

Rotherham Growth Plan

2015-2025

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Rotherham:

History

One of four Metropolitan areas within South Yorkshire, Rotherham occupies an area of 28,653 hectares. Bounded by Sheffield to the west, Barnsley to the north, Doncaster to the east and North East Derbyshire and Bassetlaw (Nottinghamshire) in the south. Rotherham is an important component of the Sheffield City Region (SCR), which includes all of South Yorkshire and parts of north Nottinghamshire and north Derbyshire.

The M1 motorway runs along much of the borough's western edge and the M18 bisects the borough to the south of Rotherham. There are five airports within a 50 mile radius, including Robin Hood Airport near Doncaster. More than half of the borough is rural, characterised by attractive villages and rolling countryside.

Rotherham developed from a small market town into a major industrial centre based around coal and steel. The population of the present borough grew from 17,000 in 1801 to 120,000 in 1901 and is now in excess of a quarter of a million. Most of the traditional industries of the 19th and 20th centuries no longer exist and many old industrial areas have seen large scale regeneration such as at Manvers in the Dearne Valley.

Rotherham's population remained fairly static during the 1980's and early 1990's, but then declined from a peak of almost 254,000 to just over 247,000 by 2000. This followed large scale job losses in Rotherham's traditional industries of coal mining and steel making. The population began to grow again in 2001 and a steady increase over recent years has brought the population to 254,600 according to the 2010 mid-year estimate, with a further increase of 21,000 projected by 2027. This increase will be concentrated in the older (mainly retired) age groups with small increases expected in the younger (working age) age groups.

Rotherham has high rates on both inward and outward commuting due to its central location in South Yorkshire and proximity to Sheffield, 38.7% commute outside the borough for work – 21.5% to Sheffield, 4.5% to Doncaster, 3% to Barnsley and 10% elsewhere. 30.5% commute into the borough for work – 10.5% from Sheffield, 7% from Doncaster, 5% from Barnsley and 8% from elsewhere.

Economic Challenges

The early 1990s recession had a serious impact on Rotherham employment with a 12% reduction in the numbers in work between 1986 and 1994. In Rotherham, the decline of traditional industries – coal and steel, and manufacturing in general caused the large fall in employment. Rotherham's employment rate was 65.7% in 1999 but began to show a strong increase during 2001, an improvement which continued up to 2005 as the borough's economy diversified and grew, with Rotherham's employment rate remaining close to the national average at over 74% throughout that year.

Investment in major employment sites at Templeborough, Manvers, Dinnington, and latterly the Advanced Manufacturing Park (AMP) at Waverley, all contributed to the rate of job growth in Rotherham being more than double the national rate. The employment rate has fallen back over recent years, with the more deprived areas of the borough still suffering from very high levels of worklessness. The recent recession and slow economic recovery has seen several announcements of large job losses - however Rotherham's economy is more diverse and better able to adapt than in previous recessions.

Rotherham town centre, Parkgate and Cortonwood Retail Park are the main shopping centres in the borough. Much work has been carried out in the town centre through the Town Centre Initiative and Rotherham Renaissance. There are attractive pedestrianised and landscaped areas and a redeveloped Centenary Market. The Council's new civic hub along with the new football stadium for Rotherham United Football Club has regenerated the former Guest and Chrimes industrial site at the heart of Rotherham's urban area.

Indicator	Rotherham	Sheffield City Region	UK
Overall employment rate (December 2013)	66.2%	69.6%	71.3%
VAT registered businesses per 10,000 adult (16+) population	263	314	416
Average (median) weekly gross salary (full-time, workplace based 2013)	£459.90	£475.60*	£517.50
% achieving 5+ GCSEs at grades A*-C (2014)	67.1%	-	63.2%
% of workforce with no qualifications (December 2013)	12.3%	11.6%	9.5%
% of workforce with Level 4 qualifications (December 2013)	21.6%	27.7%	35.0%
Self-employment (December 2013)	9.7%	10.5%	14.3%
Employment in SOC1-3 occupations	35.0%	38.4%	43.7%
Average house prices (<i>Land Registry Aug 2014</i>)	£99,761	£103,451*	£177,824**

*Figure for South Yorkshire **Figure for England & Wales

Sheffield City Region

Rotherham is a part of the Sheffield City Region (SCR), working collaboratively with partners from Sheffield, Doncaster, Barnsley, Bassetlaw Bolsover, Chesterfield, Derbyshire Dales and North East Derbyshire. Much economic activity takes place at this level, overseen by the Local Enterprise Partnership (LEP) and the newly formed Combined Authority.

Rotherham's Vision for Growth

To make Rotherham a place where:

- **businesses will flourish and grow;**
 - **the population is highly skilled and enterprising;**
 - **there is quality housing provision for all sections of the community.**
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The Vision is based on creating an economy in which business will prosper and local residents will have the enterprise and employment opportunities which reflect their ambitions and skills.

RMBC Priorities

The RMBC Corporate Priorities support the ambitions of the Growth Plan. These are:

- Stimulating the local economy and helping people into work
- Protecting our most vulnerable people and families, enabling them to maximise their independence
- Ensuring all areas of Rotherham are safe, clean and well maintained
- Helping people to improve their health and well-being and reducing inequalities within the borough

These priorities guide the work of all of the Council Departments and result in a range of Services including Planning, Transportation, Housing, Economic Development, Education and Neighbourhoods being directly involved in the delivery of the Growth Plan.

The Corporate Priorities include the aim of; ensuring that Rotherham is an attractive place to live for all sections of the community and providing an environment which takes account of the needs of families and older people

Growth Plan Objectives

Rotherham needs both more and better jobs to increase its contribution to the national economy and provide residents with the employment opportunities to meet their needs. This includes both full and part time jobs and opportunities for young people.

The Growth Plan will:

- Deliver 10,000 net new jobs in the private sector over the next 10 years. (This very challenging figure is taken from the SCR seeking to deliver 70,000 net new jobs over the same period and 10,000 is a pro-rata figure taken from the populations of each area).
 - Create 750 additional new businesses over the next 5 years – it is essential that those sectors with both greatest job and growth potential are targeted to invest or set up in the borough.
 - Increase GVA through growing, attracting and starting businesses – While this is a sign of economic vitality, it is difficult to measure it at borough level and as such set targets.
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The Growth Plan will focus on private sector business and skills to deliver this scale of employment, while ensuring that planning, housing, transport and education play a full supporting role. The employment target will be met through the growth of existing businesses, as well as attracting new inward investment, from both national and international companies. New business will also make an important contribution to creating new employment opportunities for local residents.

Growth Plan Themes

The themes to the Growth Plan follow those of the City Region Strategic Economic Plan as closely as possible; but seek to add local value to the outcomes.

- **Growing existing and developing new businesses:** Increase the size and strength of the Rotherham business stock, target support on those sectors in which Rotherham has an identifiable economic advantage, attract greater numbers of higher value businesses to invest and locate in the borough. Provide support to businesses with the highest growth potential to maximise their performance will help to safeguarded and increase employment.
- **Skills for employment:** there is a need and opportunity to reduce unemployment and increase skill levels amongst the Rotherham communities and provide business with the skilled and motivated workforce which will support growth. The Growth Plan will seek to maximise access to sustainable, decently paid employment and relevant training that give adults and young people the best chance of success, alongside focusing on higher level skills development at level 4.
- **Social inclusion and combating poverty.** Combating poverty is important to Rotherham and by ensuring that the skills businesses require is communicated effectively to local educators and skills providers the Growth Plan will contribute to resolving the issue of low wages and household incomes. This will ensure that workless and low income people are advised effectively on what they need to do to gain employment or progress in employment and benefit from the jobs and business growth that this plan seeks to create.
- **Employment Land and Housing:** Rotherham needs to provide the employment land and commercial and industrial premises which will support new employment. This will include bringing forward new employment sites close to the strategic road network. At the same time, it is important that land for new residential development is available to support a growing population and changing housing needs, including the needs of an older population.
- **Town Centre:** The Town Centre is a major priority for the borough and a will be a major driver of growth and be seen as a barometer of the overall health of the borough. There is considerable potential to increase employment in and close to the Town Centre in leisure and retail activities, as well as making it a place to visit as part of a healthy evening economy.
- **Transport:** Rotherham benefits from its strategic location on the motorway network and new development such as High Speed 2 has the potential to increase the attractiveness of the Borough as an investment location. It is important that public transport is available which connects local residents to places of employment, both in the Borough and in centres such as Sheffield. Improving rail, tram and bus services will be critical to meeting this objective.

Geography

The Core Strategy (see appendix 2), adopted by the Council September 2014, identifies five distinct spatial 'sub-regions' within the borough, using the distinct differences in travel to work patterns as an evidence base.

Dearne settlements: This area lies to the north of the main Rotherham Urban Area bordering Barnsley and Doncaster, and covers the former mining towns of Brampton, Wath, Swinton, and Kilnhurst. It is characterised by significant out commuting into Barnsley and Doncaster with a limited number also to West Yorkshire, and with a less close relationship to Sheffield than other parts of the borough.

This area has seen large investment in recent years, particularly in the new business parks along Manvers Way - e.g. call centres, distribution and light engineering, and is now a significant employment area within the borough. The Waterfront redevelopment is providing significant mixed use regeneration, delivering new homes, sites for new economic development, local services and leisure facilities.

Rotherham urban: Covers the Town Centre, Eastwood, Upper Haugh, Greasbrough, Kimberworth Park, Masbrough, East Herringthorpe, Parkgate, North Rawmarsh, Thrybergh Park, Brecks, and Moorgate. The urban area is characterised by less out commuting than other parts of the borough and has a close association with the town centre, with a predominantly urban landscape.

At the heart of the borough it provides Rotherham's key public transport interchanges, plus good access to the main road network. As well as established residential and employment areas there are numerous heritage and environmental assets including the river and canal networks and Clifton Park and Museum.

Rotherham town centre is the borough's principal retail and service centre, although it has suffered in recent years from de-population and the loss of many high street stores to 'out of town' developments. Many of the most deprived areas of the borough lie within the main Rotherham Urban Area.

Urban fringe: This includes the settlements of Ravenfield, Bramley, Wickersley Village, and Whiston. It is characterised by a less close association with the town centre itself and has a mix of commuting to Sheffield and, to a lesser extent, the Doncaster area. It includes generally more affluent areas and very popular residential areas which have grown in recent years although with large parts of the area still rural in nature. There are limited areas of employment; however the area does include a significant public transport route along the A631.

Rotherham / Sheffield corridor: Covers the settlements of Wentworth, Kimberworth, Templeborough, Waverley, Aston, Rother Valley, and South Rural along the western edge of the borough. There is a mixture of urban and rural areas; settlements in the north and south of the corridor are more rural in nature but settlements just to the west of the main Rotherham Urban Area are urban, including industrial areas and large employment sites.

All are characterised by extensive commuting into Sheffield (all areas have over 30% of their working age residents travelling across the 'border') with additional numbers also travelling to Nottinghamshire / Derbyshire from settlements in the south of the corridor and to Barnsley / West Yorkshire from settlements in the north of the corridor. Within this area settlements often have limited association with Rotherham – less than 50% of working age residents in these areas work in the borough.

The area does however include major public transport routes, including rail which serves Kiveton Park station. The Corridor includes important heritage assets such as Wentworth Woodhouse and its associated park and gardens, Rother Valley Country Park, and the line of the Chesterfield Canal.

Outlying & rural settlements: This includes the settlements of Maltby, Laughton, Thurcroft, Dinnington, and Anston to the south / south-east of the main Rotherham Urban Area. It is predominantly rural in nature but with some significant settlements. The area is linked to Rotherham centre and the wider City Region by quality bus corridors (Maltby and Dinnington / Thurcroft routes). There is a mixture of commuting patterns, but significant numbers commute to Sheffield (given the proximity of M18 and M1 motorways) as well as Nottinghamshire (mainly Bassetlaw) and Derbyshire.

It consists mainly of ex-mining areas with pockets of deprivation remaining in many of these communities. The rural nature of parts of this area provides the setting for a number of villages and Conservation Areas, as well as assets such as Sandbeck Hall and estate, and Roche Abbey. It also contains the most significant area of Limestone geology within Rotherham.

Priority Projects and Programmes

The following schemes have the potential to have a major positive impact on the future prosperity of the Rotherham economy. A number of these projects have been identified in the town centre and their delivery is essential to ensure that it continues to provide a vibrant location, with an enhanced retail, culture and leisure offer.

Businesses Growth

- 1. Innovation District:** The Sheffield Rotherham Economic Corridor houses the UK's Foundation Industries; Tata, Outokumpu, Forgemasters and Firth Rixson and the University of Sheffield through the Advanced Manufacturing Research Centre (AMRC) have delivered direct and tangible impacts on industry, through technology development and demonstration. The Innovation District will build on the Advanced Manufacturing Park (AMP) and the Sheffield Business Park.

This critical mass of expertise and experience presents Rotherham and Sheffield with a unique opportunity to create a complete proposition in Sheffield City Region, a place where we can design and make the next generation of whole industries. A key feature of innovation districts is connectivity; improvements planned for the District include:

- a. Tram-Train:** A 2 year pilot funded by DfT starting in 2016, running a tram on existing rail tracks; from Sheffield City Centre to Parkgate, via stops at Meadowhall and Rotherham Station
 - b. Meadowhall International HS2 Station:** HS2 are currently proposing the construction of a South Yorkshire station at Meadowhall, which while located in Sheffield is very close to the border with Rotherham and is likely to act as a catalyst for massive economic growth around Waverley, the AMP and Templeborough.
- 2. Major Site:** Todwick North is an excellently located site with minimal investment requirements that could provide a significant general employment use development. There are strong links to the motorway network and the strategically important Sheffield Rotherham Economic Corridor / Innovation District. This site is also well placed to take advantage of the HS2 station at Meadowhall.

Town Centre

- 3. Town Centre Programme:** To establish a number of projects that will create a stronger more diverse offer within the town centre to include a cinema, hotel, food and beverage outlets, residential and other leisure and retail schemes. Key projects include:-
 - a. The Markets Complex:** The RMBC owned complex is major attractor of footfall in the town centre, with in excess of 80,000 visitors per week. The opening of the new Tesco Extra store is both an opportunity and a threat to the Markets, which will require major investment to allow them to continue to thrive and provide a gateway into the town centre. Work is currently underway to identify all possible options for the (re)development of the complex.
 - b. Forge Island:** Following the relocation of Tesco to the former Civic Site, Forge Island will be the largest development site available within Rotherham town centre and essential to the sustainability of the Corporation Street side of the town centre. RMBC have an option to purchase the site at a pre agreed price once it is vacated. An office development or a cinema have been identified as the preferred uses for this site
- 4. Create a University Campus in Rotherham:** the Town Centre has the potential to accommodate a higher education campus, including student accommodation, and would provide an ideal town setting for any University. The Growth Plan will work with FE and HE partners to develop a campus in Rotherham in sectors and areas of interest to Rotherham businesses and communities.

Visitor Economy

- 5. Leisure Development:** Pit House West provides an opportunity to develop a nationally significant leisure development close to Rother Valley Park and the M1. It will create a major boost for tourism in Rotherham as well as significant jobs growth.
- 6. Yorkshire Man of Steel:** The Yorkshire Man of Steel is a landmark sculpture for the region. The attraction will feature an education and visitor centre that will celebrate the history and the future of steel and coal in our region.

Theme 1 Grow Existing and Develop New Businesses

Thriving economies are characterised by high start-up rates and levels of innovation with effective links to universities and colleges and a balanced labour market. Strong inward investment and exporting with a significant national and international profile in areas of excellence driving supply chain activities and maximising multiplier effects.

In relation to these characteristics Rotherham has too few businesses for the size of the economy and population (264 per 10,000 of working age population, against a national average of 418) to be a thriving economy. The *enterprise gap* needs to be addressed by increasing the start-up rate so as to provide more employment opportunities for local residents and develop a more balanced labour market.

RMBC runs a network of four successful *Business Incubation Centres* covering the majority of the borough providing support for start-up and new SMEs. RMBC enhances this offer through effective partnership working with schools and colleges to promote self-employment and ensure that local people have the skills needed by business.

Rotherham has a strong innovation asset in the *Advanced Manufacturing Park* with links to Universities, a strong national and a growing international profile. The AMP now needs to be supported to ensure that it doesn't become out-dated in an area of economic activity that is synonymous with rapid change. Whilst the AMP is a strong economic asset for Rotherham attracting major international firms, including Boeing and Rolls Royce, it cannot enable Rotherham to become a thriving economy on its own and the work that led to its creation needs to be adapted to create new opportunities in Rotherham.

Alongside the AMP Rotherham had good levels of inward investment elsewhere in the borough that was driven by a strong land supply with public funds for remediation and a supportive Local Authority with an effective business facing function; the Dearne Valley was particularly successful in the last growth cycle. The land supply and public finance offer has changed significantly over the last 5 years to the extent that in order to replicate the development seen in the Dearne Valley Rotherham now needs to adapt its offer to business so that the levels of inward investment of the last growth cycle can continue and increase in the next growth cycle.

Our Ambition

This theme is central to the success of the Growth Plan and to successfully deliver it Rotherham needs to:

- Increase the size and strength of the Rotherham business stock.
- Target support on those sectors in which Rotherham has an identifiable economic advantage
- Attract greater numbers of higher value businesses to start-up, invest or locate in the Borough.
- Provide support to those businesses with highest growth potential to maximise their performance
- Rebalance the economy through the creation of large numbers of new private sector jobs
- Increase the number of Rotherham businesses exporting and the value of export business they do.
- Build strong supply chains for those major companies that invest in or are located in Rotherham.
- Market Rotherham as a great place to do business; seeking to attract new inward investment, both from overseas and from elsewhere in the UK.

Sectoral Perspective

We will seek to support any business with growth potential, whatever its sector, however there are certain "target sectors" where Rotherham has existing strengths and/or a competitive advantage to build on. These include:

- **Advanced Manufacturing** – The AMP is a world class facility and has already attracted blue chip companies including Rolls Royce and Boeing. There is the potential for further expansion of the AMP, plus major supply chain opportunities

- **Business Process Services (BPS)** – There are a number of large BPS centres located in the Dearne and at Hellaby. Companies are looking to relocate contact centre operations to near shore and onshore centres, BPS remains a growth sector internationally and is becoming an increasingly complex sector utilising innovative technological solutions for outsourcing business administration functions.
- **Food** – Rotherham currently supports 300 businesses and 4,200 employees in this sector. These businesses include KP Nuts, Greencore and the New York Bagel Co.

Indirect jobs created through the supply chain of key investments can be significant but the multiplier effects are specific to sectors characteristics' within geographies, which makes them hard to quantify. By understanding the characteristics of different sectors within Rotherham and the SCR we can identify those sectors that are going to have the greatest impact. This potential needs to be taken advantage of and will be directly impacted on by the housing and town centre offer that Rotherham can make to ensure that higher income households are in Rotherham, whilst ensuring that there is sufficient provision for lower income households moving out of poverty.

This balance will be crucial to ensuring that the benefits of economic growth are available to all of Rotherham's citizens and that there are clear career entry points and a culture of self-improvement which will create a sustainable on and off flow of employment for whole life careers.

Core Business and Enterprise Objectives

Rotherham needs to increase the number, size and quality of its business stock, there being three main ways this can be achieved:

- 1) Increase the number of start-up businesses in the borough.
- 2) Grow existing businesses.
- 3) Attract businesses to locate and invest in the borough.

Any growth strategy must include a mixture of all three of these in order for it to be both successful and sustainable over the longer term. The business focussed activities will support all aspects of business development, from the need to provide modern premises to supporting companies to access new markets and improve the skills of their workforce.

Interventions

The following interventions are a priority for Rotherham:

- Agree the sectors where Rotherham has a distinct economic advantage and/or strong growth potential.
- Identify the Rotherham businesses with greatest potential for growth and the support they require to maximise this growth, including management training.
- Agree on the offer that Rotherham will provide to businesses looking to invest or start up in Rotherham. This will comprise a menu of concessions/interventions for businesses, with a specific package being created on a case by case basis.
- Build on the success of BICs in supporting sustainable start-up businesses; including supporting companies as they move from the new start to growth phase. This will include the provision of suitable grow on space for those business growing out of the BICs.
- Build on success of Rotherham Ready and RYE supporting young people to start businesses and to be enterprising within their careers
- Create the Rotherham Investment Product which is supported by a business facing culture within RMBC that promotes the Local Authority as an organisation that works effectively with business. The product will set out a menu of options that will enable the Local Authority to be more receptive to business investment and negotiate bespoke deals to attract or retain businesses within the borough by breaking down barriers to investment and growth.

These interventions will be executed as new financial support and opportunities become available. This will include developing new initiatives in support of the Sheffield City Region Strategic Economic Plan and the new European Structural Investment Fund strategy.

Targets/impacts/outcomes

The following targets have been set for this Theme

	2015*	2025	%change
Numbers of new starts per annum	735	1,000	+36.1%
Survival rates (three years)	55.6%	60.0%	+7.9%
Number of businesses (base)	5,505	7,000	+27.2%
Businesses provided with assistance by RMBC			+x.x%

Delivery Priorities and Activities

Priority	Actions(s)	Timescale	Outcomes	Lead organisation
Growth programme: identify those businesses in Rotherham with major potential for growth and what support they need to maximise this	Talk to banks, accountants, Chamber to identify growth companies	Mar 2015	Identify top 100 Rotherham firms for growth potential	RiDO
	Talk to companies to ascertain what they need to maximise their growth	Mar 2015	A costed "menu" of interventions that companies require to help drive growth	RiDO
	Econometric Model for Rotherham / SCR with multipliers	Mar 2015	A list of target sectors that have the greatest multiplier impact for growth and jobs in Rotherham / SCR	SCR / EDT
Investor Package: Agree on the offer available to businesses seeking to invest in Rotherham	Identify business requirements Identify activity to be funded	June 2015	Provide local Rotherham offer to underpin that provided through the SCR Growth Hub	RiDO
Business start-up support	One-stop shop for local business start-ups Workshops for people with business ideas	June 2015	Increased numbers of new start businesses and improved survival rates	RiDO
Promotion:	Develop a PR/marketing campaign for Rotherham as a place for business to come	June 2015	Increased investment in Rotherham from rest of UK and overseas	RiDO Chamber RMBC Comms

Delivery partners

Local partners will work with public, private and third sector organisations to deliver this Theme. A high priority will be given to working with local business and representatives organisations to ensure support meets the needs of enterprises in Rotherham. The leading delivery partners are:

- Rotherham MBC (RiDO)
- Barnsley & Rotherham Chamber of Commerce
- Economy Board
- UKTI
- SCR LEP Growth Hub
- Rotherham Businesses

Local partners in Rotherham will ensure that business support managed and promoted by Sheffield City region are made available to local businesses. This will include promoting and marketing initiatives organised by other partners.

Priority Project:

- **Advanced Manufacturing Innovation District:** Focused around the Sheffield-Rotherham Economic Corridor including AMP and Waverley.
- **Major Site:** Todwick North is an excellently located site with minimal investment requirements.

Theme 2 Skills for Employment and Progression

Current overview

Employment in Rotherham is continuing to show signs of recovery from the economic downturn, particularly with reducing numbers claiming Jobseekers Allowance.

Higher skill levels remain well below those of the national average and need to increase to support business growth and Rotherham's attractiveness to investors. *GCSE results* are improving year on year, they are above the national average and the best in South Yorkshire, this success at GCSE needs to be captured and built upon.

Some funded provision for *up-skilling* in the workplace is currently available; we need to ensure that businesses and individuals are aware of the provision and that it meets the needs of both employer and employee.

The Challenge

The continuing trend away from traditional manufacturing to high-tech industries and a service based economy requires a *well-educated local workforce* if companies are to continue to consider Rotherham as an investment location. To achieve this, the number of people *qualified to level 4* and above needs to increase.

To ensure the right number of suitably qualified people are seeking *apprenticeships* and that the apprenticeships are competed and contribute to the success of local businesses. Schools and colleges need to provide *work ready young people*, with the skills required by Rotherham employers so the economy can achieve the value created by the excellent results of our GCSE school leavers.

Rotherham jobseekers must to be job ready and have the skills required by businesses that are recruiting.

Our Ambition

Skills will underpin both further economic and employment growth, and support an increase in the employment rate of local residents. Rotherham partners will seek to undertake activities which:

- produce enterprising young people and jobseekers able to be economically self-sufficient and contribute to the nations' wealth
- create a University Campus within Rotherham town centre to increase higher level skills, at level 4 and above
- support businesses to source the training they require to unlock new jobs, new markets, and raise productivity.
- broker close linkages between our growing companies and Rotherham schools, to provide the workforce of the future.
- ensure we have a wide pool of job ready young people and adults who are supported to access new and higher level job opportunities, through targeted information, advice and guidance, and training and employment support programmes.

The Growth Plan, alongside the City Region plans, will develop new skills initiatives which help to ensure that young people and jobseekers have the skills to compete in today's job market and those in employment the skills to progress.

The skills theme also includes a commitment to working more closely with local employers to ensure that the needs of industry are reflected in local training provision.

Interventions

The following interventions will be taken forward by DWP and other local partners:

- 1) **Careers Advice** Effective careers advice ensuring young people and job seekers take the right route to employment. Ensure that training provision and advice and guidance provided by schools and employability providers is relevant to the local job market and reflects the needs of employers.
- 2) **Skills at level 4 and above:** Increase the number of Rotherham residents who have higher level skills through the development of localised HE delivery.

- 3) **Rotherham Ready:** Build on the success of Rotherham Ready, widely acknowledged as an exemplar of best practice. Using it to ensure that linkages between employers and schools are maximised, to the benefit of all parties.
- 4) **Apprenticeships:** Increase the number of apprenticeships offered by Rotherham employers and suitable apprenticeship candidates seeking places and apprenticeship completions by residents.
- 5) **Accessible Learning and Targeted Support:** Provide targeted, effective support to overcome barriers to employment, including provision of key workers, supporting Rotherham residents to access learning to improve their chances of securing, retaining or progressing in employment.
- 6) **Workforce Skills Development:** Deliver in work skills development that supports progression and therefore addresses low pay

Additional work to support this theme is documented in the Rotherham Health and Well Being Strategy

Priority	Actions(s)	Timescale	Outcomes	Lead organisation
Ensuring that young people are prepared for the world of work after leaving statutory education	Improved IAG for young people, including annual careers/leaf event and SCR Learn to Work	Oct 15	More young people enter and progress to sustainable work in the region	Schools, colleges and providers
	Continue to embed enterprise and employment skills in the curriculum through Rotherham Ready and the SCR Enterprise Advisor Pilot.	Current	Innovative and enterprising young people	Rotherham Ready and RYE
	Provision of a 'minimum entitlement' statement that all young people in Rotherham can expect in relation to career development.	Sept 15		School Effectiveness
	Produce a regular 'state of the economy' update for schools and interested parties detailing local news and success stories.	Bi-annually	Raise profile of local economic successes and opportunities	RMBC
Apprenticeships	Ensure that businesses understand the importance of the role that they play in fostering the employability skills of their potential future workforce.	On-going	Strengthen school – employer links	RYE, RMBC, Colleges, B&RCC, Business Community
	Ensure businesses are aware of the best timescales for apprenticeship recruitment	Ongoing	Successful recruitment	Roth College/DVC and provider network
	Better promote apprenticeship opportunities to young people	Sept 15	Increase in applications for apprenticeships	NAS and Providers
Jobseekers	Providers to engage businesses who have the right 'type' of apprenticeship vacancy for those seeking an apprenticeship	Jan 15	Increase in apprentice completions including higher level	Roth College / DVC / Provider Network
	Improve IAG and support for the under/unemployed - Deliver Ambition SCR 18-24 (Rotherham) and progress proposals for Ambition 24+ to provide key worker support to target groups	Jan 15 Aug 15	Increase in the employment rate	RMBC / SCR LEP / DWP / the Source
	Increase the take up of good quality work experience opportunities and placements available	Ongoing	Jobseekers with relevant and up to date work experience	DWP, Interserve, RMBC (Ambition)
	Support enterprising people by offering pre-self-employment support	Ongoing	Increase in business starts	RYE, B&RCC, DWP, Colleges
	Increase digital skills training.	Mar 2015	Jobseekers entering	DWP and Providers

			work with relevant digital skills	
Improving the skills of people in work	Improve communications with businesses, including: - Business briefings delivered in partnership - Connect individuals entering work with the appropriate brokers to provide in work skills support	June 2015	Well informed businesses taking on the services available to them	DWP & SFA funded providers / SME
	Improve digital skills for people in work who require upskilling.	Feb 2015	Improved sustainability in work	SFA funded providers
	Deliver a 'Skills Bank' that meets the needs of Rotherham businesses	June 2015	Better skilled and productive workforce	SCR LEP/RMBC
Skills at level 4 and above	Grow the level of HE provision delivered in Rotherham. Developing a Rotherham university campus	Sept 2017	Increase in the number of residents with higher level skills	Rotherham College / DVC / TRC / RMBC

Targets/impacts/outcomes

The following targets have been set for this Theme

	2015	2025	change
Employment rate	66.2%	n/a	Reduce gap with UK figure
Unemployment rate (<i>as % of economically active population</i>)	9.7%	8.5%	-12.4%
NVQ Level 3	47.3%	55.0%	+14.0%
NVQ Level 4	21.6%	30.0%	+38.9%

Delivery partners

Local partners will work with public, private and third sector organisations to deliver this Theme. The leading delivery partners are:

- RMBC
- Rotherham Youth Enterprise
- Jobcentre Plus
- Rotherham Schools
- Rotherham Colleges
- Skills Funding Agency
- Rotherham Ready
- National Apprenticeship Service (NAS)
- Rotherham Businesses
- Learning Unlimited
- Rotherham Work and Skills Provider Group Members
- Sheffield City Region LEP
- Health partners

Local partners will ensure that projects managed and promoted by Sheffield City region are made available to local businesses. This will include promoting and marketing initiatives organised by other partners.

Priority Projects:

- **Create a University Campus in Rotherham:** the Town Centre has the potential to accommodate a higher education campus, including student accommodation, as part of the Rotherham College site.

Theme 3 Social inclusion and Employment

Current overview

People with *good English and Maths* skills are better able to secure and sustain employment. Basic skills, particularly in the long-term workless remain an issue. 35% of Rotherham people aged 16-64 have no qualifications or are qualified below NVQ level 2.

One of the main issues for employment and poverty is the high number of people not working due to *health reasons*, many of whom have been out of work for long periods of time and are likely to have limited skills. Around one in seven of the Rotherham working age population is unemployed or on long term sickness related benefits.

The indices of deprivation 2010 showed that relative deprivation in Rotherham had increased, with the borough now ranked 53rd most deprived area in England, up from 68th in 2010. The highest levels of deprivation are concentrated in areas close to Rotherham town centre, with smaller pockets spread across the Borough. RMBC has identified 11 areas of greatest deprivation and are seeking to focus additional support in these localities. The same areas were most deprived 20-30 years ago and the gap to most affluent areas has grown in some cases despite the large amounts of regeneration funding spent on them.

Child poverty is high in Rotherham, approximately 13,000 Rotherham children; more than one in five live in relative poverty, with deep inequalities and a much higher percentage in the 11 most deprived neighbourhoods. Tackling this issue is a major priority for all of the local partners in the Borough.

While employment is fundamental to the causes and solutions of poverty, there is an increasing prevalence of in work poverty in the current climate of fiscal constraint and low earnings growth.

The Challenge

Improving skills is critical to combating poverty. Adults, who lack literacy and numeracy skills tend to be out of work or less productive at work, earn lower wages and are more likely to suffer from ill health and experience social inclusion. Functional skills, including digital skills, are generally low in the workless and need to be addressed to improve employment prospects. Rotherham partners need to ensure jobseekers and the long term workless (including those who are sub entry level 3 and require ESOL) have access to support that develops *basic and functional skills*.

DWP benefit reforms are encouraging people to find employment, although the jobs market is very competitive and many find it a challenge to find suitable jobs. The pressure to find employment is likely to increase as welfare reforms take effect.

Deprived areas and areas with high levels of worklessness need to be physically linked to major areas of employment through effective public transport networks. Many of the new employment locations are geared towards people travelling by car, rather than public transport, and this reduces the ability of some local residents to access these new opportunities.

ESOL provision is required to support some economic migrants and some target groups to enter work.

Our Ambition

The Rotherham Growth Plan adopts the top down approach that ensures there are sufficient jobs across the spectrum of skill levels available to local citizens and complementary activity is taking place to ensure those seeking work are suitably skilled to secure employment.

This plan will support the actions and investments of partner agencies (e.g. DWP) seeking to reduce poverty, by making more employment opportunities available and assist those keen to improve their prospects by developing their skills and taking up employment. The Plan will:

- Provide inclusive economic growth that benefits all of the Rotherham communities
- provide increased access to basic and functional skills support, in particular the essentials of literacy and numeracy
- Support local citizens to be work ready

- Reduce in-work poverty.

Local partners will identify and work with disengaged priority groups where additional interventions are required to support people into employment focussed services, for example Community Work Placements, Ambition, Talent Match and the Work Programme.

Interventions

The interventions focus on ensuring that people are engaged, can gain sustainable employment and link training to other support services to make it more accessible. The priority interventions are:

- Engaging residents and support them with acquiring the functional, financial and digital skills and experience to allow them to secure employment.
- Work with partners to ensure employment/training provision links to other “wrap round” support (e.g. housing, finance, misuse services) and enables progression into employability services.
- Support business to access or develop training packages and up-skill employees that are lacking in the skills needed to progress.

Targets/impacts/outcomes

The following targets have been set for this Theme

- To support adults to access learning to improve their chances of securing and retaining employment
- To reduce in work poverty by improving the skills of individuals giving them the tools they need to progress.
- Develop awareness raising and outreach activity that will support the increase of functional skill levels.
- Identify and support adults with below level 2 qualifications in English, Maths and ICT. Consult with the target group on perceptions, barriers, personal priorities and motivational factors.
- To increase take up of employability services in the 20% most deprived areas of the borough and groups experiencing high levels of worklessness.

	2015	2025	% change
Unemployment rate	9.7%	8.5%	-12.4%
Other out of work benefits	14,850	13,000	-12.5%
NVQ2+	65.7%	73.0%	+11.1%

Delivery Plan

Priority	Actions(s)	Timescale	Outcomes	Lead organisation
Addressing Digital and functional skill levels	Provide digital engagement activity within communities, linked to saving money as a hook to engage in job search	June 2015	Improved digital and financial management skills	Community Learning, DWO
	Establish digital community mentors/buddies to provide peer support and help upskill others.	Sept 2015	Improved engagement in employment services	Community Learning
	Deliver ICT development programmes to the low skilled	Apr 2015	More employable individuals	Colleges
Employability and progression	Increase engagement of individuals to support steps taken towards gaining employment, including delivery of Disadvantaged Learner Pilot	April 2015	Increase in economic activity	DWP, RMBC, SCR LEP
	Develop awareness raising and	May 2015		

	outreach activity to support the increase of functional skills levels Learn lessons from the Ready Hubs to help support other communities.	Sept 2015	adults with below level 2 qualifications in English, Maths and ICT improving their skills, employability and in work progression	Community Learning, Providers Rotherham Ready Private sector – in work development
ESOL	Increase the percentage of people achieving ESOL E3 or L1 qualifications	Sept 2015	Improved language skills and improved employability	DVC / Roth College
Maths and English	Improve the functional Maths and English of the priority groups and those requiring pre-entry level support	Sept 2015	Improved Maths and English skills and improved employment prospects	Colleges and SFA Providers

Delivery Partners

Local partners will work with public, private and third sector organisations to deliver this Theme. The leading delivery partners are:

- RMBC (Neighbourhoods/Community Learning)
- DWP/Jobcentre Plus
- Rotherham Schools
- Skills Funding Agency
- VAR
- Rotherham Work and Skills Provider Group Members
- Rotherham Ready
- Businesses

Priority Project:

- **Major Site:** Todwick North is an excellently located site with minimal investment requirements.
- **Create a University Campus in Rotherham:** : the Town Centre has the potential to accommodate a higher education campus, including student accommodation, as part of the Rotherham College site.

Theme 4 Employment Land and Business Premises

Context

It is important that Rotherham continues to attract investment into the borough, which requires sufficient stock of industrial land / units / office space of the right quality and in good locations. Recent years have seen significant floor space construction on employment sites with almost a quarter of the total floor space being built within the last 10 years and excellent rates of economic land uptake.

The immediate prospects for regeneration through the private sector are challenging in the current economic climate. We need to use major new developments such as the new council offices and library, rail station, community stadium and Tesco superstore over the next few years to act as the catalyst for wider private sector investment as the economic recovery continues.

Vacancy rates have been falling for the last 4 years, from 13.8% in 2009 to 10.4% at the end of 2103, we need to make sure that trend continues and that we have sufficient new building stock to meet demand. Consideration also needs to be given to areas that are less desirable, such as Eastwood, and what needs to be done to make such areas more attractive.

The Council is committed to the regeneration of derelict and degraded land and focusing new developments on brownfield sites - this will help protect green spaces and the diversity of natural habitats and wildlife. However, given the need to meet future housing requirements and ensure there is sufficient land for Rotherham's future employment needs, some extensions into the Green Belt will be required in the long-term. The challenge will be to ensure that these are kept to a minimum and to mitigate their impact on the environment by improving the attractiveness of brownfield sites to the private sector.

The Growth Plan will go further to identify 'Growth Zones' that encompass specific sites and seek to group them together into more meaningful developments that can attract new investment and grow existing businesses in the borough.

The Investment Challenge

Rotherham needs to identify sites that can compete in the national/global market to attract investment to the borough and provide a major strategic inward investment site. These will need to meet the following criteria:

- 30+ hectares,
- serviced (including superfast broadband),
- shovel ready,
- close proximity to Motorway,
- local facilities,
- public transport links

Providing a single large site with excellent connections to the strategic road network is a very high priority for local partners.

Our Ambition

Rotherham partners intend to bring forward a major site to allow inward investments to be accommodated within the Borough. There is also a need to take advantage of other opportunities which require high quality employment land in a number of locations. The main ambitions are:

- Bring forward suitable employment sites to deliver the borough's ambitious job growth targets (approximately 10,000 net new jobs over 10 years)
- Identify a major investment site with the ability to host a significant, employment generating, development
- Deliver Growth Zones within the borough for major employment and/or housing development
- Ensure that Rotherham maximises the benefit it will receive from the location of an HS2 station at Meadowhall. This will include master planning of the Growth Zones that incorporate Lower Don Valley, Templeborough and Meadowbank Road.
- Build on the success of the Advanced Manufacturing Park, develop and evolve the park to secure new high quality inward investment in manufacturing and technology and secure the AMP's future as key site in the Lower Don Valley.

- Address issues of market failure and abnormal remediation and infrastructure costs to ensure Rotherham has a full range of business premises and employment locations.

Delivery Plan

The delivery plan for this theme will be in part driven by the Housing and Growing Business Themes as these themes will seek to develop the employment and housing sites identified in the Growth Zones. This Growth Plan needs to ensure that what is supported through these Growth Zones achieves the greatest strategic impact and maximises the natural advantages of the individual economies in the Growth Zones.

Priority	Actions(s)	Timescale	Outcomes	Lead organisation
Identify priority sectors for each Growth Zone	Undertake econometric review of growth zones	June 2015	Target sectors for each growth zone	RMBC EDT & Planning
Develop strategic packages of sites to maximise growth	Work with landowners, public and private sector partners to develop site packages / phased regeneration plans for the growth zones	Plan lifetime	Detailed packages and projects identified	RMBC EDS (BRIT, EDT, Planning, Transport), Neighbourhoods (Housing)
Prioritise development packages	Review deliverability of development packages and prioritise delivery	Phased activity over the plan lifetime	By June 2017 have a major inward investment site identified so that a plan can be developed to maximise growth within the next growth cycle	RMBC EDT & Planning
		Phased activity over the plan lifetime	A number of smaller sites identified and packaged up to support growth across the borough	RMBC EDT
Invest in understanding the impact of HS2 at Meadowhall	Commission a study that highlights the likely impact of the station at Meadowhall and what investment and support can be given to maximise the benefits.	June 2015	HS2 Meadowhall Investment plan that can be incorporated into the relevant Growth Zone masterplans	RMBC EDT
Secure the Future of the AMP	Continue to work with AMP partners to ensure that the necessary investments are made to keep the AMP at the forefront of AMM sector	Plan Lifetime	Maintain AMP as an international centre of excellence supporting future developments in the Sheffield Rotherham Economic Corridor	RMBC EDT

Targets/impacts/outcomes

	2015	2025	% change
Need target to show land developed over 10 years of Plan, but also what remaining developable land we will have at that point.	???	160Ha developed since 2015?	
M ² of industrial/commercial floor space	3.1m	3.5m	

Local partners will work with public, private and third sector organisations to deliver this Theme. The leading delivery partners are:

- RMBC
- SCR
- South Yorkshire PTE
- Homes and Communities Agency

Priority Project:

- Major Site:** Todwick North is an excellently located site with minimal investment requirements and the potential deliver a large number of jobs.

Theme 5 Housing

Current overview

There are approximately 110,000 households in the borough, of which 20,886 live in Council homes, with a diverse and vibrant blend of people, cultures and communities. The Borough has a mix of urban areas and villages (about 70% of the borough is rural). The population is steadily increasing – currently 257,300 and expected to increase to 267,000 by 2022 – although as elsewhere in England, the ageing population – there will be an additional 20,000 residents over the age of 65 over the next 30 years, and relative decline in younger population

There is a large number of people on the Council's housing register – 14,760 in April 2012, and the vast majority of Council homes classed as 'decent' but significant decency issues in the private sector. In 2011, 18.2% of Rotherham's households were living in fuel poverty, in particular people renting privately. There is a low housing demand in some areas and an increasing housing affordability gap between the most and least deprived areas (overall affordability around five times income levels)

The number of new homes built has improved year on year since 2010 but is still at a low level (2013 = 450 new build), far short of the predicted need. This has implications for the delivery of sufficient affordable housing, the ability of young people to buy their own house as restricted supply exerts an upward pressure on house prices, and a potential restriction to the scale of future economic growth

Strategic context

The Core Strategy sets out three objectives of particular resonance to the housing agenda. These are:

- Objective 4: Provision for housing – improving the quality and amount of housing available in all areas of Rotherham, and improving the choice of type, tenure and affordability.
- Objective 7: Local transport connections, including the development of live/work housing and mixed use schemes in appropriate locations.
- Objective 14: Design – contributing to the creation of safe, accessible, and well managed places, buildings and public spaces, and contributing to / enhancing the distinctive townscape and character of heritage features within communities.

Rotherham's Housing Strategy 2013-2044 sets out the following vision:

- People living in high quality homes, whether in the social rented, private rented or home ownership sector
- Rotherham Council playing its part by being the best housing provider in the country, delivering high quality services and support, and peaceful and well-managed neighbourhoods
- A smaller gap between the most and least disadvantaged neighbourhoods, so that all of Rotherham's people can live in safe, healthy and vibrant communities
- No households living in homes that are poor in terms of energy efficiency

The Housing Strategy is supported by the Housing Revenue Account Growth Plan.

The Challenge

Our target is to build around 1,000 homes per year, in order to deal with the impact of an increasing elderly population, which has implications for future housing need, location of development and accessibility to local amenities, and the impact on health and social care provision across the borough. Other factors include the increased housing demand and the implications for meeting the needs of local people and the need to improve housing quality to provide a choice of dwellings of different size, type and affordability.

Our target will be affected by the following challenges:

- Identifying and prioritising land and property to meet target, while encouraging the effective use of land in the most sustainable locations, to limiting the impact of any incursions into the green belt
- Land and property ownership; particularly where there are multiple owners

- Planning policy and lack of local control over development site location
- Balancing the mix of tenure over commercial viability to ensure that developments succeed
- Lead in time for developments, particularly for large strategic sites and small constrained sites and their impact on delivering the target number of properties
- Creating a strong strategy that land owners and developers can buy into in order to meet local aspirations
- Financial constraints – lack of grant funding / viability gaps

The lack of gap funding to encourage development and funds to address the additional costs of land remediation for brownfield sites will make a number of sites very difficult to develop.

Our Ambition

Rotherham partners have agreed the follow ambitions for housing;

- To deliver 14,000 new houses by 2030 as set out in the Core Strategy
- To provide a wide range of high quality housing to meet the needs of all people, including the people who will taking up the 10,000 planned new jobs
- To increase the number of people living in and around the Rotherham town centre; contributing to its economic vitality and economic sustainability
- To reduce the gap between the most and least disadvantaged neighbourhoods, so that all of Rotherham's people can live in safe, healthy and vibrant communities

Interventions

The Council has a key role in promoting housing activity and ensuring delivery across all tenures. In order to deliver 1000 new homes each year, it is essential that we work collaboratively with the private sector to lever in private finance. We have identified 130 HRA sites ready to be developed in the short to medium term, which together are capable of delivering 1,500 new homes. In addition to this we have a number of corporate residential sites to review and bring into our programme of housing growth.

The Council will work in partnership with the private sector to accelerate delivery on these three large sites.

(a) Waverley: Planning permission has been granted for the creation of a new community of 3,900 homes with supporting services and facilities. It is expected that 2,500 dwellings will be built on the site and approximately 45 hectares of employment land developed. Major Development Infrastructure Funding has been awarded. Delivery of this development has started and is currently contributing about 100 properties per year to the core strategy target.

(b) Bassingthorpe Farm Development will provide for around 2,400 new dwellings on site with around 1,700 new dwellings to be developed in the Plan period (13% of Rotherham's housing requirement) with a mix of housing tenures, types and sizes. Around 11 hectares (5%) of Rotherham's employment requirement will be developed in this area. Access to the site will be from the existing local road network and a mix of community facilities and services will be provided on site including a new primary school and health facilities.

A "Concept Framework" is currently being prepared and this will determine the size, form and layout of the overall development, including the mix and location of uses, pedestrian and vehicular access arrangements, the consideration of constraints including mitigation measures, and the timing of each aspect of development, including trigger points for the delivery of essential services and facilities.

(c) Dinnington East: Development will provide for around 700 new dwellings (5% of Rotherham's housing requirement) in accordance with detailed masterplanning of this area to ensure the delivery of new residential development with appropriate supporting facilities and sufficient greenspace to meet the needs of new residents.

Furthermore, masterplanning will address the need to integrate the proposed development with the existing community, to ensure the protection and enhancement of existing bridleways, cycle ways and footpaths and the promotion and enhancement of sustainable transport accessibility.

In addition, the Council will work in partnership with the private sector to develop new residential development in the Town Centre.

Town Centre: Rotherham town centre currently has a strong rental market which offers an opportunity to increase the number of people in and around the town centre. There are various sites in and around the town centre that could support the delivery of 1000 new homes. This is a strategically important area within the Sheffield -Rotherham corridor and an application has been made for a Local Development Order which will help to remove some of the planning constraints and accelerate delivery across key sites which are currently struggling to progress.

Targets/impacts/outcomes

	2015	2025	change
Number of residential properties	114,791	126,000	10% increase p.a. for first 5 years (to incrementally build up to 1000 p.a. target)
Affordable homes (25%)	??????	???? + 2,750	
Land made available for development (based on 35 dwellings per hectare)	19 hectares	29 hectares	

Delivery Plan

Priority	Actions(s)	Timescale	Outcomes	Lead organisation
	Complete Strategic Housing Market Assessment	March 15	Clear picture of housing need across the borough and joint report with Sheffield	Housing / Planning
	Accelerate delivery on major sites (Waverley and Bassingthorpe Farm)	Ongoing	Housing growth on these key sites	Housing / Planning
	Identify Council and other public sector land / assets for residential development and produce site plans	Ongoing	Phased delivery plan outlining the number of properties to be built per site per year, that can be monitored against the Core Strategy target of c1000 properties per year and identify any shortfall.	Housing / Planning
	Town centre – identify key sites, create prospectus to accelerate development	Ongoing	Increased housing across the proposed Sheffield / Rotherham housing zone	Housing / Planning
	Utilise national growth tools at the local level, for example Housing Zone, build to rent, custom build, national affordable housing programme	Ongoing	Increased housing across all tenures	Housing / Planning

There are various different potential models depending on who owns the land, who will project manage and build the homes and who will manage the homes once completed. It is essential that the Council takes an innovative and entrepreneurial approach to delivery.

Land ownership	Project management	Construction	Management (rented and shared ownership)
Council – HRA land	Council	Council	Council

Council – Corporate asset Private	Housing association Private sector	Housing association Private sector Individual – self-build plot	Housing association Private sector
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Theme 6 Town centre

Current overview

Rotherham town centre is and will remain the borough's primary retail, leisure and service centre. The historic market town hosts over 400 businesses. The indoor market complex is home to around 80 permanent stalls and is complemented by themed outdoor markets, a Tuesday street-market, monthly Farmers' Market and weekly Asian Bazaar. Rotherham Interchange welcomes 120,000+ visitors per week.

A 2010 study highlighted Rotherham as having the highest level of retail competition of the 200 centres reviewed, due to the close proximity of Meadowhall and Parkgate Shopping Park, which over time have taken many brand names that were previously represented on the High Street. In addition, like many others, the town centre felt the impact of the economic downturn; a number of the high street stores that ceased trading nationally were represented in Rotherham and long-term vacant units are evident on some of the primary shopping streets. With a limited property portfolio the Council's influence on the retail market is limited and with many absentee landlords and properties held in investment trusts, progress on securing end-users can be slow.

Whilst Rotherham boasts a loyal customer base that makes regular trips, in understanding the profile of existing shoppers and that of residents of the wider borough, it was clear there was scope to reduce the significant leakage of expenditure of Rotherham's residents, particularly from those with a higher level of disposable income.

In 2001 Rotherham embarked upon a Renaissance programme to transform the town centre and has to date enjoyed some major successes including the delivery of over 31,000 sq. ft. of retail and leisure floor-space and more than 150 residential units. Recent completion of a £1.6m investment into the public realm in the town centre was followed by the completion of the Rail Station's £7.5m refurbishment, the opening of the Council's new civic offices, the development of a new 12,000 seat community football stadium and location of a superstore on the site of the previous Council offices. Not surprisingly some key elements of Rotherham's regeneration plans have faced set-backs due to Government cut-backs public funding for planned schemes has been withdrawn and private sector investors continue to be cautious.

Evidence of the co-ordinated effort to regenerate the town centre, including the provision of direct financial incentives to target retail and leisure operators, is evident in falling vacancy rates, an encouraging number of new businesses opening their doors (86 in the period 2010- 2013) and increasing footfall (against the context of national decreases for the same period). In addition the retail offer has also led to increased satisfaction levels of shoppers and a changing shopper profile with a younger, more affluent shopper now visiting the town centre.

The highly successful THI Programme to revitalise the High Street, has brought a number of historic buildings back into use. This regeneration combined with the grants and other support to businesses has led to a strong and thriving independent retail offer within the town centre, including innovative ideas such as the "Maker's Emporium."

The Challenge

Rotherham is located within 3 miles of both Meadowhall and Parkgate/Retail World, meaning it faces some of the highest levels of competition of any town centre in the country. Property prices for commercial and residential development mean that many developments require gap funding in order to proceed

The evening and night time economy is focussed around pubs and clubs, with no real family offer available and the culture and leisure offer is relatively weak.

Revitalising the Town Centre to build on recent significant investments in the public realm is one of Rotherham's most important regeneration priorities, with the potential to contribute to both economic growth and deliver new employment opportunities.

Our Ambition

The ambition for the Town Centre is to:

- To improve the perception of the town centre as a place to shop, live, work and visit

- To improve the culture/leisure offer, including a cinema with associated developments, a hotel and a more family-centric evening offer.
- To redevelop the Markets Complex as a shopping destination and as a link between Tesco and the retail core of the town centre.
- To deliver a major town centre development on Forge Island
- To improve the retail offer, building on our success to date and our designation as a Portas Pilot
- To increase town centre living, which is critical to the vitality of the area

Interventions

Continue to work with prospective town centre businesses to ensure that we provide a strong independent retail offer. This support will maintain business vitality grants and other support for new starts retail businesses within the town centre

Work with partners to deliver a number of identified infrastructure projects

- Redevelopment of Forge Island
- Redevelopment/refurbishment of Markets Complex
- Provision of a town centre hotel
- Provision of a town centre cinema

Identify/provide sites for 2,000 more residential units in the town centre

Targets/impacts/outcomes

	2015	2025	change
Town centre residential units	250	2,000	+1,750
Town centre residents	500	4,000	+3,500
Vacancy rates (<i>Prime streets</i>)	13.7%	11.0%	-24.5%
Shopper satisfaction (3 yearly)	TBC	TBC	

Delivery Plan

Priority	Actions(s)	Timescale	Outcomes	Lead organisation
Produce Masterplan(s) for town centre	Agree boundary	Dec 2014	Plan prepared to drive	
	Identify strategic sites and owners	Feb 2015		
	Draft Masterplan	April 2015		
Deliver a cinema	Select developer	2015	Town centre cinema with associated leisure developments	RMBC, private sector
	Cinema opens	2018		
Deliver a hotel	Agree site(s)	Mar 2015	Hotel within town centre or edge of town centre	RMBC, private sector
	Contact operators/developers	2015		
Markets complex	Agreed way forward Works completed 2016	March 2015	Redeveloped Markets complex acting as a link	RMBC

			between Tesco and town centre	
Continuation of vitality grants	Identify new funding Identify target businesses	2015 Ongoing	Continue to grow the independent retail sector in the town centre	RMBC, The Source, retail businesses and start-ups
THI 2	Submit bid	August 2015	Further improvement to High St and surrounding area	RMBC, HLF, town centre property owners
Residential schemes	Identify priority sites	On-going		RMBC, RSLs, HCA, private developers

Local partners will work with public, private and third sector organisations to deliver this Theme. The leading delivery partners are:

- RMBC
- Retailers
- Developers
- HCA
- SYPTE
- The Source

Priority Project:

3. **Town Centre Programme:** To establish a number of projects that will create a stronger more diverse offer within the town centre
4. **Create a University Campus in Rotherham:** the Town Centre has the potential to accommodate a higher education campus

Theme 7 Transport

Current Overview

Rotherham is centrally placed within the UK and easily accessible to road network via M1 and M18> Its central location is an asset in attracting new inward investments and the HS2 station planned for Meadowhall on the Rotherham border (or possibly Sheffield City Centre) will increase its attractiveness to national and international businesses.

Transport and accessibility are the glue that binds the Borough together. As the Borough grows it is essential to connect people with jobs, services, friends and families but the demand for travel needs to be balanced with a need to manage traffic congestion and to reduce the negative effects of vehicle use and emissions.

The majority of residents work within Rotherham or neighbouring boroughs, with large numbers travelling to Sheffield and vice versa. It is important that local services allow people to access both the traditional employment locations, and new sites which will be developed over the next ten years.

The Challenge

There are three major challenges which need to be addressed to ensure that local residents can access employment opportunities in the sub-region. These are:

- Limited rail services – no mainline stops, limited platform length at Central Station and overcrowding at peak times.
- Declining bus usage due to availability of cheap or free parking at some locations.
- Making employment sites accessible to all residents of the Borough, especially those reliant on public transport or wishing to travel using sustainable travel choices.

Improved rail, tram and bus services over the next ten years will be important in ensuring residents can access new job opportunities.

Our Ambition

The transport ambitions combine the need to ensure transport infrastructure supports new employment investment opportunities while at the same time serving the needs of local residents to access new employment sites and existing centres. The ambitions are:

- To focus new development along key public transport key public transport corridors and in places adjacent to existing shops and services.
- To improve rail services and access to stations and to ensure Rotherham is well connected to HS2.
- To improve connectivity between major settlements, within and outside the borough, particularly Manchester and Leeds and the Humber Ports.
- To provide public transport and a sustainable transport network for walking and cycling that connects people to jobs and training
- To improve access to international gateways, notably Robin Hood Airport, East Midlands Airport and Manchester International Airport.
- Ensure excellent linkages between employment, sites, housing developments and other services.

The importance of sustainable transport is embedded within these ambitions and is reflected in activities to increase the use of public transport services and car parking policies. There is also a need to encourage more sustainable approaches to freight distribution, and this is an area where the Borough has investment potential given its central location.

Interventions

The priority interventions will be extended as new financial support is made available through transport investment funds being transferred to the City Region. The initial interventions are set out below.

1. Works to Pool Green Roundabout to improve traffic flow in town centre and open up further development land.
2. Delivery of DfT funded Tram-Train pilot linking town centre to Sheffield and Parkgate. If successful then potential to expand further, but need to retain existing heavy rail line
3. Waverley Link Road to remove pressure on Junction 34 of the M1 and the Parkway, with the proposed development at Waverley and Sheffield Business Park
4. Bus Rapid Transport (North) – limited stop bus service, travelling along a fixed route between Sheffield and Rotherham centres. North route will be built first, passing Meadowhall and Sheffield Hallam University
5. Improvements to Rotherham Interchange.

Targets/impacts/outcomes

	2015	2025	pa change
Reduce commuting distances			
Increase % of journeys made by public transport			
More reliable journey times			

Delivery Plan

Priority	Actions(s)	Timescale	Outcomes	Lead organisation
Deliver works to Pool Green Roundabout	Secure ERDF funding Carry out works	Done Spring 2015	Improved access and traffic flow within town centre. Open up land for development	RMBC
Tram – train pilot	Money secured from DfT	Opens in 2016 for initial 2 year pilot	Improve linkages between town centre and Sheffield and Parkgate	DfT
Waverley Link Road Widening of the Parkway Improvements to existing road network	Included as part of SCRIF bid Infrastructure works to cope with increased traffic from economic and housing growth			

Local partners will work with public, private and third sector organisations to deliver this Theme. The leading delivery partners are:

- RMBC
- SYPTE
- DfT
- Combined Authority

Appendix 1

SWOT analysis

While Rotherham faces a number of challenges, it also has a number of strengths, including its manufacturing and engineering expertise, as well as a number of new opportunities with the potential to generate new investment and employment.

Rotherham	
Strengths	Weaknesses
AMP – nationally significant centre of excellence and Waverley more widely as a business location. Rotherham at centre of country and with good access to motorway network Historical manufacturing and engineering base Meadowhall, one of the largest retail centres in England. GCSE attainment – A*-C above national average Post 16 provision very strong – colleges and sixth form Good place to start a business, with strong incubation support Enterprise education – Rotherham model rolled out in other areas Pro-business local authority Affordable house prices Affordable place to live and do business	Workforce skills, including skills of new arrivals. Workforce attainment at L3+ (post 19) Primary school attainment Lack of HE presence Lack of sites and premises that are attractive to markets Skills – supply and demand – recruitment difficulties (e.g. engineers) Town centre performance Weak property market (counter to affordable strength) Perception of Rotherham – internal and external image and perception – linked to image of town centre Core city economy – weak private sector in Sheffield Dependency culture – welfare to work and business grants Long standing pockets of multiple deprivation
Opportunities	Threats
Town Centre – work, residential and entertainment offer (updating masterplan) HS2 – connectivity, station location, increase values along corridor to town centre Sheffield Rotherham corridor Flagship site at Rother Valley Higher Education presence – town centre Single public estate – rationalisation of public sector buildings Outsourcing – logistics – serving different markets UTC in Sheffield – employer led skills agenda Influence skills agenda/delivery through SCR Skills Hub	Retail and logistics – change in jobs, purchasing patterns, drive for low costs Social exclusion – resources required to address very challenging issue Businesses located in old, out of date premises Medium / large companies where decisions are made at HQ outside Rotherham Business mobility - local business choose to leave Rotherham due to shortage of business accommodation

We need to ensure that we maximise the benefits Rotherham achieve from this activity and that there is a framework of support and activities in place to provide solutions to specific local issues not picked up at an SCR Level. This will be provided through the **Rotherham Growth Plan**.

Some of the economic challenges currently facing Rotherham are:

- Being competitive in a global economy, particularly important to the manufacturing and engineering sector.
- Lower numbers of businesses and jobs compared to the national average, although Rotherham's new enterprise record is improving.
- A lack of large development sites to bring to the market, needed to host large numbers of jobs created in the next growth cycle (i.e. Dearne Valley in 1998-2008).
- Below average numbers of residents qualified to NVQ Level 3 or higher, although school results have been improving.
- High retail competition for Rotherham town centre.
- Delivering over 14,000 new residential units in the next 15 years to meet housing demand.

These challenges set the framework for the Growth Plan.

Appendix 2

Rotherham's Core Strategy – key areas for the Growth Plan

The Rotherham Growth Plan should be read alongside the Rotherham Core Strategy, key areas are detailed below.

Vision

Rotherham will be prosperous with a vibrant, diverse, innovative and enterprising economy. It will fulfil its role as a key partner in the Sheffield City Region recognising the close economic, commercial and housing links with Sheffield and our other neighbouring authorities.

The largest proportion of growth will be focused in the Rotherham Urban Area including major new development at Bassingthorpe Farm which is key to delivering growth in the heart of Rotherham. Regeneration of Rotherham town centre will enable it to fulfil its role as the borough's primary retail, leisure and service centre.

Considerable development will take place on the edge of the urban area at Waverley, with the development of a major residential scheme and consolidation of the Advanced Manufacturing Park. Significant development will also take place in Principal Settlements for Growth: in the north around Wath, Brampton and West Melton, on the fringe of Rotherham Urban Area at Wickersley, Bramley and Ravenfield, and in the south-east at Dinnington, Anston and Laughton Common.

New development will also take place in the borough's principal settlements and local service centres. Throughout Rotherham development will aim to create self-contained communities which support a network of retail and service centres, where the need to travel is reduced and communities enjoy good access to green spaces and the wider open countryside.

Rotherham's Core Strategy has set out the following aims:

- a) To implement a long-term spatial strategy that steers new development to the most sustainable locations.
- b) To create and secure sustainable communities that are as self-sufficient as possible in terms of employment, retail and local services.
- c) To reduce the borough's contribution to, and adapt to the effects, of climate change.
- d) To safeguard and enhance those elements which contribute to the distinct identity of Rotherham and to secure the highest-quality design achievable
- e) To ensure that the necessary new infrastructure is delivered to support the Plan's spatial strategy.

Proposed distribution of development

The Core Strategy also sets out the hierarchy of settlements, with the town centre as the principle town centre, with Dinnington, Maltby and Wath upon Dearne, followed by a number of district centres. .

Hierarchy	Centre	Strategy
Rotherham Town Centre	Maintain and enhance role as the principal town centre	Principal Town Centre
Town Centre	Dinnington	Improve the range of retail and service provision, reduce vacancies and improve townscape and landscaping
	Maltby	Improve pedestrian mobility / accessibility, the quality and range of comparison shopping outlets, and environment.
	Wath-upon-Dearne	Maintain the range of retail and service provision
District Centre	Kiveton Park	Improve the quality and range of retail and service provision, and environmental quality
	Parkgate	Maintain the quality and range of retail and service uses, improve comparison goods provision
	Swallownest	Maintain the quality and range of retail and service uses

	Swinton	Improve environmental and physical quality of the shopping precinct. Improve retail provision and pedestrian movement.
	Wickersley	Maintain the range of retail and service provision, improve convenience retail provision
Local Centres	To be defined on the Proposals Map	Encourage developments which improve convenience and comparison goods and service facilities provision.

The proposed distribution of housing land and new housing, and employment land and provision of new retail space is set out in the table below. Waverley is particularly important with regard to both housing and employment.

Settlement	Housing Provision		Employment Provision		Retail Provision
	Percentage of Borough Requirement	Approx. number of dwellings	% of borough requirement	Approx. hectares of land	Gross square metres of floor space
Main location for new growth					
Rotherham urban area (including Bassingthorpe Farm Strategic Allocation)	38%	5,471	30%	71	7,500 sqm convenience goods 11,000 sqm comparison goods (Rotherham town centre)
Principle Settlements					
Maltby and Hellaby	5	600	2	5	0
Aston, Aughton and Swallownest	4	450	8	19	0
Swinton and Kilnhurst	4	450	0	0	0
Wales and Kiveton Park	2	300	4	9	0
Local service centres					
Waverley (with significant potential for growth)	20	2500	19	45	0
Catcliffe, Treeton and Orgreave	1	150	5	12	0
Thorpe Hesley	1	150	0	0	0
Thurcroft	2	250	3	6	0
Todwick	1	150	0	0	0
Harthill			0	0	0
Woodsetts			0	0	0
Other villages					
Laughton en le Morthen			0	0	0
Harley			0	0	0
Green belt villages	0	0	0	0	0

Appendix 3

Growth Zones

Growth zones are those areas within the borough identified as having greatest potential to deliver the growth in jobs and housing that we are seeking.

The Zones will possess “oven ready” employment sites, with strong links to their local communities and a holistic package of support for new and existing businesses, to ensure their growth potential is maximised

Housing development will include local services and public transport links to major employment areas; to ensure the sustainability of the

Dinnington/A57

- Dinnington is currently home to 650 businesses, employing approximately 6,800 people
- Development of the Colliery site has proved very successful, with Phase 1 fully occupied and Phase 2 starting to fill up. This will be further supported by the location of some Enterprise Zone sites within the development.
- Works to turn the A57 into a dual carriageway along with the provision of a roundabout at Todwick have significantly improved access from Junction 31 of the M1. This has allowed the inclusion in the Core Strategy of a major employment site to the south of Dinnington at “Todwick North”
- A high level of new residential development has taken place at Laughton Common in recent years, The Core Strategy identifies a number of new development sites to the East of Dinnington which will provide approximately 700 new residential units
- RMBC’s “Matrix” Business Incubation Centre is situated in Dinnington Business Park, providing support and space for new start-up businesses

Dearne Valley

- The Dearne has undergone major redevelopment over the last 20 years on back of the colliery site reclamation and Enterprise Zone status; funded by large amounts of European and government money.
- What are proposed housing numbers?
- Dearne Valley College a major FE College is located in the Dearne and provides Vocational courses for young people, adult courses, Higher Education and apprenticeships
- There has been a long history of Partnership working, originally through the Dearne Valley Partnership (DVP) and now through the creation and implementation of the Dearne Valley Eco-Vision
- Currently the Dearne plays host to 660 businesses, employing approximately 18,900 people. This includes some major employers, including Capita, Garnett Dickinson and Next
- Swinton is on the Doncaster- Rotherham rail line, but overall public transport

Rotherham Urban Centre

Meadowbank Road is a key gateway into the town and will become of major strategic importance if the South Yorkshire HS2 station is located at Meadowhall

Area contains a lot of existing business space that is in need of modernising/refurbishing

Bassingthorpe Farm

- Located to the north of the town centre, Bassingthorpe Farm is a 200 ha site with ownership shared between RMBC and the Wentworth Estate Identified as a strategic housing site, there is a proposal for 2,400 houses and 11ha of employment land, plus primary school and a health centre. Construction likely to commence in 2018 and last for up to 15 years.
- The site has been confirmed as a Strategic Allocation in the Core Strategy allowing it to come forward ahead of other sites in the Sites & Policies document. This means it will be removed from the Green Belt once the Core Strategy is adopted.

Rotherham-Sheffield (Economic) Corridor

- Home to the Advanced Manufacturing Park (AMP) a world class facility for the AMM sector. Provides approximately 750 direct jobs, plus numerous indirect jobs in the local supply chain. A high proportion of the direct jobs are higher skilled and we need to ensure these can be secured by Rotherham residents.
- Just under 4,000 new houses at the Waverley Community
- RMBC and SCC are working on a Masterplan for the area; seeking to develop an "Innovation District" based around a core of advanced manufacturing, but including housing, culture and leisure in the mix.
- An HS2 station at Meadowhall will provide a catalyst for economic growth, allowing refurbishment/replacement of older buildings and driving likely growth in the PBFS sector.

Appendix 4

Funding

Funding will be essential for the successful delivery of the Growth Plan. Although the amount of public funding has reduced considerably over recent years there is still funding available for certain economic activity

Sheffield City Region European Structural Investment Fund (ESIF)

The European Structural Funds Operational Programme 2014-2020 will be delivered regionally through the ESIF, which is part of the SCR Strategic Economic Plan. There is approximately £177m available for South Yorkshire for the programme period which is expected to become available during 2016 following calls for proposals in 2015.

The Rotherham Growth Plan has been aligned to the SEP in order to maximise opportunities to be awarded funding for projects that will deliver business start-up, growth and inward investment activity within the borough.

Growth Deals

National Growth Deals with the SCR will see Government commit resources to enable the City Region to deliver its SEP, as the Rotherham Growth Plan has been aligned with the SEP it is likely that some of that resource will be used to deliver economic growth activity in Rotherham alongside the ESIF projects and programmes.

This will be a broad range of activity from business growth and skills development to infrastructure and land development.

Integrated Infrastructure Plan (IIP)

The IIP will be used to identify and prioritise the infrastructure needs of the Sheffield City Region and will enable Rotherham to put forward projects that meet those priorities for funding. This will include a spatial assessment of the City Region that includes the housing and employment land allocations.

Appendix 5

Proposed employment growth by sector

The LEP team have commissioned work to identify the likely growth required by sector and local authority area, if the target of 70,000 net new private sector jobs by 2024 is to be achieved. This is assuming “policy on” with major spend on infrastructure to ensure suitable developments are delivered.

The Rotherham figures are set out below:-

Sector	2013 jobs	2024 jobs	Increase	% increase
Financial & Professional Services	3,600	4,300	700	+19.4%
Business Services	8,500	11,000	2,500	+29.4%
Health	12,000	12,700	700	+5.8%
Education	9,700	9,875	175	+1.8%
Retail	9,300	10,300	100	+10.8%
Construction	5,600	6,250	650	+11.6%
Sports, Leisure & Culture	6,600	7,400	800	+12.1%
CDI	3,100	3,800	700	+22.6%
Logistics	3,600	5,250	1,650	+45.8%
Advanced Manufacturing	3,600	5,900	2,300	+63.9%
Med-Low Tech Manufacturing	9,000	7,500	-1,500	-16.7%
Public Admin	5,800	4,500	-1,300	-22.4%
Low Carbon	2,100	2,500	400	+19.0%
Other Sectors	10,500	10,850	350	+3.3%
TOTALS	92,300	101,425	9,125	+9.9%