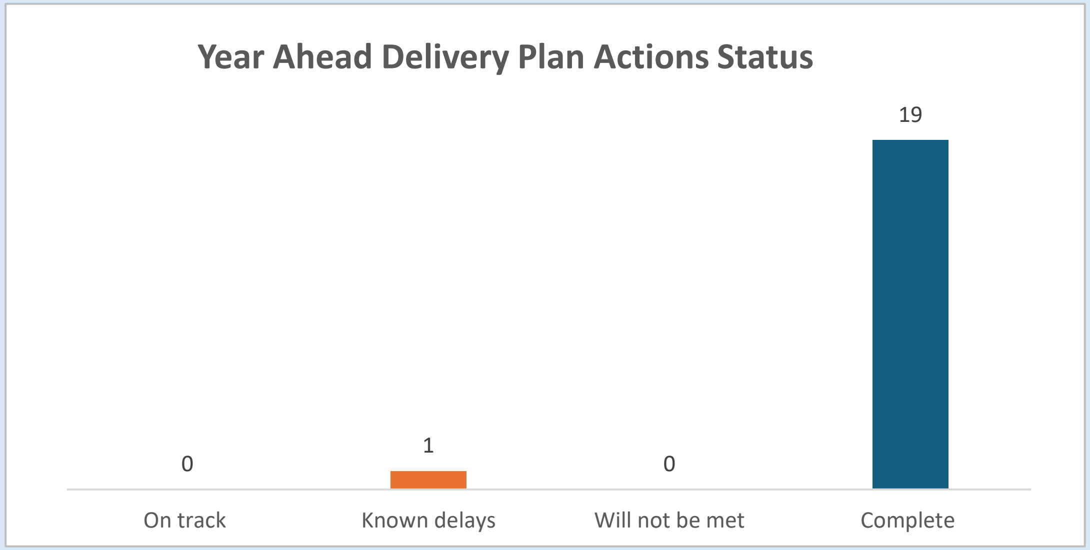
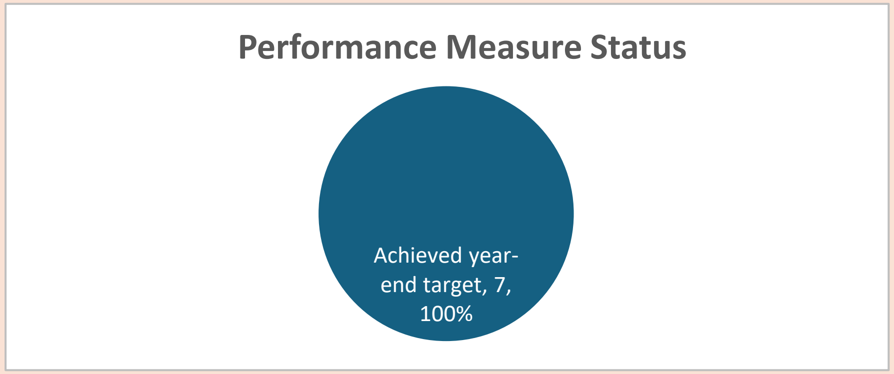

Big book
Big Ships
Pirate's
Treasure

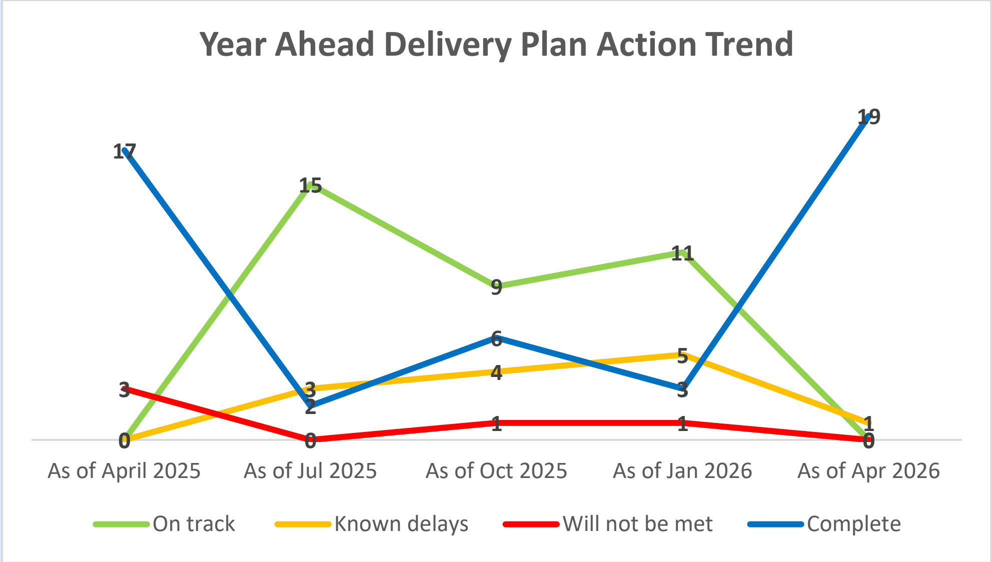
Outcome: Residents live well		
Priorities	**The differences you are seeing in the first year of the Council Plan**	**The differences you will see in 2026/27**
Better physical and mental wellbeing	• Provided 8,624 NHS health checks for Rotherham residents. • An Active Hub (Every Move Counts) has been supporting patients to access physical activity opportunities since July 2025. • Started works in January 2026 on the first phase of a Health Hub to provide health-based services in the town centre.	• Continued delivery of NHS Health Checks for Rotherham residents, with a further 8,500 health checks provided during 2026/27. • Introduction of a pilot half-price swimming offer for residents aged over 65 across leisure centres in Aston, Maltby, Rotherham and Wath. • Complete construction works for Health Hub phase 1.
Assisting people to live independent, safe and well.	• Rothercare has been live since April 2025 in collaboration with Mediquip delivering a wide range of equipment. • Completed works for Castle View Day Service which will provide new day opportunities for people with high support needs. The centre opened in June 2026. • The Council's Local Council Tax Support Top Up scheme has been delivered for 2025/26 with the discount applied to all Council Tax Support claimants.	• Improved access to adult social care support through the introduction of an online self-assessment tool, empowering people in their adult social care journey. • Launch of Thrive at Castle View, providing new day opportunities to support people with complex care and support needs closer to home. • Delivery of the Council's Local Council Tax Support Top Up Scheme for working households receiving council tax support, alongside a Crisis Support Scheme providing one-off financial support for residents experiencing financial difficulty.

Good quality, affordable homes for all.	• By the end of Quarter 4, 788 new council homes had been delivered against the target of 1,000 by 2027. • Expanded the Council’s temporary accommodation portfolio to 173 homes. • A total of 85 homes have been delivered through the acquisitions workstream throughout 2025/26.	• Continued delivery of the Council’s commitment to providing 1,000 new council homes, alongside improvements to the quality of existing Council homes. • At least 35 long-term private sector empty homes brought back into use through Council support and intervention. • Delivery of 101 new Council homes through acquisitions from private sector housebuilders and the open market, alongside new homes developed through the Council’s Small Sites Homebuilding Initiative.

Headlines – evidencing our progress

To provide evidence of delivery of the outcomes and commitments within this theme, there are 13 priorities/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:

Year Ahead Delivery Plan actions/milestones	Performance measures
	



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 and Performance Measures that have been completed since Quarter 2: **R1** Commissioned an Active Hub (Every Move Counts) to support people with long-term health conditions to access physical activity opportunities. **R3** Provided 8,624 NHS Heath Checks for Rotherham residents. **R4** Supported 1,494 Rotherham residents to set a Quit Date, as part of the ambition for a Smoke Free Rotherham. **R5** Completed building works, and opened Castle View Day Service, which will provide new day opportunities for people with high support needs. **R8** Agreed an updated Domestic Abuse Strategy to continue to improve the support available to victims.

R9 Delivered the Learning Disabilities Strategy priorities for 2025 and increased capacity to support up to 100 additional residents with Learning Disability and Autism at any one time. **R10** Delivered the Council's Local Council Tax Support Top Up scheme, providing up to £126 to working households in receipt of council tax support. **R11** Ensured 84% of Domestic Abuse referrals were actively engaged in and support offered, even as demand has increased compared to Quarter 4 or 2024/25. **R12** Ensured that 98.14% of new Housing Benefits and Council Tax Support claims are dealt with within 14 days of receipt. **R13** Completed the Council new build project at Warden Street, Canklow. **R14a** Completed the Council new build project at Albert Road and Princess Street. **R14b** Completed the Council new build project at the Former Ship Inn Site, Swinton. **R14e** Started groundwork on new homes at Wath. **R14g** Delivered 85 new Council homes through acquisition either from private sector housebuilders or direct from the open market. **R14h** Brought 36 long term empty homes back into use through Council support. **R17** Completed 6,490 full stock condition surveys throughout 2025/26. **R18** Expanded the Council's temporary accommodation portfolio to 173 homes. **R19** Ensured that 95.4% of council housing repairs were completed 'Right 1st time'. **R20** Ensured that 61.1% of council homes have ab EPC C and above energy performance rating.
Challenges - Year Ahead Delivery Plan activities that will not be met within three months of the original target date or Performance Measures that have not achieved target within 2025/26: **R14d** Groundwork is due to commence on new homes at Eastwood in Quarter 1 2026/27.

Narrative – the bigger picture

The 'Residents Live Well' outcome focusses on ensuring better physical and mental wellbeing, enabling people to live independently, safely and well, and providing access to good quality, affordable homes.

The Active Hub (Every Move Counts), launched in July 2025, has continued to support residents with long-term health conditions to access physical activity and improve their wellbeing. Alongside this, a range of initiatives have strengthened resident independence and safety. The Castle View Day Service building was completed in May and opened in June 2026. The Rothercare analogue to digital switchover was also completed for over 5,000 residents ahead of the January 2027 national deadline. Broader support was reinforced through the refreshed Domestic Abuse and Sexual Offences Strategy 2026/27–2028/29, approved in April 2026, focused on improving victim support and tackling perpetrators.

Progress has also continued in supporting inclusion, employment, and financial resilience. Delivery of Learning Disability Strategy priorities has accelerated, with additional supported employment funding from September 2025 helping over 50 residents into employment-related activity. Governance has been strengthened through the relaunch of the Learning Disability Partnership Board and the creation of a dedicated voice forum to embed lived experience. Financial support has been maintained through the Local Council Tax Support Top Up scheme, assisting eligible households throughout the year.

Significant progress has been made in housing delivery and policy implementation. A number of developments were completed in the second half of 2025/26, including Warden Street (completed Quarter 4, awaiting allocation) and schemes at Albert Road, Princess Street, and the former Ship Inn site in Swinton (completed and let in Quarter 3). Other sites progressed, with groundworks starting at Maltby in Quarter 2 and developments at Wath and West Melton advancing to site, while Eastwood is due to start on site in Quarter 1 2026/27. The Council exceeded its acquisitions target, delivering 85 new homes, and brought 36 long-term empty properties back into use by year end. Key policy measures included the launch of the Selective Licensing scheme in February 2026 and implementation of the new Housing Allocations Policy from December 2025. 6,490 stock condition surveys were completed against a target of 6,000, improving insight into housing stock and informing future investment.

Year Ahead Delivery Plan tracker

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	Complete	Active Hub (Every Move Counts) is commissioned and being delivered by Rotherham Connect Healthcare Community Interest Company (CIC). The programme continues to have a phased roll out with patients supported by health coaches to access physical activity opportunities. Hub has been established and accepting referrals since July 2025.
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.
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	Complete	Building works for Castle View Day Service were completed in May. The service is now operational, following a successfully delivered and carefully managed phased transition that maintained continuity of care for individuals with high support needs. The formal opening on 11 June 2026 marks a significant milestone in strengthening high-quality local provision and increasing system capacity.

R6		Deliver the Rothercare analogue to digital switchover for over 5,000 residents.	Quarter 3	Complete	The switchover has been fully completed. Delivery is ahead of the national January 2027 deadline.
R7		Launch a new technology service that will provide a broader range of equipment to enable people to remaining 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	Complete	The refreshed Domestic Abuse and Sexual Offences Strategy 2026/27-2028/29 was approved by the Safer Rotherham Partnership and endorsed by Cabinet on 13 April 2026. The refreshed strategy will continue to improve the support available to victims and the actions taken to address perpetrators of violence and abuse. Regular oversight of the Strategy will be undertaken by the Safer Rotherham Partnership Board and the Improving Lives Select Committee.
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	Quarter 4	Complete	Additional funding for Supported Employment commenced in September 2025, increasing capacity to support up to 100 additional residents with Learning Disability and Autism at any one time. This funding, provided through SYMCA and the Department for Work and Pensions as part of the Get Britain Working programme, has already supported over 50 residents into employment-related activity.

		in their care and support journey.			Governance and oversight of the Learning Disability Strategy have been strengthened through the relaunch of the Learning Disability Partnership Board, which will monitor progress against agreed priorities. A dedicated voice forum, facilitated by Speak Up advocacy, has been established to capture lived experience and inform ongoing delivery. The Preparing for Adulthood programme continues to embed the voice of young people across all workstreams, with targeted engagement undertaken through the Guiding Voices group to shape service development and improve transition experiences.
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	Complete	The scheme has been delivered for 2025/26 with the discount applied to all Council Tax Support claimants. The scheme was 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:	Quarter 3	Complete	All homes were completed in Quarter 4 2025/26. These homes have been advertised and are awaiting allocation.

		Complete the Council new build project at Warden Street, Canklow.			
R14a		Complete the Council new build project at Albert Road and Princess Street.	Quarter 3	Complete	All homes were completed and let within Quarter 3 2025/26.
R14b		Complete the Council new build project at the Former Ship Inn Site, Swinton.	Quarter 3	Complete	All homes were completed and let within Quarter 3 2025/26.
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	Known delays	Start on site is now expected to take place in Quarter 1 2026/27.
R14e		Start groundwork on new homes at Wath.	Quarter 3	Complete	Scheme started on site in Quarter 4 2025/26.
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	Complete	A total of 85 homes have been delivered through the acquisitions workstream throughout 2025/26. 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	Complete	At year-end 2025/26, 36 empty homes have been brought back into use.
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. After a mandated 3-month period, the scheme commenced in February 2026.
R16		Agree a new Housing Allocations Policy.	Quarter 3	Complete	Cabinet agreed the new Housing Allocations Policy on 15 September 2025. 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.
R17		Complete full stock condition surveys to 6,000 properties.	Quarter 4	Complete	Throughout 2025/26, 6,490 full stock condition surveys were completed.
R18		Performance measure: see below			
R19					
R20					

Performance measures

Ref	Measure	Good Performance	2024/ 25 Year End	Target (If Applicable)	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year End	Progress Update	Rag Rating
R3	Provide 8,500 NHS Health Checks for Rotherham Residents.	High	7673	8,500	2,325	1,950	6,457	8,624	8,624	Quarter 1 – 2,325 (target of 2,125 Q1) Health Checks have been delivered to Rotherham residents; the service is on target. Quarter 2 – 4,275 (target of 4,250 Q2) Health Checks have been delivered to Rotherham residents; the service is on target. Quarter 3 – 6,457 (target of 6,375 Q3) Health Checks have been delivered to Rotherham residents; the service is on target. Quarter 4 – 8,624 (target of 8,500 Q4) Health Checks have been delivered to Rotherham	

										residents; the service is on target.	
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	254	568	1,494	Quarter 1 - 270 (target of 250 Q1) Rotherham residents have been supported to set a quit date; the service is on target. Quarter 2 - 672 (target of 500 Q2) Rotherham residents have been supported to set a quit date; the service is on target. Quarter 3 - 926 (target of 750 Q3) Rotherham residents have been supported to set a quit date; the service is on target. Quarter 4 – 1,494 (target of 1000 Q4) Rotherham residents have been supported to set a quit date; the service is on target	

R11	Ensure that a minimum of 70% of Domestic Abuse referrals are actively engaged in any support offered.	High	n/a	>70%	74%	85%	75%	84%	n/a	The number of referrals to Domestic Abuse Support Service in Quarter 4 (948) has increased by 50 when compared to Quarter 3 (898). This is also an increase when compared to Quarter 4 2024/25 by 62 incidents. The Domestic Abuse engagement rate has seen an increase of 8% when compared with Quarter 3 (75%) and a 24% increase when compared with Quarter 4 (59%) 24/25.	
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	High	98.4 %	98%	98.56 %	98.59 %	98.43 %	98.14 %	98.14 %	The service has ensured that 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 year end 2025/26, the rate was 98.14%.	

	information to 98%.										
R18	Expand the Council's temporary accommodation portfolio to at least 173 homes	High	160	173	167	173	*	*	n/a	The portfolio consisted of 173 properties at Quarter 2 (service deadline).	
R19	Maintain the proportion of council housing repairs completed 'Right 1st time' to achieve at least 93%.	High	94.5 %	>93%	95.2 %	95.7 %	95.7 %	95.4 %	95.4%	Performance in Quarter 1 25/26 was 95.2%. Performance in Quarter 2 25/26 was 95.7%. Performance in Quarter 3 25/26 was 95.7%. Performance in Quarter 4 25/26 was 95.4%. The year-end performance for right first time is 95.4%.	

R20	50% of council homes to have an EPC C energy performance rating.	High	58%	50%	59.2 %	60.6 %	60.9 %	61.1 %	61.1%	The year-end proportion of council housing with an Energy Performance Certificate (EPC) rated C and above is 61.1%. A programme is being developed to deliver the warmer homes funding to improve energy efficiency of circa 1,100 properties over the next three years.	

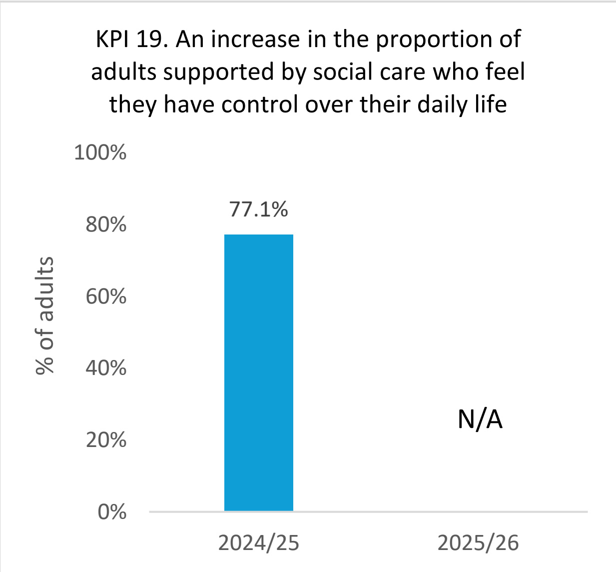
Long-term measures of success

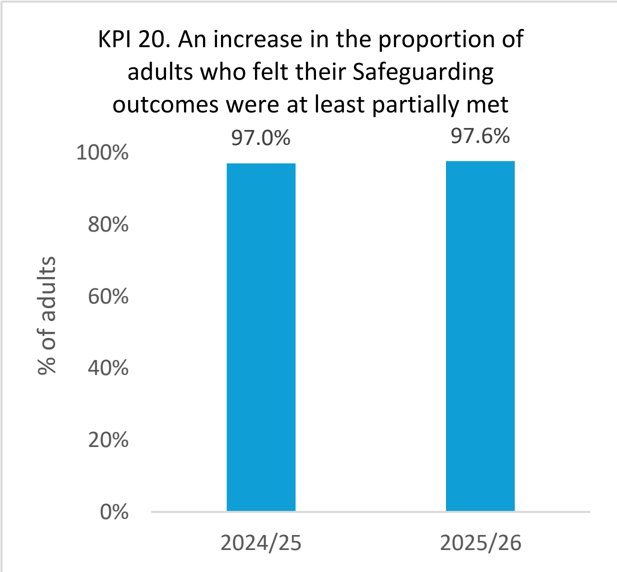
The annual long-term measures for the Residents Live Well theme reflect sustained performance in safeguarding and housing, with data on some measures still outstanding pending national publication.

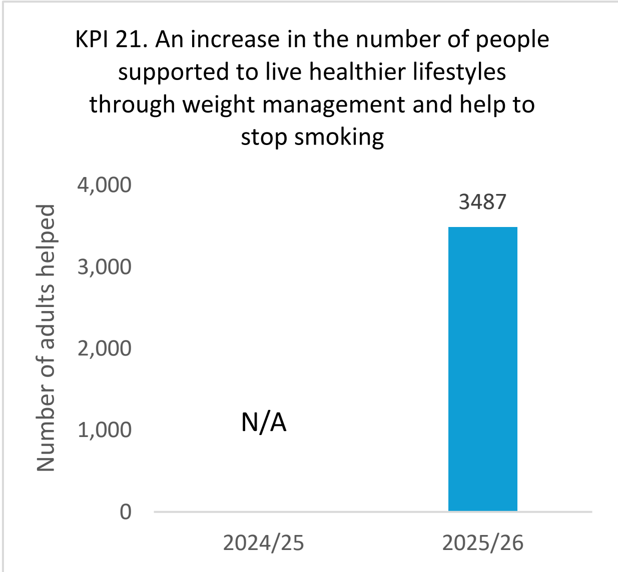
On adult safeguarding, the Council achieved 97.6% effectiveness in meeting adults' desired outcomes by year end, building on last year's strong performance. The reflects the Council's 'Making Safeguarding Personal' approach, which ensures safeguarding practice is person-centred and outcome-focussed.

In total, the Council delivered 3,487 smoking cessation and adult weight management interventions over the year, supporting residents to live more healthy lives.

Results from the Adult Social Care Survey, which will inform the measure of how many adults supported by social care feel they have control over their daily lives (KPI 19), are scheduled for publication by the Department for Health and Social Care in Autumn 2026.



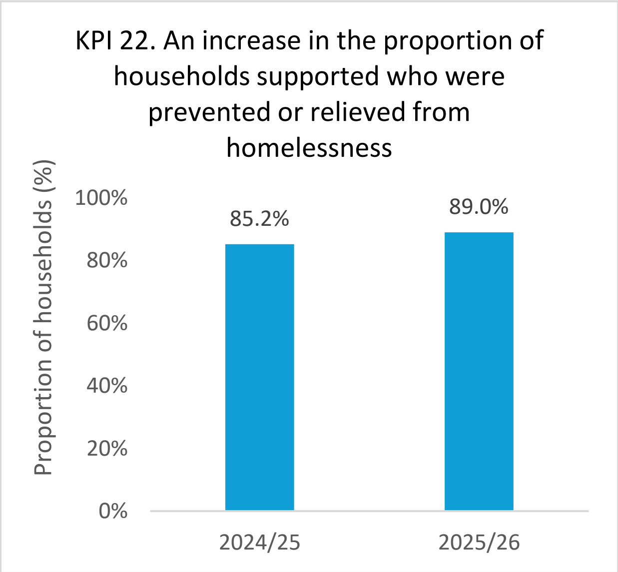


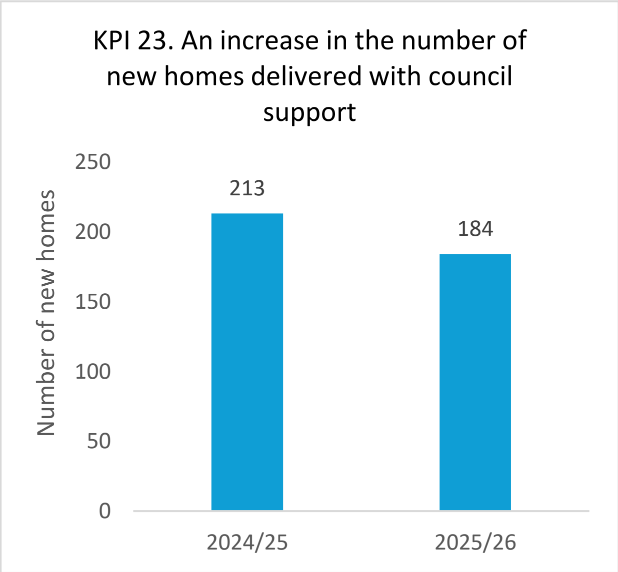


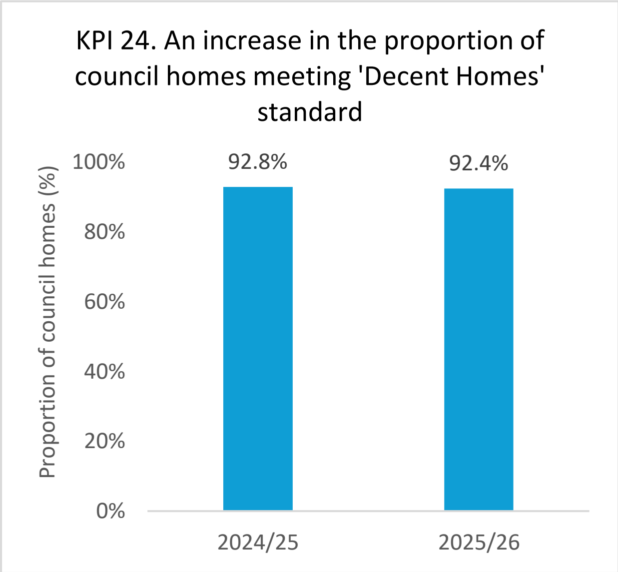
In housing, 89% of households supported were prevented or relieved from homelessness, exceeding the 85% set in the previous year. This is a strong result given continuing pressures on the housing market and increasing complexity of demand.

184 new homes were delivered with Council support during the year, 114 were delivered directly by the Council, and a further 70 enabled through Council support including 36 empty private sector properties brought back into use. While this is below the 213 homes delivered in 2024/25, the reduction reflects a smaller planned programme of 100 direct Council homes in 2025/26 compared to 150 the previous year. With 150 Council homes planned for 2026/27 including completions at the Maltby and Wath direct build sites, the Council expects this year's figure to be met or exceeded.

Finally, there was a slight drop in the proportion of council homes that met the 'Decent Homes' standard since last year. The aim remains to increase the proportion of council homes meeting the Decent Homes Standard, however, performance can be influenced by a range of factors. In 2025, Housing Services began a three-year programme to survey all properties to assess their condition and identify hazards. Within the first year, 6,490 surveys were completed, this is likely to impact the overall level of decency, as more issues are identified through the survey process. Despite this, it is positive to note that the proportion of homes meeting the Decent Homes Standard has only decreased marginally, by 0.4% compared to the previous year.







Case studies

Canklow, Warden Street

Warden Street / Castle Avenue in Canklow is a joint venture between housing and adult social care. The scheme provides 15 new Council homes, comprising a mix of general needs, specialist accommodation, and a purpose-built Day Care Centre. The development includes 13 two-bedroom apartments for older people, designed to support ageing in place, alongside one two-bedroom Disabled Person apartment for households requiring enhanced accessibility. A key feature of the development is the provision of a four-bedroom accessible bungalow, an accommodation type that is in particularly high demand. This property type is critical in supporting independence for families with acute needs and was specifically designed to meet the requirements of larger households requiring a fully accessible, bungalow-style home. The design enables flexibility, dignity, and long-term sustainability for families where one or more members have significant health or mobility needs.

The importance of delivering this type of home was evidenced through a previously completed four-bedroom bungalow in East Herringthorpe, which supported a family with acute health needs. Feedback from the resident highlighted the transformational impact of accessible, appropriately designed housing; “This home has changed everything. I can now move around freely and no longer feel embarrassed having visitors. It’s given my children their childhood back”.

Identification of need:

Housing Intelligence was used to inform the business case and shape the development by identifying clear gaps in local provision. At the time, there were no two-bedroom council-rent apartments in the ward and no two or three-bedroom bungalows in Canklow, with limited bungalow supply across the wider Boston Castle Ward. Housing Register data showed significant levels of medical (13%) and ground-floor (9%) need, alongside a trend of under-occupancy within existing stock. This evidenced the need for a new, accessible housing offer that could better meet diverse needs and encourage downsizing. Downsizing supports tenants through improved suitability, accessibility and reduced living costs, while also enabling better use of social housing stock. In line with Rotherham’s Allocations Policy, which prioritises downsizers, and recognising the borough’s ageing population, the decision was made to age-restrict the properties.

Impact:

Feedback has been gathered from tenants residing in the new homes at Canklow Warden Street to understand their initial experiences and the impact of the properties on their daily lives. Overall, responses have been highly positive. Tenants described the homes as “spacious and modern” and noted that living there has been “very enjoyable.”

One tenant highlighted a significant improvement in their circumstances, explaining that they had previously lived in shared accommodation but are now able to have their children stay with them more regularly as a result of having their own home.

Across the feedback, tenants consistently expressed satisfaction with both the space and the design of their new properties, indicating that the development has positively contributed to their quality of life.

Stop Smoking case study

Scott, from Rotherham, started smoking when he was 17. What began as curiosity - watching friends and family smoke - soon became a 25-year addiction. Last year he quit smoking with help from his local stop smoking service, showing that it is never too late to quit. *"I grew up around smoking. My mum smoked, my grandad smoked, and most of my friends smoked. I always wondered why, and eventually my curiosity got the better of me. That's why I tried my first cigarette. Before I knew it, smoking was part of my routine and part of my identity. Smoking was easy for me – I've always worked outside, so I didn't have to wait for breaks - I could smoke whenever I wanted. It was easy for me to smoke 20 to 25 cigarettes a day."*

Scott, who turns 50 next month, knows first-hand the harm smoking can cause. His mum was diagnosed with Chronic Obstructive Pulmonary Disease (COPD) in her 50s and sadly passed away around 20 years later. *"I watched my mum die from COPD which was caused by smoking. She struggled a lot and it wasn't nice to see. I didn't want my kids to go through that. I didn't want them - or my grandkids - to see me that way, or for me not to be around for them. Smoking started taking its toll on my health soon after. I was always coughing – sometimes so hard I nearly blacked out. I've even broken ribs from it. I'm currently being assessed for bronchitis, and I knew continuing to smoke could lead to COPD. That's when it really hit me - I had to do something if I wanted to be there for my family."*

Like most people who quit, Scott had tried to quit before. *"During COVID, I tried using my local stop smoking service, but it was all over the phone. I was given patches, but they didn't work for me. At work, I'd end up asking the lads for a cigarette, and before I knew it, I was back smoking. "Last year, I went back to the service but this time I used Varenicline. My advisor, young Sam, was brilliant from the start. We got on well and those appointments kept me accountable. I knew he'd be checking my CO [carbon monoxide] levels, and I didn't want to let him down."*

Since quitting, Scott has experienced an improvement in his health and daily life. *"My lungs have cleared up a lot, and I feel so much healthier. But it's more than that - I am so much more present. I don't have to stop games halfway through to go outside to smoke, I don't leave the table when we're at a restaurant for a family birthday, and I don't have to delay playing games with my grandkids to have a cigarette first. You don't realise how much time you spend in the garden until you get that time back."* Scott is encouraging others to quit smoking too. *"My attitude used to be that stopping was for quitters – I was stubborn when it came to quitting and I didn't like people telling me what to do. "Now all I can say is that I was wrong. Quitting is, not to be cheesy, but it is* *lifechanging – it changes how I behave, how I spend my time and the quality of my life. "It's not as hard as you think - especially with the right support. Take advantage of the help that's out there and just give it a go."*

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.

Ref	Measure	Good Performance	2024/25 Year End	Target (If Applicable)	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	Year End	Progress Update	Rag Rating
SC1	Proportion of adults with social care support, remaining at home.	High	72.78% (2821)	N/A	72.6% (2869)	72.5% (2874)	73.3% (2939)	73.6% (2878)	73.6% (2878)	Performance remains positive with a high proportion of adults with social care support continuing to live independently in their own homes, reflecting the effectiveness of prevention, enablement and community-based support.	

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	151.20	156.80	126.94	93.82	520.63	The Better Care Fund target for 2025–26 is to reduce the number of older people admitted to residential care to no more than 330 admissions over the year, equivalent to a population rate of 607.18 per 100,000. Reporting for this measure has transitioned to the national Client Level Dataset (CLD) definition for long-term admissions to residential and nursing care, which provides a more stable and accurate reflection of activity and aligns with national statutory returns. Performance in Quarter 4 remained well within target, with 51 admissions recorded (93.82 per 100,000), compared to a quarterly target of fewer	
SC3	Number of new admissions to residential care homes for older people.	Low (in line with Peers)	327	>330	80	82	70	51	283		

										than 83 admissions (153 per 100,000). For the full year to date, 283 admissions have been recorded as of 9 April 2026, equating to a rate of 520.63 per 100,000 population. This represents performance significantly better than the annual target and demonstrates continued success in supporting older people to remain living independently where appropriate.	
SC4	Proportion of Adults who were enabled to be independent after short term at home support.	High	90.60%	90%	92.4%	92.4%	94.5%	95.9%	93.8% %	Performance for this measure remains strong. In Quarter 4, **95.9%** of adults were supported to remain independent following short-term support in their own homes. The year-end position of **93.8%** exceeds the annual target of **90%**, demonstrating the continued effectiveness of	

										enablement and reablement services. This measure has remained on track throughout the year. Data is refreshed quarterly to ensure accuracy, and work is underway to align the local definition with the national Client Level Dataset definition from 2026–27 to support consistency with statutory reporting.	
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	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. 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%). **Unable to full assess this measure until the next national data release in Autumn 2026.	
SC6	Number of 0-17year old children who are a Child in Need as a rate per 10,000 of the Rotherham 0-17yrs population.	Low	310.7	<375.5	310.6	306.4	321.4	320.1	320.1	320.1 at the end of Quarter 4 showing a decrease of 1.3 compared to Quarter 3 equating to a decrease of 8 young people. The annual outturn shows an increase of 9.4, equating to 100 young people in comparison with the 2024/25 year-end position but still comfortably below target. **Note that the full year's data is refreshed each quarter to take into account any backdated	

										updates made to the system between reports.	
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	44.9	40.2	43.9	43.3	43.3	**43.3** at the end of Quarter 4 showing a 0.6 decrease compared to Q3 equating to a decrease of 3 young people. The annual outturn is a decrease of 10.9, equating to a decrease of 57 young people in comparison with the 2024/25 year-end position. **Note that the full year's data is refreshed each quarter to take into account any backdated updates made to the system between reports.	
SC8	Number of 0-17year old children in care as a rate per 10,000 of the Rotherham 0-17yrs	Low	83	<90.0	76.1	77.8	78.6	80.8	80.8	**80.8** at the end of Quarter 4 showing a 2.2 increase compared to Q3 equating to an increase of 13 young people, this has been slowly increasing throughout the year but remains under target. The annual outturn is a	

	population.									decrease of 2.2 and a decrease of 1 young person in comparison with the 2024/25 year-end position. **Note that the full year's data is refreshed each quarter to take into account any backdated updates made to the system between reports.	
SC9	Number of 0-17year old children open to the Family Help service as a rate per 10,000 of the Rotherham 0-17yrs population.	n/a	403.8	n/a	349.0	337.4	323.6	351.1	351.1	**351.1** at the end of Quarter 4 showing an increase of 27.5 compared to Q3 equating to an increase of 75 young people. The annual outturn is a decrease of 52.7, equating to a decrease of 117 young people in comparison with the 2024/25 year-end position. **Note that the full year's data is refreshed each quarter to take into account any backdated updates made to the system between reports.	No target

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	23	19	19	**19** at the end of Quarter 4 showing a decrease of 4 young people compared to Quarter 3. The annual outturn is an increase of 4 young people compared to the 2024/25 year-end position.	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	57	51	51	51 at the end of Quarter 4 showing a decrease of 6 young people compared to Quarter 3. The annual outturn is an increase of 7 young people compared to the 2024/25 year-end position.	No target
SC12	Proportion of children and young people being referred to	Low	17.3%	<22%	19.00%	19.10%	18.50%	19.60%	19.00%	**19.6%** of referrals in Quarter 4 were re-referrals, showing a 1.1% increase on Quarter 3. The annual outturn is 19.0%, this is an increase	

	social care services for a second of subsequent time within 12 months.									of 2.7% compared to the 2024/25 outturn but still comfortably below target.	

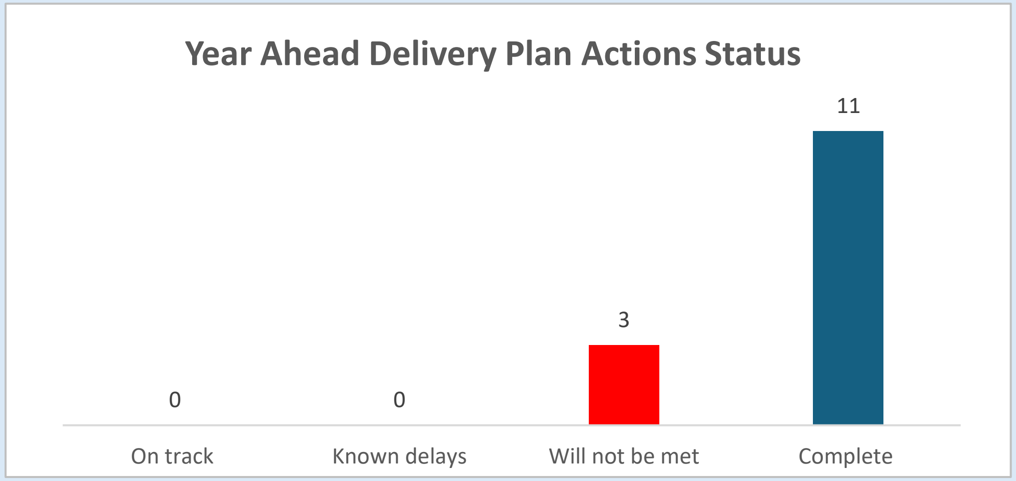
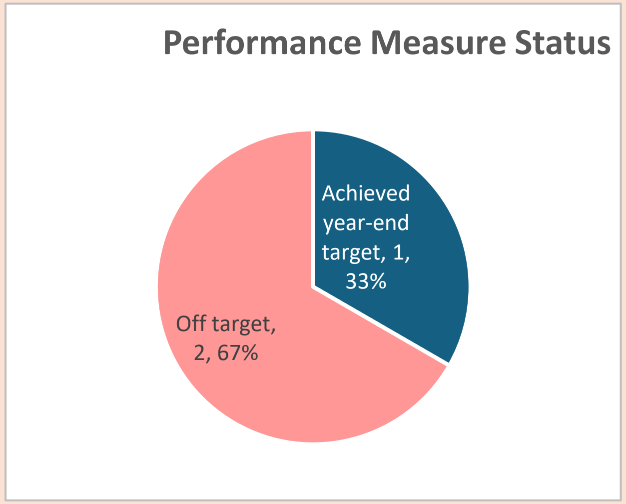
Outcome – One Council that listens and learns		
Priorities	**The differences you are seeing in the first year of the Council Plan**	**The differences you'll see in 2026/27**
Better customer experience	• Increased the number of services available digitally for customers, with the digital pest control appointment service going live in Quarter 3, followed by new online booking forms for Secure Green Spaces. Throughout 2025/26, a total of 169 new online forms were created, with a further 167 forms amended or updated. A new complaints system and policy was introduced from April 2026. • Implementation of a new IT system (Confirm) to support borough cleanliness, remaining elements are now planned for delivery during 2026.	• An improved and expanded range of online customer services, including the introduction of a new trees system, alongside enhancements to housing repairs services. • Customer telephone wait time in the corporate contact centre averages 2.5 minutes or below, by Quarter 4.
Working in partnership with our communities	• The new Rotherham Plan for the Rotherham Together Partnership was endorsed by partner organisations in May 2026, including Cabinet, and launched at a showcase event at Magna on 11 June 2026. • Cabinet approved a new Inclusion Strategy 2026-2030 in February. • Launched new consultation software in April 2026 to improve the Council's approach to consultation with residents. • Launched new Tenant Engagement Framework, which was developed through co-production.	• Secure Tenant Participatory Advice Service (TPAS) Exemplar Status, recognising strengthened tenant engagement arrangements through independent accreditation by England's leading tenant engagement organisation.

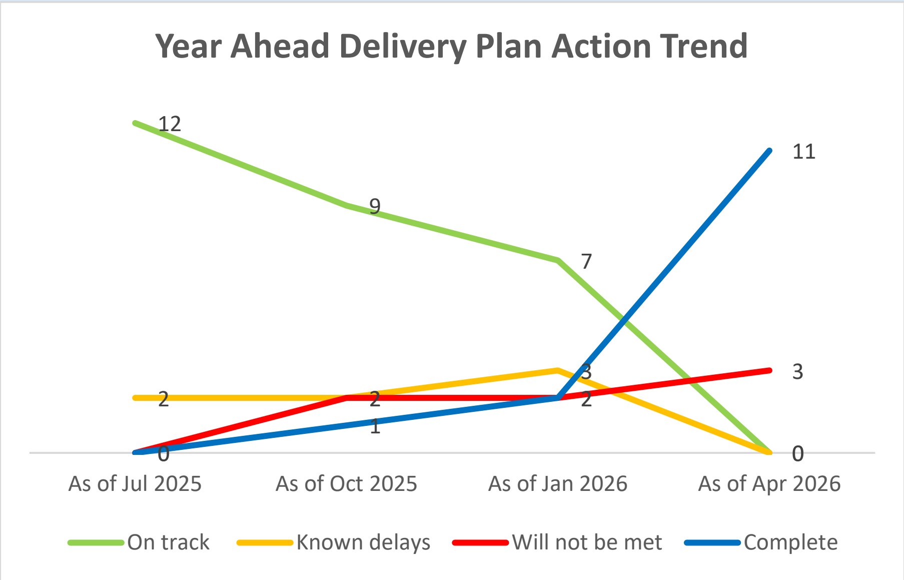
A workforce that is ambitious and proud	• Progress has been made in improving workforce representation, with increases in the proportion of employees from Black, Asian and Ethnic Minority backgrounds, those with disabilities, and staff aged under 25. • A programme of work experience, internships, apprenticeships and graduate schemes has been launched, including One Council placements across multiple service areas. 61 student placements and 18 referrals to partner organisations across Rotherham have been delivered. • Increased the proportion of new starter apprenticeships created within the Council to 1.68%, against a target of 1.5%.	• A flexible recruitment approach reflecting the communities served by the Council and supporting delivery of year one priorities within the Inclusion Strategy Action Plan. • An agreed action plan to address identified areas for improvement arising from the employee opinion survey.
Responding to climate change	• Worked with South Yorkshire Mayoral Combined Authority (SYMCA) to progress the next phase of the public EV infrastructure strategy and identify an external funding source. Cabinet approved the Council's inclusion in the South Yorkshire scheme at its meeting in December 2025. Procurement documents have been produced and approved by SYMCA and the Local Electric Vehicle Infrastructure Support Body.	• Delivery of a rooftop solar project at the Market and Library building in the town centre. • Development of a broader climate sustainability strategy in partnership with organisations across the Rotherham Together Partnership, Youth Cabinet, Yorkshire and Humber Climate Commission, and other anchor institutions. • Completion of procurement activity for all vehicles included within the Phase 1 Fleet Replacement Programme. • Installation of energy conservation measures, including solar panels, heat pumps and insulation, at 115 Middle Lane South, Springwell Gardens, Swinton Library, and Peacock Lodge Children's Home.

		• Deliver the Council's Heat Decarbonisation Plan to 16 sites that are proposed in the Council's Climate Energy Annual Report (2026/27). • Installation of Electric Vehicle Charging infrastructure.

Headlines – evidencing our progress

To provide evidence of delivery of the outcomes and commitments within this theme, there are 14 priorities/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 actions/milestones	Performance measures
	



Highlights – Achievement 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 and Performance Measures that have been completed since Quarter 2: **1** The digitalised pest control appointment service went live in Quarter 3 2025/26, followed by new online booking forms for Secure Green Spaces in Quarter 4 2025/26. Throughout 2025/26, 169 new online forms were created with a further 167 amended or updated. **4** Proportion of complaints closed within timescales was 85% (*higher is better)*, this therefore met the 85% target. **6** The Council's refreshed Equality, Diversity and Inclusion Strategy was agreed by Cabinet in February 2026, now named the Inclusion Strategy.

7 The new Rotherham Plan for the Rotherham Together Partnership was endorsed by partner organisations in May 2026, including Cabinet, and launched at a showcase event at Magna on 11 June 2026. **9** Implemented new consultation software in April 2026, to improve the Council's approach to consultation. **10** Rotherham Adult Social Care Always Listening Co-Production Board (RASCAL) has been embedded within the approach to change across adult social care strengthening co-production, governance, and lived-experience across the service. **11** Co-designed the new Tenant Engagement Framework strengthening tenant influence in Rotherham and empowers tenants to effectively shape council housing services. **13** Implemented a refreshed recruitment approach to better attract candidate's representative of the borough, supported by attendance to 19 careers and employability events in Quarter 4 2025/26. This has contributed to increased engagement from young people, with more applications and appointments from the 16-24 age group, alongside delivery of 61 work placements across Council services. **15** Delivered 30 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. **16** Developed a full business case for the procurement and delivery of a Local Area Energy Plan for Rotherham. This has been included within the Climate Emergency Annual Report for delivery during 2026/27. **17** The next phase of public EV infrastructure strategy has advanced with South Yorkshire Mayoral Combined Authority, securing a funding source and identifying a proposed approach.
Challenges - Year Ahead Delivery Plan activities that will not be met within three months of the original target date or Performance Measures that have not achieved target within 2025/26: **2** Implementation of the new IT system (Confirm) continues to make progress; however, it has been delayed due the complexity of data development, cleansing, analysis and migration, alongside competing operational demands. The remaining elements are now planned for delivery during 2026/27. **3** Average customer wait time to corporate contact centre was 4 minutes and 33 seconds in Quarter 4. This is against a target of under 3 minutes on average. **5** 411 complaints relating to street cleaning, grounds maintenance and waste management were received during 2025/26, compared with a target of fewer than 190 complaints *(lower is better).* Performance was affected by several operational challenges, including significant changes within the waste management service, reliance on agency staffing and the implementation of revised collection routes. **12** The Employee Opinion Survey 2025 was delivered within the agreed timescales and achieved a 49% participation rate, against a target of 50%. **14** The installation of solar (Photovoltaic) panels at five town centre properties has been delayed following the consolidation of works into a single procurement, supporting better value for money and a more coordinated approach to future installations. Completion is now expected in Quarter 3 of 2026/27.

Narrative – the bigger picture

The One Council that listens and learns outcome focusses on delivering a high-quality customer experience, working in partnership with communities, supporting a workforce that is ambitious and proud, and responding to the challenges of climate change. Central to this outcome is the continual improvement of internal processes, strengthening engagement and modernising services to meet the evolving needs of residents.

Progress has been made in expanding digital services and access, supporting greater efficiency for residents. New online booking forms for Pest Control and Secure Green Spaces have been introduced. Throughout 2025/26, 169 new online forms have been created with a further 167 online forms amended or updated. Delivery of the Council's new IT system (Confirm) has progressed, although implementation is taking longer than originally planned. Once complete, the system will enhance workflows, case management, and customer experience through features such as interactive mapping and automated updates, ultimately improving the cleanliness of the borough by providing better performance monitoring.

Engagement with residents and communities remains a key priority. The Housing Tenant Engagement Team delivered a comprehensive programme of co-design activity between Spring and Autumn 2025 to inform the development of a new Tenant Engagement Framework. The Council approved its Inclusion Strategy in February 2026, following consultation with residents and community groups across the borough. The strategy sets out a clear ambition to reduce barriers to participation in all aspects of life across the borough. It is structured around four equality objectives: working together, responsive services, welcoming places, and becoming an employer of choice. A new consultation platform was launched in April 2026 which provides a more accessible and inclusive mechanism for residents to have a voice on issues and projects affecting them, while ensuring that the process is consistent and streamlined.

The Council continues to respond to the climate emergency. The installation of two solar (PV) panels on five properties across the town centre is delayed ensuring best value is realised through one procurement exercise. Completion is now expected in Quarter 3 2026/27. A full business case has been developed for a Local Area Energy Plan, which will be delivered through the 2026/27 Climate Change Action Plan. Work is also progressing in partnership with the South Yorkshire Mayoral Combined Authority (SYMCA) to deliver the next phase of electric vehicle (EV) infrastructure. Following Cabinet approval in December 2025, procurement documents have been approved by SYMCA and the Local Electric Vehicle Infrastructure Support Body, with SYMCA responsible for publication in Quarter 1 2026/27. This collaborative approach reflects the importance of regional coordination in responding to climate challenges and securing investment.

Year Ahead Delivery Plan tracker

Outcome 5: 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	Complete	The digitalised pest control appointment service went live in Quarter 3, followed by new online booking forms for Secure Green Spaces. Throughout 2025/26, 169 new online forms were created with a further 167 amended or updated.
2		Implement a new IT system (Confirm), which will improve the cleanliness of the borough by providing better performance monitoring, maximising use of resources and improving how the public report and receive feedback on local issues.	Quarter 3	Will not be met	Service delivery has been delayed due to the complexity of data development, cleansing, analysis and migration, alongside competing operational demands. The remaining elements are now planned for delivery during 2026, with full transition to business-as-usual arrangements later than originally planned.
3		Performance measures: see below			
4					
5					
6	**Working in partnership with our communities**	Refresh the Council's Equality, Diversity and Inclusion (EDI) Strategy and produce the accompanying Annual Report.	Quarter 2	Complete	The EDI Strategy refresh was considered and agreed at Cabinet in February 2026 following the consultation that was undertaken throughout the autumn. The consultation undertaken included a number of focus groups with different groups from across the borough.

					The Strategy has now been renamed as the “Inclusion” Strategy.
7		Develop and launch a new Rotherham Plan for the Rotherham Together Partnership.	Quarter 4	Complete	This was endorsed by partner organisations in May 2026, including Cabinet, and was launched at the Rotherham Together Partnership showcase at Magna on 11 June 2026.
8		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.
9		Procure and implement new consultation software to improve the Council’s approach to consultation.	Quarter 4	Complete	The system has been procured and implemented. Training for Council staff has been undertaken. Pilots of the new system were undertaken in Quarter 4 on smaller scale ongoing consultations and engagement activities. The new system went live from 1 April 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	Complete	The Rotherham Adult Social Care Always Listening Co-Production Board (RASCAL) continues to meet monthly and is now well embedded within Adult Social Care’s approach to service change. The Board is co-chaired by a member with lived experience alongside the Co-Production Lead, strengthening shared ownership and ensuring effective governance.

					RASCAL has played a key role in co-producing the next Adult Social Care Strategy, including shaping the approach to community engagement. Activity is underway to further strengthen the representativeness of the Board through recruitment of new members, and planning is in progress to mark Co-Production Week in July 2026, reinforcing the Council's commitment to meaningful involvement.
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	Complete	Between spring and autumn 2025, the Housing Tenant Engagement Team ran 13 codesign workshops with 26 of our regularly engaged tenants. Alongside tenant only sessions, the Service also brought together a national TPAS consultant, and key council stakeholders including the Cabinet Member for Housing and the Housing Senior Management Team. These workshops allowed collaboratively working, to explore what excellent engagement should look like, develop proposed aims and outcomes for wider consultation, and agree the shared values that will guide the approach over the next four years. Following these workshops a further 107 tenants gave their views on the proposed aims and outcomes. The Service used this learning from the consultation to finalise the Tenant Engagement Framework. A further meeting was held with tenants from the main panels to sense-check the final version and make sure it

					reflected what they had said was most important. The framework is now live on the Council website.
12	**A workforce that is ambitious**	Complete the Employee Opinion Survey 2025 and increase the participation rate to greater than 50%.	Quarter 4	Will not be met	The Employee Opinion Survey 2025 was delivered in accordance with timescales and achieved a 49% completion rate. Outcomes have been communicated with Council staff, Elected Members and Trade Unions via the Joint Consultative Committee. Notable increases were seen in senior management visibility, leadership and direction, alongside staff feeling a strong sense of belonging to the Council and its values. The Workforce Board, chaired by the Chief Executive, is developing an overarching action plan as part of continuous improvement activity and further links to actions in the Workforce Plan and the Inclusion Strategy. Activity will be monitored through the workforce Board and reporting to the Joint Consultative Committee.
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	Complete	In Quarter 4 2025/26, a total of 19 careers and employability events were attended by the Council. These included careers fairs, work placement, launch events, apprenticeship pathway sessions and a professional interview evening. A total of 112 work placement applications were received. Of these, 61 placements were offered across 16 services, alongside 18 referrals to

					partners and other organisations in Rotherham. Three T-Level placements were offered within Digital Services, and a long-term undergraduate placement was completed within the Organisational Development service. Recruitment impacts continue to be monitored, which has been an increase in applications from Quarter 4 2023/24 (15.25%) to Quarter 4 2025/26 (15.86%) and in appointments (13.28% to 14.87%) from the 16-24 age group.
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	Will not be met	A procurement activity is ongoing to identify solar suppliers, to now include installations. By bringing this into one procurement, it will create delays on this scheme but will provide economies of scale/better value for money and a more proactive approach to future installations. Completion is now expected Quarter 3 2026/27.
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	Complete	Throughout 2025/26, a total of 30 events have taken place including six school engagements to discuss renewable energy and student engagement. Energy officers have also attended one formal landlord event raising awareness of ECO 4 Flex and Landlords EV infrastructure offer. 18 Winter wellbeing events have been undertaken at community centres across the borough, including Riverside House and Catcliffe Memorial Hall.
16		Develop a full business case for the procurement and	Quarter 4	Complete	A business case has been created, followed by the inclusion of this project within the Climate

		delivery of a Local Area Energy Plan for Rotherham, including a review of potential external funding opportunities.			Emergency Annual Report. This action was approved at Cabinet 13 April 2026 for procurement and delivery within the 2026/27 Climate Change Action Plan.
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	Complete	The Council's EV Infrastructure officer continues has worked closely with SYMCA colleagues and other Local Authority counterparts to develop this scheme. A funding source and proposed approach has been identified. Cabinet approved the Council's inclusion in the South Yorkshire scheme at its meeting in December 2025. Procurement documents have been produced and approved by SYMCA and the LEVI Support Body. SYMCA will now be responsible for publishing this in Quarter 1 2026/27. There are no further actions for the Council to undertake until a supplier is appointed.

Performance measures

Ref	Measure	Good Performance	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
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	4 mins 6 secs	4 mins 33 secs	n/a	Call wait times in Quarter 4 were challenging with weather events and staff numbers. Staff levels have now been increased to an appropriate level but due to training time, this did not have a positive impact on call wait times during the quarter.	
4	Respond to 85% or above of complaints closed within timescales.	High	83%	85%	81%	82%	83%	85%	85%	In Quarter 4 2025/26, breakdown of performance by directorate/service area is as follows: All directorates and service areas are performing on or above target apart from Children and Young Peoples Services and Housing. The Housing Services has significantly improved performance from 2024/25 which was 76%.	

5	Reduce the number of complaints relating to street cleaning, grounds maintenance and waste management to less than 190.	Low	257	<190	79	99	46	187	411	187 complaints received in Quarter 4, of which 183 relate to Waste Management, 1 on Street Cleansing and 3 on Grounds Maintenance. Waste Management complaints rose by 140 in Quarter 4 compared to Quarter 3, representing the highest quarterly total for the service. Street Cleansing recorded one complaint in Quarter 4, unchanged from Quarter 3, with eight complaints received over the year. Ground Maintenance saw a small increase to 3 complaints in Quarter 4, bringing the annual total to 15. Overall, 411 complaints were received during 2025/26. The Waste Management service has experienced significant change during 2025/26, which disrupted service delivery. While stabilisation plans are expected to reduce complaints,	

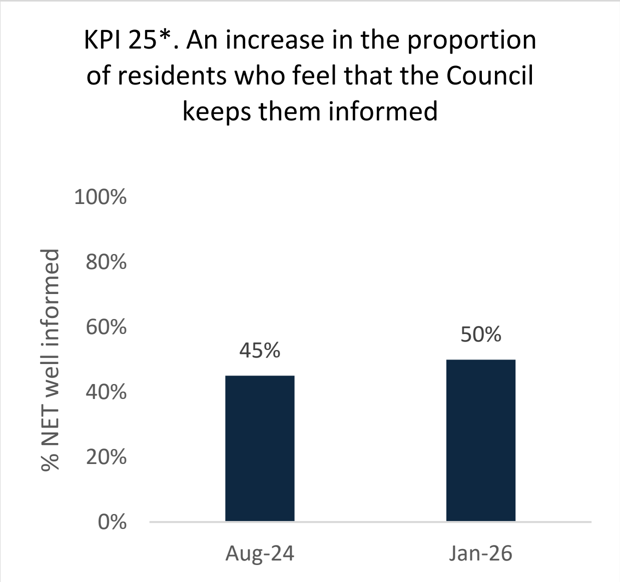
										the introduction of a new complaints process and resident form may result in higher reported numbers.	

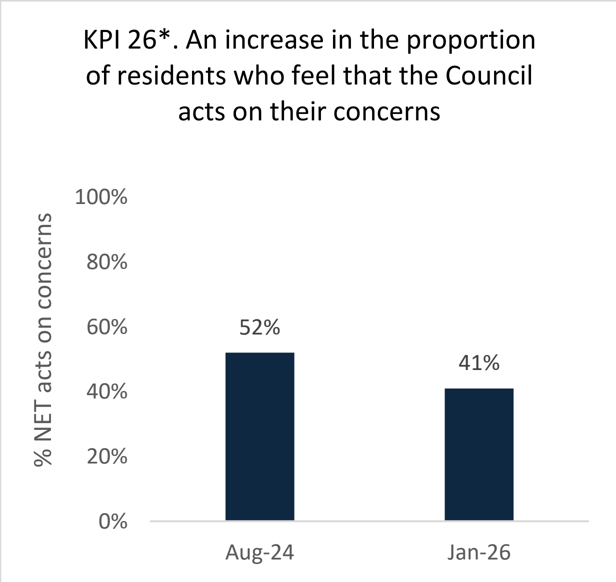
Long-term measures of success

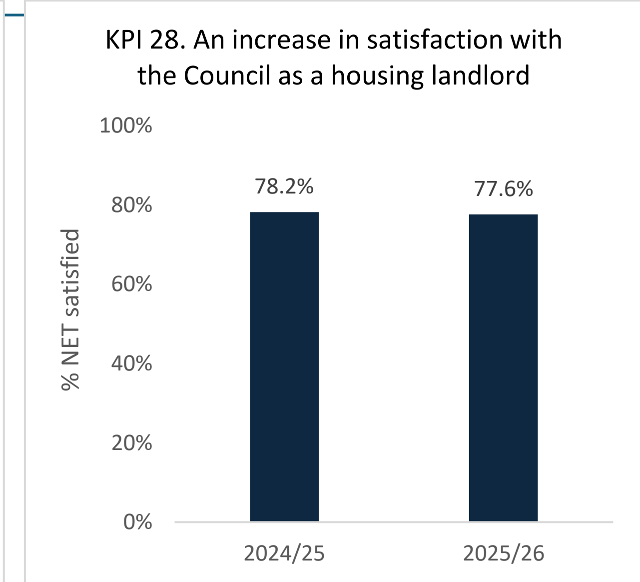
The results of the annual long-term measures for this theme offer a nuanced picture of how residents experience the Council. Half of residents now feel the Council keeps them well informed, up from a baseline of 45% in 2024. However, the proportion of residents who feel the Council acts on their concerns has fallen from 52% in 2024 to 41% in 2026. For this question, residents were asked for their opinion about services provided by the Council to the community as a whole, as well as to their own household, and therefore this might explain the difference between the perceptions of KPI 25 and KPI 26.

There has been a 0.6 percentage point decrease in satisfaction with the Council as a housing landlord compared to the previous year. Despite this dip, the figure remains 0.7 percentage points above the 2023/24 baseline, and within the Local Authority upper quartile when compared to 2024/25 results, an indication of sustained performance above national benchmarks.

Strengthening measures informed by customer feedback will be implemented to improve overall satisfaction and support continued high performance. Target agreed between Housing Services and involved tenants via the Housing Involvement Panel in March 2026.
**NB: the relatively small sample size of the Rotherham surveys means that only a difference of five per cent or more between different survey results indicates a statistically significant change.*



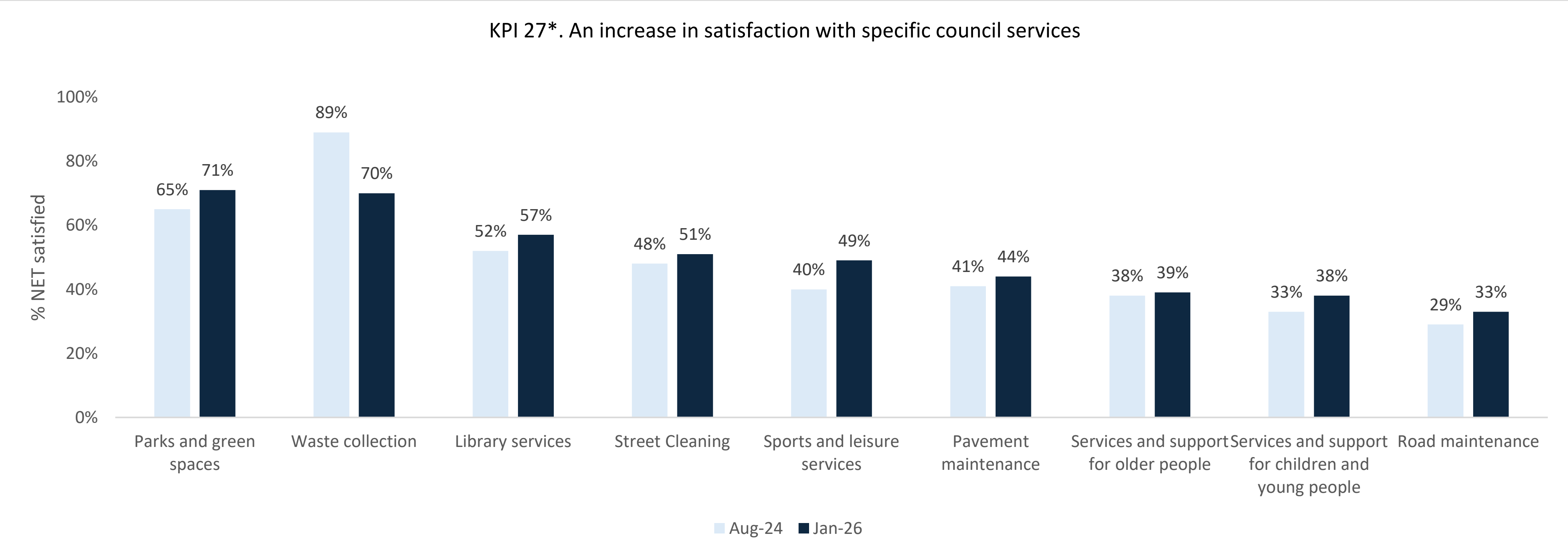




When asked about specific council services, residents reported an increase in satisfaction has increased across the majority of service areas since 2024, with the largest improvements in sport and leisure services (up from 40% to 49%), parks and green spaces (up from 65% to 71%), and services for children and young people (up from 33% to 38%).

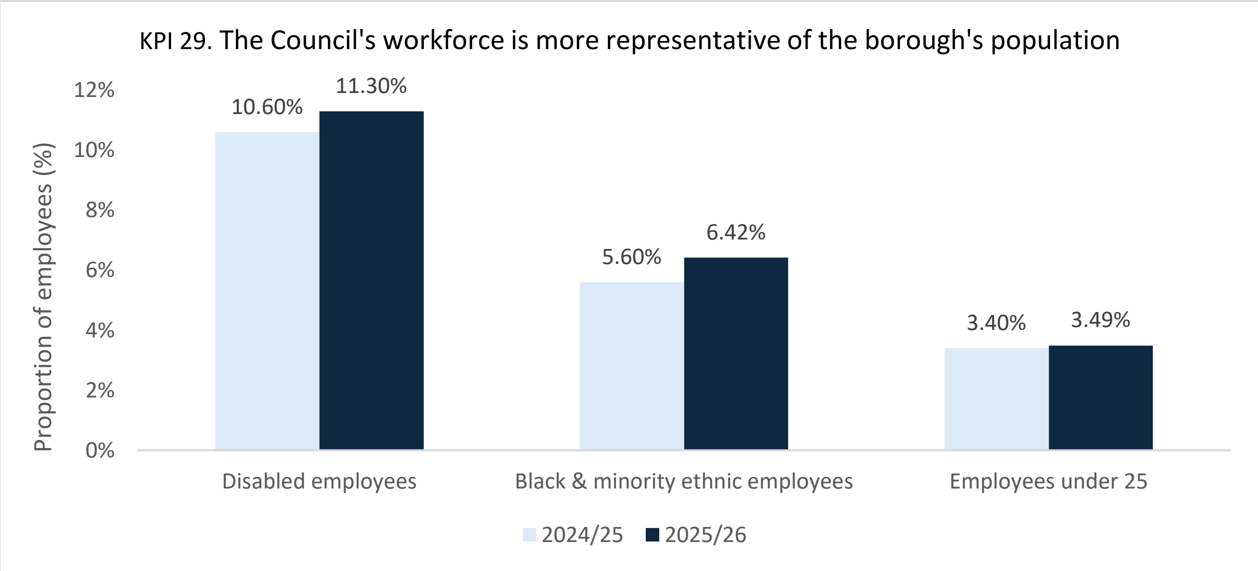
The most notable exception is waste collection, where satisfaction has fallen from 89% to 70%, though it remains the second highest-rated service area, behind only parks and green spaces.

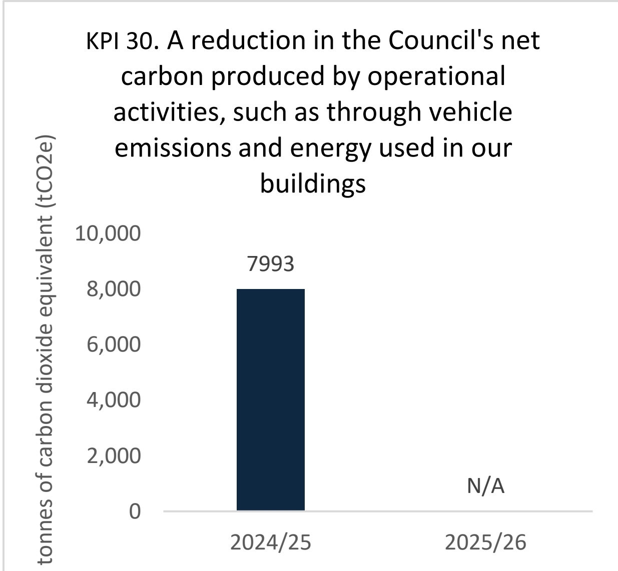
Road maintenance continues to attract the lowest satisfaction of any service at 33%. However, it should be noted that Rotherham Council has been named one of the best Local Authorities in the country for pothole repairs and road condition, with £39m invested between 2015 and 2024, with a further £16m committed to the Rotherham Roads Programme until 2028.



On workforce diversity, progress has been made across all three monitored groups, strengthening the council's commitment to having a workforce that is representative of the borough. The proportion of employees from black and minority ethnic backgrounds has risen to 6.42%, employees with a disability has increased to 11.30%, and the proportion of staff aged under 25 has grown to 3.49%, reflecting the impact of targeted recruitment and early careers pathways.

Carbon output data for 2025/26 is not yet available and will be reported in Quarter 2 of 2026. Results will be published in the next Quarter 4 (year-end) report.





Case studies

Co-designing Rotherham Council's Tenant Engagement Framework 2026

Tenant Engagement is how Rotherham Council's housing services connects with its tenants. At its core, it is about listening to people's experiences, capturing their ideas, and acting on their feedback. It makes sure tenants have real opportunities to scrutinise services, influence decisions about their homes, and play an active role in shaping their neighbourhoods.

The Housing Tenant Engagement Framework 2026 is the Council's main strategic document that underpins this work. It sets out the approach and priorities for delivering excellent tenant engagement in Rotherham over the next four years.

The Council saw developing the framework as an opportunity to do things differently, working alongside tenants to design a framework that genuinely reflects their priorities.

Together, a programme of co-design and co-creation was undertaken to develop fresh aims, meaningful outcomes, and a shared set of values to guide the work and support a stronger, more inclusive approach to tenant engagement over the next four years.

What We Did

Between spring and autumn 2025, the Housing Tenant Engagement team ran 13 co-design workshops with 26 of the Council's regularly engaged tenants. A mix of online and in person sessions were offered, alongside tailored support where needed.

Alongside tenant only sessions, which were facilitated by the Tenant Engagement Team to keep early discussions tenant led, the Service also brought together experienced tenant representatives, a national Tenant Participation Advisory Service (TPAS) consultant, and key council stakeholders including the Cabinet Member for Housing and senior management.

These workshops allowed collaborative work with everyone, from tenants to senior leaders, to explore what excellent engagement should look like, develop proposed aims and outcomes for wider consultation, and agree the shared values that will guide the approach over the next four years.

After the initial in-person sessions, a targeted survey was sent to a large sample of tenants across wards via text message and email. At the same time, Rotherfed were active in the community, encouraging tenants throughout the borough to complete a paper version of the survey and offering support to anyone who required help to take part.

A total of 107 tenants responded. 80 tenants chose to share their diversity information, which included:

- 6 tenants from ethnic minority backgrounds
- 59 tenants who reported having a disability
- 26 tenants under the age of 45.

Of those who shared this information, 46 identified as female, 29 as male and 1 as non-binary.

The survey results helped shape the final aims and outcomes. The results also ensured the framework recognises and addresses potential barriers faced by tenants across all protected characteristics, supporting a more inclusive and accessible approach to tenant engagement.

Feedback from the consultation was used to finalise the Tenant Engagement Framework. Tenants from the main panels were then invited to review the final version to ensure it reflected what matters most to them. This can be read here Tenant Engagement Framework 2026.

Stella Parkin (Tenant Chair of the Housing Involvement Panel) told us:

"Working alongside other tenants to help shape this framework has been a real pleasure. We've shared our views and experiences and worked closely with the Tenant Engagement Team to build something we're genuinely proud of."

What happens now

Over the coming months, tenants on the Screen Team communications panel will help raise awareness of the framework and ensure it is shared widely and in accessible ways.

Work is also taking place with Housing Teams and partners at RotherFed to co-design an action plan that will deliver the agreed aims.

Tenant involvement will continue as this develops, with the Housing Involvement Panel playing a key role in monitoring progress and holding the organisation to account as the framework is implemented.

St George's Day celebration event

Following the emergence of St George's flags and emblems appear across communities in summer / early autumn 2025 and the divisive response this provoked, Rotherham Council undertook a period of consultation in September 2025. The consultation concluded that of the 837 respondents:

- 67% were in favour of the flags
- However, when asked what sentiment the flags portrayed 26% of respondents felt they had racist connotation, 32.6% felt they showed defensive/assertive patriotism and only 8.2% felt they represented inclusive pride
- When asked about the appetite for a St George's Day celebration 18% responded favourably, with 1.6% responding negatively.

Based upon the results of the consultation the core brief for the event was:

- **Collective creation** – a visual demonstration of how community in all its forms unites us.
- **A proud and defiant celebration of our identity** – the English flag is placed front and centre in the celebration.
- **Representation above rhetoric** – a subtle expression that the English Flag belongs to all our communities, and all communities in Rotherham are welcomed, supported and recognised.

The event formed part of a much wider and ongoing conversation led by the Corporate Communications team and relied heavily on working with teams across the Council where trusted relationships were already in place, providing support and reassurance to enable people to participate. It was important that the event felt like an invitation to all communities.

The event took place at Clifton Park on Saturday 18 April, the weekend prior to the official St George's Day on 23 April. The programme centred the St George's Cross flag as a large-scale Land Art installation with members of the public helping to create the flag using emblems of the diverse cultural life in Rotherham. The event including food and music which represented the many countries where St George is also patron saint as well celebrating traditional English cultural heritage through Morris Dancing and community choirs.

The event was attended by over 2,500 people, including from a diverse range of background to celebrate a shared national identity.

Following the event, a film that was first commissioned in 2020 for Yorkshire Day – Our Rotherham – was updated with images from St George's Day Celebrations. The film was originally written by young people across the borough and focuses on the values, experiences and memories that unite us regardless of our backgrounds. These sentiments continue to be important to us as the discussions related to national identity continue to play out across social media channels.

The final film can be viewed here: https://www.facebook.com/watch/?v=1521771692875916

An independent evaluation of the event revealed:

- 87% of respondents rated the event four or five stars, with half awarding a maximum five-star score; a strong result for a new event.
- 85% visited the park specifically for the celebration, with 86.7% attending from Rotherham postcodes. This confirms the event's ability to attract local footfall.
- Ethnic minority respondents gave exclusively four and five-star ratings; a positive signal that the inclusive programming approach is resonating with Rotherham's diverse communities. Rotherham St. George's Day Celebrations Evaluation 2026
- 90% of respondents felt the celebration helps bring people together, and 96% said they would like to see the event return every year.

Feedback from attendees included:

"The fact it is free for all and getting the community together."

"It's great to have shared experiences with people within the community who you wouldn't ordinarily mix with."

"We moved to Rotherham and will not leave. We came from a city which did not provide the community feel Rotherham does. We feel that any bad press Rotherham gets is not justified anymore. The council works hard for families and the community".

Annex: Long-term measures of success – data sources

KPI	Outcome Measure	Data Source
1	An increase in the proportion of people satisfied with their local area as a place to live	Rotherham Resident Satisfaction survey: Residential Satisfaction Surveys – Rotherham Metropolitan Borough Council
2	An increase in the proportion of people satisfied with the Rotherham borough as a place to live	Rotherham Resident Satisfaction survey: Residential Satisfaction Surveys – Rotherham Metropolitan Borough Council
3	An increase in footfall in the town centre	Measure from MRI On Location Footfall
4	A decrease in the percentage of vacant units in the town centre	Measure taken from town centre use quarterly survey conducted by Rotherham Council planning team
5	An increase in the proportion of people optimistic about the future of Rotherham town centre	Rotherham Resident Satisfaction survey: Residential Satisfaction Surveys – Rotherham Metropolitan Borough Council
6	An increase in the proportion of public that feel safe when outside in their local area during the day	Rotherham Resident Satisfaction survey: Residential Satisfaction Surveys – Rotherham Metropolitan Borough Council
7	An increase in the proportion of public that feel safe when outside in their local area after dark	Rotherham Resident Satisfaction survey: Residential Satisfaction Surveys – Rotherham Metropolitan Borough Council
8	An increase in the percentage of sites classed as (acceptably) free of litter and rubbish	Measure from APSE, Rotherham Council's Land Audit Management System (LAMS)
9	An increase in the value of Rotherham's economy	Measure from Office of National Statistics (ONS) Regional gross domestic product (GDP): all International Territorial Level (ITL) regions, measure is specifically Gross domestic product (GDP) per head at current market prices, pounds

10	An improvement in the skills of residents in the borough	Measure taken from Office of National Statistics (ONS) Annual Population Survey: [Annual population survey (APS) QMI - Office for National Statistics]
11	An increase in the proportion of the working age population who are in work (or actively looking for work) in Rotherham	Measure taken from Office of National Statistics (ONS) Annual Population Survey: [Annual population survey (APS) QMI - Office for National Statistics]
12	An increase in the number of businesses in Rotherham per 10,000 residents	Composite Measure of business Counts (Local Units) taken from the Inter Departmental Business Register (IDBR) / Office of National Statistics (ONS) Population estimates
13	An increase in the proportion of eligible 2-year-olds taking up an early education place as soon as possible	Rotherham Council internal measure (Children's Services)
14	An increase in the proportion of pupils passing the phonics screening in year 1	Rotherham Council internal measure (Children's Services)
15	Improve GCSE grades in the borough relative to the national average	Rotherham Council internal measure (Children's Services)
16	An increase in the number of children with an Education, Health and Care Plan in mainstream schools	Rotherham Council internal measure (Children's Services)
17	Maintain the number of suitable homes that are available for care leavers	Rotherham Council internal measure (Children's Services)
18	An increase in the proportion of children in care living within 20 miles of home	Rotherham Council internal measure (Children's Services)
19	An increase in the proportion of adults supported by social care who feel they have control over their daily life	National Statutory Return from Adult Social Outcomes framework ASCOF3A indicator, populated from the Adult Social Care Survey undertaken annually

20	An increase in the proportion of adults who felt their Safeguarding outcomes were at least particularly met	Rotherham Council internal measure (Adults)
21	An increase in the number of people supported to live healthier lifestyles through weight management and help to stop smoking	Rotherham Council internal measure (Public Health)
22	An increase in the proportion of households supported who were prevented or relieved from homelessness	National Statutory Homelessness Legislation definition.
23	An increase in the number of new homes delivered with council support	Rotherham Council internal measure (Housing)
24	An increase in the proportion of council homes meeting 'Decent Homes' standard	National Decent Homes Standard/TSM technical definition – Internal measure (Housing)
25	An increase in the proportion of residents who feel that the Council keeps them informed	Rotherham Resident Satisfaction survey: Residential Satisfaction Surveys – Rotherham Metropolitan Borough Council
26	An increase in the proportion of residents who feel that the Council acts on their concerns	Rotherham Resident Satisfaction survey: Residential Satisfaction Surveys – Rotherham Metropolitan Borough Council
27	An increase in satisfaction with specific council services (Waste collection; street cleaning; road maintenance; pavement maintenance; sport and leisure services; services and support for older people; services and support for children and young people; parks and green spaces)	Rotherham Resident Satisfaction survey: Residential Satisfaction Surveys – Rotherham Metropolitan Borough Council
28	An increase in satisfaction with the Council as a housing landlord	National Tenant Satisfaction Measure (TSM) captured via annual survey - Internal measure (Housing)
29	The Council's workforce is more representative of the borough's population	Rotherham Council internal measure (Corporate Services)
30	A reduction in the Council's net carbon produced by operational activities, such as through vehicle emissions and energy used in our buildings	Rotherham Council internal measure (Corporate Services)