

Rotherham's Community Strategy

2005-2011

(Updated 2008)

Achieving

Learning

Alive

Safe

Proud



Welcome to Rotherham's updated Community Strategy 2005-2011 and Delivery Framework. This will form the basis of our second Local Area Agreement with the Government. In this document we build on the existing Community Strategy 2005-2010, emphasising Rotherham Partnership's priorities for the next three years and the key indicators and targets that partner organisations across Rotherham have committed to achieving. This update is based on what is right for Rotherham, taking into consideration our regional, national and international responsibilities.

This update of the Community Strategy will run until 2011. During the early part of 2010 we will be inviting partners to work with us again to establish the new Sustainable Community Strategy for the next period of Rotherham's development and change.

www.rotherham.gov.uk



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Foreword

The Rotherham Partnership brings together key decision-makers from the public, private, and voluntary/community ("third") sector organisations and supports them to agree and put in place strategic priorities to improve Rotherham together. It is a strong Partnership with a good track record of managing improvements and working together to find solutions.

Since our well regarded Community Strategy was published in 2005, Rotherham as a place to live, learn and work has improved. We have a Local Area Agreement in place, covering the period 2006-2009. How the Government expects Rotherham Council and Rotherham Partnership to work has changed following the "2007 Local Government and Public Involvement in Health Act". We also now know more about the needs, wants and aspirations of local people, communities and businesses thanks to the consultation and partnership working that has taken place over the past three years.

Because of all this, it was agreed to update the existing Community Strategy 2005-2010 to take into account these changes and produce a more tightly focused strategy to steer the priorities for Rotherham for the next three years and form the basis of our second Local Area Agreement.

We hope that you find this updated Community Strategy for Rotherham 2008-2011 both useful and informative, but if you would like to find out more about the Rotherham Partnership or specific projects being developed, please contact the Partnership Team.



Brian Chapple,
Chair of Rotherham Partnership



Councillor Roger Stone,
Leader of Rotherham MBC

Introduction

This update is a refresh of the existing Community Strategy covering 2005 – 2010. It has provided us with an opportunity to update our priorities in light of the changing legislation for local partnership working.

The future role of Rotherham's Community Strategy has become vital, not only in how local partners work together to achieve the vision and ambitions for the borough, but also in the relationship between the borough and central government.

The strategy is based on the principle that all partners involved in taking it forward have equal status and a contribution to make to its delivery, and that over time it will be necessary to work towards pooling of budgets and a shifting of resources to the priority areas identified. With the change in government expectations we have more say over our local priorities with fewer targets being set by central government.

The new Local Area Agreement (LAA) 2008-2011 is the means by which we will achieve this. It includes new locally agreed improvement targets drawn from the national set of 198 indicators that deliver the priorities of this Community Strategy. Central government's approval of the LAA then provides the 'contract' between central and local priorities.

This update also enables us to integrate the principles of the Borough's Local Development Framework, the special delivery plan for the Borough. This provides a clear special direction for the Community Strategy and promotes the economic, social and environmental well-being of the borough. As well as promoting the borough's economy, this strategy enables us to work closely in partnership across the sub-regional economy, engaging with the Sheffield City Region agenda.

The priority themes of the Community Strategy were the subject of extensive consultation and will continue for the lifetime of the Strategy. They are:

- **Achieving**
- **Learning**
- **Alive**
- **Safe**
- **Proud**

And two cross cutting themes:

- **Fairness**
- **Sustainable**

Development The Borough Context

Rotherham is made up of a diverse and vibrant blend of people, cultures and communities. It includes a mix of urban areas and villages among large areas of open countryside. About 70 per cent of the borough is rural, but is well connected to all areas of the country by its proximity to motorway and inter-city rail networks. In 2005, Robin Hood Doncaster-Sheffield Airport opened to bring international links to the borough's doorstep.

Rotherham's population is increasing steadily as people are attracted to the borough to enjoy the good quality of life and economic opportunities, a trend expected to continue for many years. The population is currently 253,300, an increase of 0.7 per cent on the 2005 figure of 251,500.

Like the rest of the UK, Rotherham has an ageing population with the number of people aged over 70 expected to grow by around 70 per cent over the next 25 years. The borough's ethnic minority population is also changing, making up 5.4 per cent of the total population in 2004, 5.25 per cent in 2003 and 4.2 per cent in 2001. Currently 4.1 per cent of the minority ethnic population are non-white, the largest such group being people of Pakistani origin, who make up 2 per cent of the population.

The borough has a rich industrial heritage but over recent years has widened its economic base, attracting investment in areas such as information technology and light engineering. Economic growth in Rotherham has consistently increased since 1995, accelerating since 2000. The employment rate increased by 22.2 per cent from 2000 – 2005, representing one of the highest growth rates in England - almost five times the national average.

At the same time, the number of people employed increased by 40 per cent between 1995 and 2005, the highest growth in the region. Educational attainment is improving each year and 2005 and 2006 data shows that in terms of GCSE and A Level results, Rotherham has been the best performer in the sub-region.

Rotherham has a rich diversity of leisure and culture facilities, including the award-winning Clifton Park Museum, which recently received a £3 million facelift and the Magna Science Adventure Centre which continues to win awards and attract thousands of visitors. The borough also hosts a number of festivals and events including the Rotherham Show and Diversity Festival, the largest free show in the North of England (attracting a record crowd of over 80,000 in September 2007), one of the largest walking festivals in the country and the Rotherham Bollywood Festival (June 2007).

The Neighbourhood Context

Our aim is for Rotherham to be a prosperous place with a high quality of life and excellent services which are targeted to local needs.

If all residents are to benefit from the Community Strategy, targeted action is needed to address inequality across the borough and to close the gap between the most and least deprived neighbourhoods. Despite overall improvements in quality of life in recent years, some parts of the borough and some communities experience disproportionately high levels of crime, unacceptably lower levels of health and higher rates of unemployment.

Information from the "Closing the Gap" project suggests that inequalities in education, crime and quality of life have been reduced within the borough. Health remains relatively stable but there are still gaps in terms of unemployment and skills.

The 2007 Indices of Deprivation provided the following key messages:

- Deprivation in Rotherham has fallen. The Borough is now ranked 68 on the average IMD score, compared to 63 in 2004 (a rank of 1 indicating the most deprived out of 354 districts in England.)
- The main causes of deprivation in Rotherham remain education, health and employment.
- The main areas of relative improvement have been in overcoming barriers to housing and services, and better living environment. There are also notable improvements in employment and income. However there is a more mixed picture for crime, health and education.
- Deprivation tends to have most reduced in the least deprived areas of Rotherham, whilst the most deprived areas have shown least progress. There is evidence of polarisation in income, health and crime, at least in relative terms.



Progress in Delivering Change since 2005

In Rotherham, there have been major improvements across all the main indicators with significant progress in the economy, employment, skills and educational attainment, significant reductions in crime and the fear of crime and noticeable improvements to the environment, both natural and built. A "State of the Borough" report, published in 2006, outlined Rotherham's position against a number of key indicators, and provided a useful source of information that has informed the review of the original vision and strategic priorities.

Achieving The number of VAT registered businesses rose to 5,100 during 2006, with 160 (3.2%) more businesses registered at the end of 2006 than the previous year. This is similar to the above average rise the previous year and again is higher than both the regional and national increases (2.1% - GB and 2.0% - Y&H). In 2006 20.05 hectares of land were taken up for economic development, a fall from the very high rate experienced in 2005 but the second highest rate since 2000. The average annual rate of land developed for economic purposes over the past five years is 16.0 hectares.

Alive Library visits increased by over 50,000 from 2005 to 2007. Satisfaction with library services increased to 94%, top quartile performance. 100% of schools are engaged with the Healthy Schools Programme and 77% are accredited as "Healthy Schools" - the highest in the region. 2007 lifestyle survey results show a 7.5% increase in pupils considering their health to be "very good". This has been commended in the recent Annual Performance Assessment (APA). Teenage pregnancy has halved over the last 10 years. Conceptions in under-16s have reduced by 46% since 1998, representing one of the highest reductions nationally. Acceptable waiting times for older people receiving a package of care improved from 81% (2004/05) to 97% (2006/07). Increased participation in drug treatment programmes (789 in 2004/05 to 1633 in 2006/07).

Learning The gap between performance at GCSE compared with the national average continues to close, from 8.5% in 2003 - 5.5% in 2007. Key stage 2 figures all show an improvement in 2007 - English (73% to 76%), Maths (71% to 72%) and Science (82% to 84%). The percentage of young people leaving care aged 16+ with at least one GCSE A* - G or GNVQ has risen from 54% to 68%.

Safe

Reductions in:

Domestic burglaries (down 29%), thefts of vehicles (down 35%), common assaults (down 32%), robberies (down 9%), arson (down 4%) and acts of violence in licensed premises (down 3%).

Warnings for off-road motor cycling offences increased by 23%; the number of off-road vehicles and motorcycles seized increased by 149%.

Recycling rates have almost doubled in the last three years from 14.9% in 2003/04 to 28.3% in 2006/07.

65% of residents are satisfied with cleanliness, an improvement on the 2003/04 result of 58%.

The rate of re-offending among young people has significantly decreased year on year from 44% in 02/03 to 25.4%.

2,350 properties were brought up to the Decent Homes standard during 2006/07, 13.8% compared to 1.6% in 2005/06.

Reduction in fly tipping by 15.5% from 4,134 incidents in 05/06 to 3,492 incidents in 06/07.

Proud

The number of people who feel that their local area is a place where people of different backgrounds get on well together is increasing in Rotherham standing at 61% in 2006.

Rotherham has established its first ever Volunteers Centre, launched by local MP and Minister John Healy in 2006.

Rotherham has continued to embed its Compact between partners and the local Voluntary and Community Sector. The Compact was recognised in 2006 with a commendation from the Government Office for Yorkshire and the Humber.

100% of schools, one college and one special school are involved in Rotherham Youth Cabinet. Over 4,000 young people aged 11 – 18 took part in the vote to elect Rotherham's members. Rotherham also has four members in the United Kingdom Youth Parliament.

Fairness

One of only 3% of authorities to achieve Level 4 of the Equalities Standard, a significant improvement from Level 0 in 2004. Awarded the IDeA Equality Mark certificate in February 2007 – Rotherham was only one of six authorities in the country to achieve this.

There has been a strengthened approach to Racial Incident reporting. Reports of racial incidents in 2006/07 are down 5%; 100% of incidents are acted upon.

Fairtrade Town status achieved in May 2006, exceeding the target set for the number of outlets selling fair-trade goods.

Rotherham's Joint Disability Equality Scheme published in December 2006 and cited as best practice by the Disability Rights Commission for our partnership working approaches.

Health and fitness sessions for BME women run by Surestart won the Equality and Inclusion category at the 2006 Day Care Trust Partners Excellence Awards.

Sustainable Development

2007 results from the Business in Community's Yorkshire and Humber Environment Index identified Rotherham as one of only seven Climate Change Champions in the region, scoring over 95%. The Council was also placed in the 'Gold' band of results overall.

The Council continues to purchase 100% of its electricity from 'green' sources.

Focus on promoting the re-use of brownfield land for housing increased from 51% (2005/06) to 71% (2006/07) – well above the Government's national target of 60%.

We have successfully delivered a £7.5 million programme of Housing Market Renewal activity, including the borough's first "Living Over the Shop" scheme.

Work has been completed on the Eco Housing development at Henley Rise, which will spearhead a groundbreaking solar energy project. The carbon neutral scheme of 23 family homes showcases environmentally friendly housing design and will deliver cheaper fuel bills for households.

Overarching Strategic Framework

The Rotherham Partnership plays an important role in ensuring that the updated Community Strategy and the aligned Local Area Agreement are delivered effectively by ensuring that the vision and strategic delivery plans are kept up-to-date and relevant. The Theme Boards that make up the Partnership will be responsible for delivering the strategic themes – Achieving, Learning, Alive, Safe and Proud.

Since the network model was adopted for the Rotherham Partnership in early 2006, partner organisations have taken responsibility for managing and resourcing each of the Theme Boards rather than having a central partnership office. This has substantially reduced direct running costs and helped embed the Partnership across partner organisations. The current arrangements are:

- The Achieving Board is chaired by Rotherham Chamber of Commerce and jointly managed by the Chamber and the Council's Environment and Development Services
- Learning is chaired by one of the college principals and managed by the Council's Children's Services
- Proud is chaired and managed by Voluntary Action Rotherham
- Alive is chaired and managed by the Rotherham Primary Care Trust
- Safe is chaired and managed by the Council's Neighbourhood and Adult Services
- The Chief Executive Officers' Group acts as the Executive Group for the Partnership Board and is supported by the Rotherham Partnership Manager. The chairperson rotates between the partners annually.
- The Board itself has an independent chair and is again supported by the Rotherham Partnership Manager.





Rotherham Partnership does not sit in isolation and works alongside the Children and Young Peoples Board. This relationship is strong with each Theme Board having a named Young People's Champion and with the majority of the Children and Young People's Board members sitting on the Partnership Board. This ensures that the priorities contained within this strategy and the Children and Young People's Plan (2007-2010) feed into each other.

The role of the Council's Area Assemblies is important in terms of providing the link between strategic and local priorities. The Area Assemblies, restructured in 2006, now provide the mechanism for local priorities to be fed into the work of the Rotherham Partnership.

The relationship with the Council is also strong. As the Council is responsible and accountable for the Partnership and its performance, all plans are considered and agreed by Council's Cabinet with Scrutiny services supporting performance management and improvement. Members of the Cabinet sit on the Theme Boards and the Council's Leader and Chief Executive sit on the Board, with the Leader also being Deputy Chair.

Both the Rotherham Chamber of Commerce and Voluntary Action Rotherham have an important part to play in ensuring representatives from the business and the voluntary/community sector are represented effectively on the Partnership Board and Theme Boards.

Both organisations play a fundamental role by ensuring that representatives of these sectors are appropriately supported to fulfil their own important and often demanding roles.

The governance of the Partnership and the way in which partner organisations work together is underpinned by a number of agreements which are regularly reviewed.

- The Memorandum of Association (2006) covers the governance arrangements for the Partnership
- The Memorandum of Understanding (2007) covers the requirements of partners in relation to finance, audit, decision making, code of conduct and managing disputes
- The Partnership Performance Management Framework (2007) outlines roles, responsibilities and processes for performance improvement
- The Rotherham Compact (2005) provides a framework for managing the relationship between the third sector and the public sector in Rotherham
- The Community Consultation and Involvement Strategy (2007) sets out a framework for engaging with local people, communities and business in the Borough



The Strategic Themes

The five strategic vision themes continue to direct the future work of the Rotherham Partnership and are fundamental to the refreshed Strategy. Underpinned by the two cross-cutting themes, they provide the strategic framework for the 2020 Vision and the updated Community Strategy 2008-2011:

Rotherham Achieving

Rotherham will be a prosperous place, with a vibrant, mixed and diverse economy, and flourishing businesses. Inequalities between parts of the borough and social groups will be minimised. There will be an excellent town centre known for the high quality design of its public spaces and buildings, specialist and quality shops, markets, and cultural life for all age groups. Rotherham will be accessible from other areas and will have a wide choice of integrated transport options available. Villages and rural areas will be revitalised and provide high quality of life among Rotherham's beautiful countryside.

Rotherham Learning

Rotherham people will be recognised as being informed, skilled and creative, innovative and constructively challenging. They will be self-confident and have a sense of purpose. They will aspire to develop and achieve their full potential in their chosen careers, work, leisure and contributions to local life. Learning and development opportunities will be available and accessible to all. Through this enabling, learning environment, involvement and entrepreneurship will be encouraged.

Rotherham Alive

Rotherham will be a place where people feel good, are healthy and active, and enjoy life to the full. Health services will be accessible and of a high quality for those who require them. Rotherham will celebrate its history and heritage – building on the past, and creating and welcoming the new. People will be able to express themselves and have opportunities to be involved in a wide range of high quality cultural, social and sporting activities. The media, arts, literature and sport will flourish. As a society, we will invest in the next generation by focusing on children and young people.

Rotherham Safe

Rotherham will be a place where neighbourhoods are safe, clean, green and well maintained, with well-designed, good quality homes and accessible local facilities and services for all. There will be attractive buildings and public spaces. Communities will be peaceful but thriving, relatively free from crime and the fear of crime, drugs and anti-social behaviour. Environments, people and businesses will be protected and nurtured. Children will be safe from harm and neglect. A preventative approach will be taken to minimise crime, accidents and hazards; and to further strengthen resilience and thus safeguard all Rotherham citizens.

Rotherham Proud

Rotherham people, businesses and pride in the borough are at the heart of our vision. Rotherham will have a positive external image and its people will be renowned for their welcome, friendliness and commitment to the values of social justice.

Active citizenship and democracy will underpin how Rotherham works. Achievements and diversity will be celebrated. Rotherham will be a caring place, where the most vulnerable are supported. It will be made up of strong, sustainable and cohesive communities, both of place and interest and there will be many opportunities for people to be involved in civic life and local decision making. The means to do this will be clear, well known and accessible.

Fairness

All individuals in Rotherham will have equality of opportunity and choice. Rotherham will provide open and accessible services. We will treat each other with fairness and respect, and our diverse needs and strengths will be understood and valued. Rotherham will actively challenge all forms of prejudice and discrimination and ensure that all the priorities encompass an equalities approach.

Sustainable Development

Rotherham will be a place where the conditions are right to sustain economic growth, the well-being of its citizens is prioritised and there is a high quality living environment sustained through minimising harm from development. Rotherham will be recognised locally, nationally and internationally for the positive impact of all organisations being excellent in sustainable development best practice.

Delivering and Measuring Progress

Our vision is a statement of where we aim to be in 2020. To ensure progress, in 2005 partners in Rotherham agreed key priorities to 2010 for each theme, to provide an overarching framework for strategic activity, including the targeting of resources. These were refined further in 2007 and will remain until the Sustainable Community Strategy is renewed during 2009/10.

Set against each priority is set a series of measures and indicators against which progress can be judged. However, in line with the "Development of the new Local Area Agreement Operational Guidance, November 2007", the partners considered the range of indicators made available by central government and identified those most important to Rotherham.

Following discussion and negotiation with the Government, 35 local indicators and targets for improvement were agreed alongside the 17 statutory "Young People Achieving" indicators. Because the "National Indicator Set" did not adequately reflect Rotherham's situation, additional indicators and targets were identified and agreed locally.

The borough also has an existing Local Area Agreement lasting until March 2009 against which reward grant will be earned. As it was not possible to align all 13 stretch targets with the Local Area Agreement, these have been incorporated locally.

For each one of the improvement indicators a named organisation has been agreed. Their role is not necessarily to deliver the targets, but to provide the leadership required across the Partnership to ensure that delivery plans are in place, performance management arrangements are working and that progress is on course.

It is the responsibility of each Theme Board, through the Chair and the theme management function to oversee the performance of those indicators that fall within their responsibilities. Using the well regarded and tested Partnership Performance Management Framework it will be each Board's responsibility to ensure that performance and investment is monitored and appropriate action is taken to address underperformance. Where there are successes, or concerns, these will be reported to the Chief Executive Officers' Group and subsequently to the full Partnership Board for collective action and decision.

The Delivery Framework

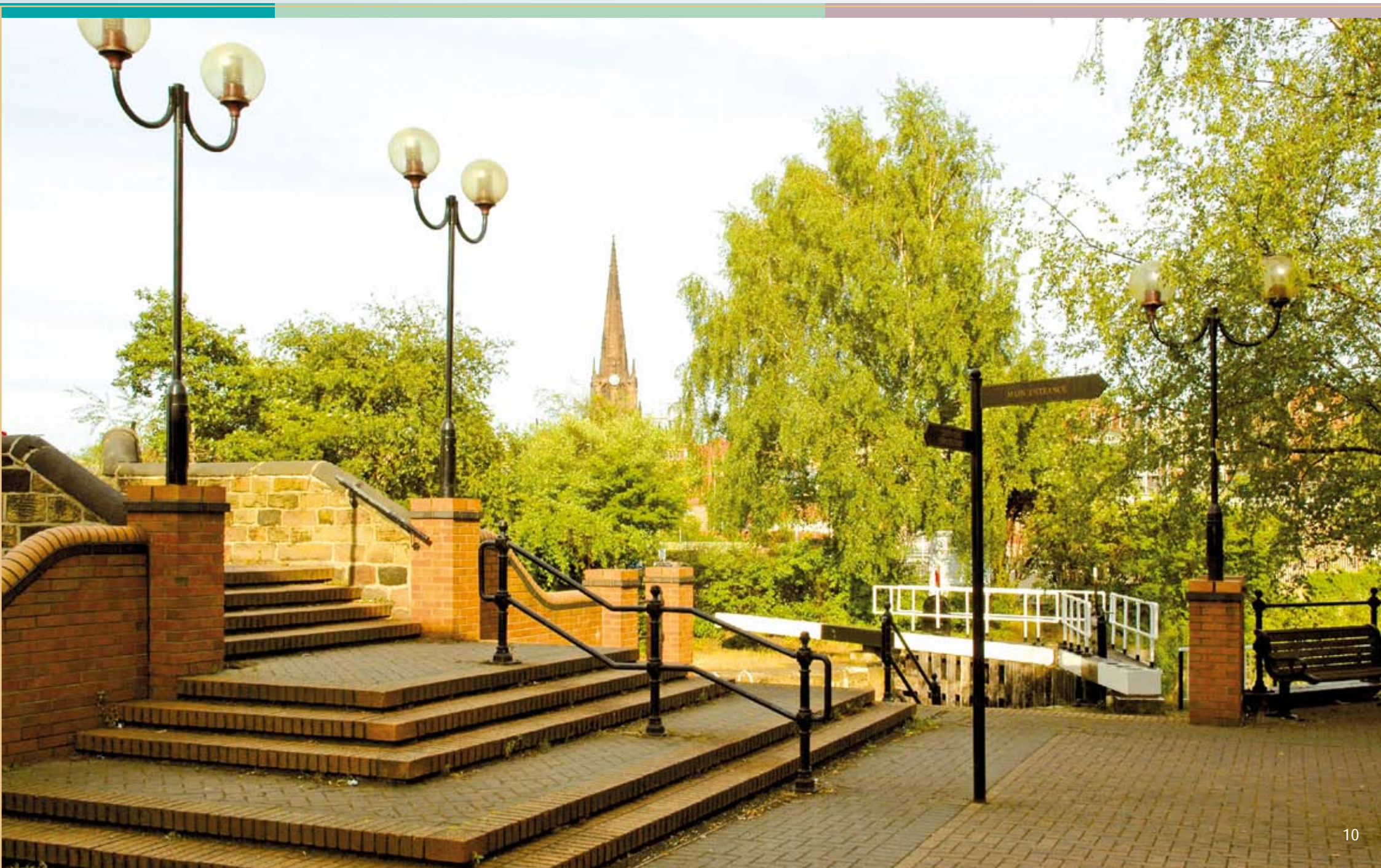
Each of the themes is dealt with in more detail in the subsequent sections in which we:

- Identify areas that need to be the focus for improvement over the next three years, whether due to underperformance or importance for the continued success of the borough
- Set out the key strategic priorities agreed by Rotherham Partnership and the Council
- State the indicators, both local and those taken from the national indicator set, that will be used to drive performance improvement

- Outline the targets and milestones for the next three years alongside the named organisation responsible for leading the improvement
- Explain what our Local Development Framework will do to help the Community Strategy become a reality

These form the basis of the Local Area Agreement with the Government. Behind the framework sit a number of more detailed delivery plans and evidence files that are published annually and can be accessed on the Rotherham Partnership website or by request.





Strategic Issue	Strategic Priority
The economy continues to make good progress, but structural weaknesses mean that it will continue to fall behind the national average unless these are addressed.	Promote innovation, enterprising behaviour, competitiveness and sustainability. Promote business start ups, growth and inward investment
Expanded employment and economic opportunities have reduced levels of deprivation but this is still above the national average, with marked differences between groups and areas. We will need to focus on improving both the quantity and quality of employment opportunities in the future. Financial exclusion remains a high risk for nearly 25% of Rotherham's population	Maximise employment opportunities for all by supporting disadvantaged people into work. Improve access and remove barriers to employment
Continued economic growth and a move towards full employment will lead to labour and skill shortages, which will potentially constrain economic growth.	Improve Skills levels of the working age population Improve skill levels of leaders, managers and supervisors across businesses. Promote business growth and improved productivity by supporting employers to develop and train existing staff.
The town centre would have continued to decline without targeted public sector investment to stimulate its regeneration and renewal. The Renaissance Masterplan Project provides a real opportunity to reverse this trend.	Revitalise the town centre. Ensure local town centres are attractive

What our Local Development Framework says we will do:

Our Framework will make a significant contribution to the strategic priorities particularly in relation to the local economy, Town Centre Renaissance, transportation and rural matters. Within our Framework there is an emphasis on providing land and accommodation for the needs of our increasingly modern, innovative economy targeting the advanced manufacturing and metals, creative and digital industries, low carbon and environmental technologies and food and drink manufacturing sectors. In addition, our Framework promotes provision for the creation and sustenance of small business within local communities.

Our Framework also sees Rotherham Town Centre as a sub-regional centre and the borough's principal centre for shopping, commerce, culture and leisure. We see our outlying town, district, local and neighbourhood centres as a basis for the future development of retail, leisure and service facilities appropriate to the populations they serve. Our Framework will also contribute to safeguarding and enhancing our cultural heritage and the quality design of public spaces, buildings and public realm. We support the Local Transport Plan objectives by widening the choice of integrated travel options focused on routes that improve the links within and beyond the borough.

Finally we also recognise the importance of protecting the local distinctiveness of our countryside and landscape to improve the quality of life of local communities and to assist tourism. Where appropriate, our Framework looks to support our rural communities through new farming enterprises related to tourism, energy crops and the reuse of redundant buildings by new businesses, in addition to providing for rural housing needs, improved transport services and safeguarding rural shops and services.

Achieving

Nick Cragg, Theme Board Chair. Jeff Wharfe, Theme Manager.

Needs

- Employment rate below national average
- Above average levels of Incapacity Benefit claimants
- The economy continues to make good progress, but structural weaknesses mean that it will continue to fall behind the national average unless these are addressed.
- Deprivation is still above the national average, with marked differences between groups and areas. Financial exclusion remains a high risk for nearly 25% of Rotherham's population
- Continued economic growth and a move toward full employment will lead to labour and skill shortages.

Priorities

- Promote innovation, enterprising behaviour, competitiveness and sustainability.
- Promote business start ups, growth and inward investment
- Maximise employment opportunities for all by supporting disadvantaged people into work
- Improve access and remove barriers to employment
- Improve Access & Remove Barriers to Employment
- Promote Innovation, Competitiveness & Sustainability
- Ensure Local Centres are Attractive
- Encourage Workforce Development

Vision

Rotherham will be a prosperous place, with a vibrant, mixed and diverse economy, and flourishing businesses. Inequalities between parts of the borough and social groups will be minimised. There will be an excellent town centre known for the high quality design of its public spaces and buildings, specialist and quality shops, markets, and cultural life for all age groups. Rotherham will be accessible from other areas and will have a wide choice of integrated transport options available. Villages and rural areas will be revitalised and provide high quality of life among Rotherham's beautiful countryside.

'Up to 35' possible Indicator	Baseline	LAA Improvement Target			Lead	Comment
		08/09	09/10	10/11		
NI 151: Overall Employment Rate	71.5% (June 2007)	71.5%	72%	72.5%	RMBC (RIDO)	
NI152: Working age people on out of work benefits	14.7% (May 2007)	14.4%	14.1%	13.8%	RMBC (RIDO)	Comment
NI 167: Congestion – average journey time per mile during the morning peak.	New	4.6%	6.1%	7.6%	RMBC	Targets to match those for the region in the SY LTP
NI 171: VAT Registration Rate.	25.6% (2006)	26% (2007)	27 (2009)	28 (2011)	RMBC (RIDO)	Comment

Local Indicators

Town Centre Regeneration					RMBC (RIDO)	
NI 166 - Average earnings of employees in the area					RMBC (RIDO)	

2006-2009 Stretch Targets

Number of New Start Up Businesses	205	205			RMBC (RIDO)	
Number of Incapacity Benefit Claimants entering into sustained employment (i)	20	20			RIDO, RMBC / Phoenix Enterprise	
Number of Incapacity Benefit Claimants entering into sustained employment (ii)	24	24			RIDO, RMBC / Phoenix Enterprise	

Direction of Travel / Justification

Number of New Start Up Businesses

Strategic Issue

The number of learning facilities and opportunities will grow alongside levels of participation, and educational attainment will also continue to improve, but will continue to fall behind the national average without targeted interventions.

There has been significant job growth in occupations requiring higher level skills, and this will continue in the future with a growing proportion demanding first degrees from applicants.

While skill levels at Level 2 (GCSE equivalent) and below have improved, skill levels at Level 3 (A-Level equivalent) and above – both vocational and non-vocational – are not improving as fast as will be necessary in the future.

Despite impressive improvements in attainment, our children and young people are still below the national average

Our 16 – 18 year olds are not benefiting enough in terms of their training, education or employment, potentially acting as a drag factor on our local economy

Strategic Priority

Ensuring high quality of education for all children and young people

Increase the employability of working age adults, by reducing the number of adults lacking essential skills around using computers, reading, writing and maths

Maximise participation in adult learning, particularly in disadvantaged communities

To raise attainment across the borough for all children and young people

Increase the number of young people in education, employment or training

What our Local Development Framework says we will do:

In promoting sustainable communities, our Framework looks to safeguarding and enhancing accessible local community services. This includes learning and training facilities to help raise education and skills to match the needs of a modern, innovative economy and the target sectors covered in the Achieving theme. The Council has helped in the delivery of new school buildings throughout the Borough to improve the quality of education facilities available to local communities. Through development planning we will ensure that the new schools are built in the right locations and are accessible to all. New schools have a significant impact on their local environments and through planning we will be minimising any negative impact caused by their development through good landscaping. We also see the Rotherham town centre as the main focus for higher education with enhanced facilities likely under the Renaissance initiative. In appropriate circumstances, our policy envisages contributions by developers to improve local services including education and training facilities.

Learning

George Trow, Theme Board Chair. Joyce Thacker, Theme Manager.

Needs

- 30.3% of working age adults in Rotherham have no qualifications.
- 38% of people (age 16 – 74) living in Neighbourhood Renewal Target Areas have achieved 5 or more GCSE's A*-C, compared to 53% in Rotherham overall.
- 45.7% of people (age 16 – 74) in Neighbourhood Renewal target areas have no qualifications.
- Communication, language and literacy (English) are issues through the ages of 0 to 19.

Priorities

Ensuring high quality of education for all children and young people

Increase the employability of working age adults, by reducing the number of adults lacking essential skills (reading, writing, numeracy and ICT).

Maximise participation in adult learning, particularly in disadvantaged areas

To raise attainment across the Borough for all children and young people

Increase the number of young people in education, employment or training.

Vision

Rotherham people will be recognised as being informed, skilled and creative, innovative and constructively challenging. They will be self-confident and have a strong sense of purpose. They will aspire to develop and achieve their full potential in their chosen careers, work, leisure and contributions to local life. Learning and development opportunities will be available and accessible to all. Through this enabling, learning environment, involvement and entrepreneurship will be encouraged.

'Up to 35' possible Indicator	Baseline	LAA Improvement Target			Lead	Comment
		08/09	09/10	10/11		
NI79 Achievement of a level 2 qualification by the age of 19 (CYP)	63% (2007)	67%	70%	76%	LSC	
NI117: 16-18 yr olds not in education, training or employment (NEET) (CYP)	9.3% (2007/08)	8.5%	8%	7.5%	RMBC (CYP)	
NI163 Working age population qualified to at least level 2 or higher	36.5% (2006)				LSC	
NI164 Working age population qualified to at least Level 3 or higher	56% (2006)				LSC	

Local Indicators

NI 54 Services for Disabled Children	New				RMBC (CYP)	
Adults 19+ engaging in learning activities						

2006-2009 Stretch Targets

Proportion of 16 to 18 yr olds Not in Employment, Education or Training	9.9	7.1			RMBC (CYP)	
No. of Adults obtaining Skills for Life qualifications	250	562			RMBC (CYP)	
No. of non english speakers obtaining citizenship qualifications	0	90			RMBC (CYP)	
Percentage of Schools achieving Healthy Schools Status	0	95			RMBC (CYP)	

Strategic Issue	Strategic Priority
Life expectancy is expected to rise at around the national average. Without targeted interventions there will continue to be significant health inequalities in the borough, with marked variations between areas and communities.	Increasing life expectancy by a reduction in mortality from major diseases such as CVD, COPD and cancers and reducing infant mortality.
The gradual improvement in life expectancy is increasingly threatened by the growing problem of poor lifestyles, including smoking, low levels of physical activity, poor diet and an increase in alcohol intake (the latter 3 of which impact on levels of obesity)	Implement the Rotherham Tobacco Control plan, including the reduction of illegal sales, supporting people to give up and further implementation of smoke free Rotherham. Reduce alcohol consumption Increase physical activity for adults Reduce obesity levels in Rotherham against current trends
Improving factors which impact on the health and well-being of the local population in particular older people and children and young people, as below:	
There will be a huge growth in those aged over 65, with the numbers aged 65-74 forecast to grow by 37% and those aged over 75 by 68%. This will present new challenges for support services.	Increase in review of care packages Increase the number of older people supported to live at home/independent living Promote independent living by preventing older and frail people having falls and also ensuring that people have affordable warmth.
There are currently 78,000 young people aged under 25 in the Borough (31% of the population). Many of these young people will already have established behaviours which have the potential to negatively impact on their health and well-being in later life.	Improving infant health and reducing infant mortality Improving sexual health and reducing teenage pregnancy Increase physical activity of children
There are currently 15,500 people in Rotherham receiving incapacity benefits.	Support people on incapacity benefits to manage their condition and get back into employment where possible through the Condition Management Programme (CMP) and Pathways to Work.
One in four adults will experience mental health problems in any one year and 10% of children aged 5-15 years will have a diagnosable mental health problem.	Reduce the prevalence of mental illness and ensure appropriate support is given to those with mental health illnesses. Increase numbers of young people who report positive responses with regards to their emotional well-being
Participation in cultural and artistic activities is likely to continue to remain below the national and regional averages without targeted interventions.	Encourage more widespread participation in and enjoyment of culture and sport.

What our Local Development Framework says we will do:

In looking to maintain stable population growth and to reduce outward migration, the our Framework sees the importance of an attractive housing, education, shopping, leisure and employment offer as being important for the needs of families and children. In promoting sustainable communities, our Framework looks to safeguard and enhance accessible local community services including health, sports and cultural facilities. In appropriate circumstances our policy envisages developer contributions for community facilities. We also see Rotherham town centre as the focus for major health provision and culture, leisure and sports facilities. The celebration of Rotherham's history and heritage is supported by our Framework through heritage policies for the natural and built environment.

Alive

Nick Cragg, Theme Board Chair. Jeff Wharfe, Theme Manager.

Needs

- Employment rate below national average
- Above average levels of Incapacity Benefit claimants
- The economy continues to make good progress, but structural weaknesses mean that it will continue to fall behind the national average unless these are addressed.
- Deprivation is still above the national average, with marked differences between groups and areas. Financial exclusion remains a high risk for nearly 25 % of Rotherham's population
- Continued economic growth and a move toward full employment will lead to labour and skill shortages.

Priorities

- Promote innovation, enterprising behaviour, competitiveness and sustainability.
- Promote business start ups, growth and inward investment
- Maximise employment opportunities for all by supporting disadvantaged people into work
- Improve access and remove barriers to employment
- Improve Access & Remove Barriers to Employment
- Promote Innovation, Competitiveness & Sustainability
- Ensure Local Centres are Attractive
- Encourage Workforce Development

Vision

Rotherham will be a prosperous place, with a vibrant, mixed and diverse economy, and flourishing businesses. Inequalities between parts of the borough and social groups will be minimised. There will be an excellent town centre known for the high quality design of its public spaces and buildings, specialist and quality shops, markets, and cultural life for all age groups. Rotherham will be accessible from other areas and will have a wide choice of integrated transport options available. Villages and rural areas will be revitalised and provide high quality of life among Rotherham's beautiful countryside.

'Up to 35' possible Indicator	Baseline	LAA Improvement Target			Lead	Comment
		08/09	09/10	10/11		
NI 151: Overall Employment Rate	71.5% (June 2007)	71.5%	72%	72.5%	RMBC (RIDO)	
NI152: Working age people on out of work benefits	14.7% (May 2007)	14.4%	14.1%	13.8%	RMBC (RIDO)	Comment
NI 167: Congestion – average journey time per mile during the morning peak.	New	4.6%	6.1%	7.6%	RMBC	Targets to match those for the region in the SY LTP
NI 171: VAT Registration Rate.	25.6% (2006)	26% (2007)	27 (2009)	28 (2011)	RMBC (RIDO)	Comment

Local Indicators

Town Centre Regeneration					RMBC (RIDO)	
NI 166 - Average earnings of employees in the area					RMBC (RIDO)	

2006-2009 Stretch Targets

Number of New Start Up Businesses	205	205			RMBC (RIDO)	
Number of Incapacity Benefit Claimants entering into sustained employment (i)	20	20			RIDO, RMBC / Phoenix Enterprise	
Number of Incapacity Benefit Claimants entering into sustained employment (ii)	24	24			RIDO, RMBC / Phoenix Enterprise	

Direction of Travel / Justification

Number of New Start Up Businesses

Strategic Issue

There are likely to be changes in the housing mix. Through planned interventions and new build proposals the focus will be on a better balance of sustainable housing which focuses on quality and affordability incorporating mixed tenure, energy efficiency, greater choice, good design and aspirational housing.

The amount of waste generated continues to rise, while at the same time traditional means of disposal such as land-fill becomes much more difficult. Local surveys have consistently shown clean and safe streets and improved public spaces to be a top priority for local people, which is likely to continue. Climate change is seen as the key issue facing us over the next 30 years. All partners will need to begin to address and adapt to climate change.

Local people are generally satisfied with their local neighbourhood – satisfaction having risen in recent years – but rates vary considerably between areas, a trend likely to continue without specifically targeted action in the poorer performing areas.

The Rotherham Renaissance Masterplan will reinforce the town centre's role as a place for urban living. Here the emphasis will be on high quality apartments, live/work homes and other high density housing provision in attractive environments.

Maintaining the current overall low crime rate in Rotherham, as well as continuing to reduce anti-social behaviour and fear of crime remains a top concern for people.

Strategic Priority

Improve quality of design, decency standard and affordability of housing in the borough

Improve the local environmental quality of our neighbourhoods

Coordinate innovative partnerships to improve sustainable infrastructure, address and adapt to climate change

Build and support responsive and cohesive communities through neighbourhood management arrangements

Ensure safety within the town centre at night

Reduce incidence of domestic violence throughout the borough
Tackle and reduce the incidence of anti-social behaviour
Reduce the level of alcohol related crime in the borough
Reduce the fear and perception of crime

What our Local Development Framework says we will do:

The Framework sees good housing choice and accessible local services within safe, well-maintained neighbourhoods featuring attractively designed buildings, public realm and green spaces as essential for sustainable, cohesive and inclusive communities. We see the need to create a choice of decent homes of varying type, tenure and affordability within safe and well designed communities. "Secured by Design" is seen as a means of helping to reduce crime and anti-social behaviour. Protecting our communities against poor air quality, other forms of pollution and risks associated with flooding are also a priority.

Our Framework also promotes biodiversity, accessible locations and sustainable travel choices, promoting sustainable waste management and the efficient use of resources. Our policies aim to promote and nurturing the local environment and to help combat climate change.

Safe

Nick Cragg, Theme Board Chair. Jeff Wharfe, Theme Manager.

Needs

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- Deprivation is still above the national average, with marked differences between groups and areas. Financial exclusion remains a high risk for nearly 25% of Rotherham's population
- Continued economic growth and a move toward full employment will lead to labour and skill shortages.

Priorities

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Direction of Travel / Justification

Number of New Start Up Businesses

Strategic Issue

Resident surveys in Rotherham show that residents largely do not feel well informed about local affairs, do not feel engaged in decision making or that they influence decisions. Research commissioned from MORI in 2006 suggested that key drivers to resident satisfaction in Rotherham included, 'being allowed a say in Council decisions'

The sustainability of the Rotherham's Voluntary & Community Sector and the activities it supports are threatened by large reductions in external funding (e.g. SRB, NRF) from March 2008.

The results of resident survey work undertaken in the last 18 months suggest that residents predominantly see Rotherham as a 'place still struggling to overcome the social and economic problems of its past'.

Evidence also shows that few residents claim to advocate for Rotherham.

Recent survey results measuring the 'number of people who feel that people of different backgrounds get on well together in their area' shows that while things are improving in Rotherham, at 61% we remain well behind the national average on this measure.

Strategic Priority

Provide the means for citizens, the voluntary and community sector and businesses to influence decision making

Support a thriving, sustainable and diverse Voluntary and Community Sector.

Celebrate the achievements of Rotherham, its people and organisations.

Promote understanding, respect and belonging within communities and the borough.

What our Local Development Framework says we will do:

We aim to portray a positive external image of Rotherham. We also promote tourism based on Rotherham's cultural and heritage assets alongside our aim of creating sustainable communities of distinctive local identity with accessible local services and an attractive housing, employment and retail/leisure offer.

Proud

Needs

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- Above average levels of Incapacity Benefit claimants
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Direction of Travel / Justification

Number of New Start Up Businesses

Strategic Issue	Strategic Priority
National policy requires public authorities to promote the values and practices of a fair and democratic society; this extends to the delivery of services and decision making.	Ensure services are accessible to all communities and neighbourhoods Value, listen to and empower Rotherham people and businesses to create more responsive, tailored and high quality services (Proud Theme)
Rotherham's communities are changing – the population is ageing and international migration is increasing, with new and diverse communities emerging, such as Eastern European communities.	Respond to meet the needs of Rotherham's diverse and ageing population Ensure people get on well together in communities by responding to demographic and social changes. (Proud Theme) Build cohesive communities and encourage neighbourhood management (Safe Theme)
Deprivation in the borough is decreasing, however, if all communities are to benefit, concerted efforts are needed to tackle the inequalities that persist between the communities that experience most deprivation and the rest in the borough.	Ensure all people in Rotherham fully benefit from progress (All themes)
Barriers to employment and career progression persist for people from disadvantaged neighbourhoods and communities such as black and minority ethnic people, disabled people and women. As major employers in the borough, partner agencies have a role in creating positive opportunities to employ a workforce that is representative of local diverse communities.	Support disadvantaged people into work and improve access and remove barriers to employment (Achieving Theme) Maximise participation in learning, particularly in disadvantaged areas (Learning Theme)

Sustainable Development

Strategic Issue	Strategic Priority
Deprivation across Rotherham is falling, but is becoming deeper and more intensive in some areas of the borough.	Improve access and remove barriers to employment (Achieving Theme) Create specific initiatives to maximise the engagement and participation in learning of people living in the most deprived neighbourhoods (Learning Theme) Improve quality of design, decency standard and affordability of housing in the borough (Safe Theme)
National policy will continue to require more sustainable building practices to improve the energy and environmental standards of new development.	Improve quality of design, decency standard and affordability of housing in the borough (Safe Theme)
Car journeys continue to increase, leading to more congestion and pollution, and constraining economic growth.	
The amount of household and industrial waste continues to rise, but traditional means of disposal such as land-fill become much more difficult.	Coordinate innovative partnerships to improve sustainable infrastructure, mitigate and adapt to climate change (Safe Theme)
Rotherham and the region will continue to fail to meet targets for greenhouse emissions without more radical action.	Coordinate innovative partnerships to improve sustainable infrastructure, mitigate and adapt to climate change (Safe Theme)
Air and water quality continues to be good, but there are localised 'hot spots' that will need to be continually monitored.	Coordinate innovative partnerships to improve sustainable infrastructure, mitigate and adapt to climate change (Safe Theme)
The conservation and enhancement of biodiversity is a crucial component of achieving sustainable development; a healthy, diverse environment provides functional ecosystems that, for example, provide clean air and effective flood defences.	Improve the local environmental quality of our neighbourhoods (Safe Theme)
Food and drink has the largest single impact on Rotherham's Ecological Footprint and is strongly linked to healthy eating as well as the environmental impact of food consumption	Reduce obesity levels in Rotherham against current trends (Alive Theme)
There are estimated to be 13,312 people in fuel poverty in Rotherham. Fuel poverty impacts on a wide range of issues, from health to educational attainment	Promote independent living by preventing older and frail people having falls and also ensuring that people have affordable warmth. (Alive Theme)
New and innovative ways of working need to be implemented if Rotherham is going to achieve reductions in carbon emissions in line with regional and national targets	Value, listen to and empower Rotherham people and business to create more responsive, tailored and high quality services (Proud Theme) Promote innovation, enterprising behaviour, competitiveness and sustainability (Achieving Theme)

Partners consulted as part of the Refresh

- Sagina Bi, Finance and Administration, APNA HAQ Project.
- Zlakha Ahmed, Project Manager, APNA HAQ Project.
- Karen Durham, Resource Development Officer (Regional Partnerships), Arts Council England, Yorkshire.
- Zamir Hussain, Business Development Manager.
- Adrian Jones, PDP / Enterprise Manager, Business and Education South Yorkshire.
- Richard Lukey, Sector Manager, Creative and Digital Industries, Business Link South Yorkshire.
- Maurice Healy, Chairman Rotherham Residential Landlords Association, Celtic Properties Ltd.
- Marie Boswell, 14-19 Team, CENT.
- Zafar Saleem, Community Engagement and Cohesion Manager, Chief Executives.
- Claire Bailey, Policy, Planning and Partnerships Manager, Children and Young People's Services.
- Deborah Johnson, Performance & Quality Officer, Children and Young People's Services.
- Jeanette Lane, Principal Officer External Funding and Regeneration, Children and Young People's Service.
- Simon Perry, Acting Director of Targeted Support Services, Children and Young People's Services.
- Helen Shaw, Head of Community Learning, Children and Young People's Service.
- Joyce Thacker, Senior Director, Children and Young People's Services.
- Lizzy Alageswaran, Principal Officer, Community Arts Service.
- Trevor Kippax, Cultural Diversity Officer, Community Arts Service.
- Julianne Duffy, Project Manager, Dearne Valley Education Partnership.
- Steve Blackbourn, Principal Officer – Museums, Galleries & Heritage, Environment and Development Services.
- Kathryn McHugh, Work and Skills Board Manager, Environment and Development Services.
- Amy Sharp, Green Spaces Development Manager, Environment and Development Services.
- Helen Sleight, Senior Planner, Environment and Development Services.
- Phil Turnidge, Local Development Framework Group Manager, Environment and Development Services.

- David Walmsley, Head of Local Government and Partnership, GOYH.
- Sue Barratt, Manager, GROW.
- Joanna Jones, Rotherham Women's Network Co-ordinator, GROW.
- John Silker, Manager, Hellaby Hall Hotel.
- Hayley Fox, Housing Market Renewal.
- Andy Pashley, Housing Market Renewal.
- Fiona Hunpage, IDP Project Manager.
- Gail Bouskill, Area Manager, Johnnie Johnson Housing Trust.
- Janine Lornas, Housing Manager, Johnnie Johnson Housing Trust.
- Shelley Fell-Bowers, Rotherham Partnership Manager, Learning and Skills Council.
- Jason Doherty, Head of Policy, MLA Yorkshire.
- Claire Boldy, Scheme Team Leader, Neighbourhood and Adult Services.
- Vanessa Brown, Neighbourhood Manager, NMP – Neighbourhood and Adult Services.
- Vicky Brown, Principal Policy, Planning and Research Officer, Neighbourhoods and Adult Services.
- Catherine Dale, Neighbourhood Initiative Manager, Neighbourhoods and Adult Services.
- Michelle Musgrave, Director of Housing & Neighbourhoods Services, Neighbourhood and Adult Services.
- Kathy Poultney, Project Manager, Neighbourhoods and Adult Services.
- Tom Sweetman, Interim Head of Community Housing Services, Neighbourhood and Adult Services.
- Les Harrison, New Business / Senior Deal Architect, RBT (Connect) Ltd.
- Janet Scott, Manager, Welfare Rights and Money, Advice Service, RBT Connet Ltd.
- Sue Horner, Head of Faculty Skills for Life Community, RCAT.
- George Trow, Principal and Chief Executive, RCAT.
- David Rowley, Rotherham Cultural Consortium delegate to Rotherham Alive Board, Rotherham Cultural Consortium and Ravenfield Parish Council.
- Rob Bradwell, Support Manager, Refugee Support.
- Gabani Gami, TSO, RHA.
- Tracey Clarke, Assistant Director CAMHS, Rotherham, Doncaster and South Humber Mental Health NHS Foundation Trust.
- Derek Corkell, Executive Member, Rother Fed.
- Councillor Roger Stone, Leader, Rotherham Metropolitan Borough Council.



- Jamie Krynski, Support Time Recovery Worker, Rotherham MIND.
- Sue Ball, Governance Manager, Rotherham NHS Foundation Trust.
- Keith Boughen, Associate Director, Rotherham PCT.
- Andy Buck, Rotherham PCT.
- Dr Robin Carlisle, Consultant in Public Health, Rotherham PCT.
- Annette Cassam, Consultant in Public Health, Rotherham PCT.
- Judy Dalton, Moving and Handling Co-ordinator, Rotherham PCT.
- Pauline Fryer, Director of HR, OD & Corporate Governance, Rotherham PCT.
- Mel Howard, Drug & Alcohol Co-ordinator, Drug Strategy Team, Rotherham PCT.
- Kerry Albiston, Manager, Rotherham Women's Refuge.
- Tracy guest, Chief Executive, Sheffield YWCA – Flemming Gardens Project.
- Gordon Charlesworth, Group Manager, Rotherham District, South Yorkshire Fire & Rescue.
- Sharon Dyett, Director, South Yorkshire Housing Association.
- Helen Spooner, Area Manager, South Yorkshire Housing Association.
- Neil Anderson, Strategic Partnerships Manager, South Yorkshire Passenger Transport Executive.
- Marissa Cooper, Chief Inspector, South Yorkshire Police.

- Peter Horner, Detective Chief Inspector, Specialist Crime Services, South Yorkshire Police.
- Matthew Jukes, Chief Superintendent, South Yorkshire Police.
- Dave Pickett, Detective Inspector, South Yorkshire Police.
- Bruce Kelsey, South Yorkshire Sport.
- John Garrett, Director of Community Development, Thomas Rotherham College.
- Clive Pantry, Todwick Parish Council.
- Colin Blain, Regeneration Advisor, Together for Regeneration.
- Gordon Payne, Chair, Treeton Partnership.
- Willy Kitchen, Foundation Programme Co-ordinator, Institute for Lifelong learning, University of Sheffield.
- Peter Blanksby, CEN Representative, Kiveton Park Development Trust Voluntary Action Rotherham.
- Debbie Heath, Head of Policy and Performance, Voluntary Action Rotherham.
- Kate Hurley, Stronger Communities Facilitator, Voluntary Action Rotherham.
- Shafiq Hussain, Head of Sector Engagement, Voluntary Action Rotherham.
- Kerry McGrath, CEN Neighbourhood Level Worker, Voluntary Action Rotherham.
- Zohra Choudhry, Quality Assurance & Diversity Co-ordinator, VC Train.
- Joyce Maleham, Secretary, Wath Upon Dearne Community Partnership.
- Councillor Eric Shaw, Whiston Parish Council.
- Paul Pascoe, Yorkshire Forward.
- Liz Booth, Company Director, 2010 Rotherham Ltd.
- Gaetano Demartino, Company Director, 2010 Rotherham Ltd.
- Phil Rees, Assistant Director of Business Development, 2010 Rotherham Ltd.
- Richard Walker, Assistant Director of Neighbourhood Management, 2010 Rotherham Ltd.
- Richard King.
- Emma Mitchell.
- Sonia Sharp.
- Rotherham Environment Forum
- Sustainability Partnership
- Members Sustainable Development Advisory Group
- Sustainable Development Officers Group
- Theme Board
- VAR Management Team
- Blackburn Community Partnership
- RMIND
- Rema
- M3 Managers (50)

Name	Organisation	Role
Brian Chapple	Earth Titans	Independent Chair
Roger Stone	RMBC	Leader of the Council and Deputy Chair
Kath Atkinson	Rotherham Primary Care Trust	Chair of Alive Theme Board
Sue Barratt	Grow	Representative of the Voluntary and Community Sector
Peter Blanksby	CEN	Representative of the Voluntary and Community Sector
Andy Buck	Rotherham Primary Care Trust	Chief Executive of Rotherham Primary Care Trust
Nick Cragg	Nicholas Associates	Chair of Achieving Theme Board
Mike Cuff	RMBC	Chief Executive of Rotherham Council
Sue Ellis	RMBC	Chair of Safe Theme Board
Paul Pascoe	Yorkshire Forward	Yorkshire Forward Representative
Rob Hannon	Sureguard Energy Services Limited	Representative of Rotherham Chamber of Commerce
Brian James	Rotherham General Hospital NHS Trust	Chief Executive of Rotherham General Hospital
Bob Johnson	Learning & Skills Council South Yorkshire	Learning and Skills Council Representative
Matt Jukes	South Yorkshire Police	Rotherham District Commander, South Yorkshire Police
John Lewis	Rotherham Chamber of Commerce	Representative of Rotherham Chamber of Commerce
Gordon Payne	Treeton Partnership	Representative of the Voluntary and Community Sector
Sue Ransom	Dearne Valley College	Representative of Rotherham's Further Education Sector
Colin Earle	2010	Chief Executive of 2010
John Silker	Representative of Rotherham Chamber of Commerce	
George Trow	Rotherham College of Arts and Technology	Chair of Learning Theme Board
John Wainwright	Representative of Rotherham Chamber of Commerce	
David Walmsley	GOYH	Government Office for Yorkshire and Humber Representative
Janet Wheatley	Voluntary Action Rotherham	Chair of Proud Theme Board
Roy Wicks	South Yorkshire Passenger Transport Executive	Representative of South Yorkshire Passenger Transport Executive
Sabi Akram	Face Advice Centre	Representative of the Voluntary and Community Sector

For further information

Please contact Vince Roberts, Rotherham Partnership Manager on 01709 822793
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Eric Manns Building
45 Moorgate Street
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This document can be made available in your language and in alternative formats such as Braille, large print, electronic and audio-tape versions.

Contact us at:
minicom 01709 823 536
www.rotherham.gov.uk

اگر آپ کو یہ دستاویز کسی دوسری زبان
اور / یا کسی متبادل صورت (فارمیٹ) میں
درکار ہو تو ہم سے رابطہ کریں۔

如需索取這份文件的其他語文譯本和/
或各種形式版本，請聯絡我們。

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شکل دیگری می خواهید لطفاً با ما تماس
بگیرید

أُتصل بنا إذا تريد هذه الوثيقة بلغة أخرى
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