

ROTHERHAM COUNCIL PLAN 2022 / 2025



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I FOREWORD

Rotherham is a borough with its sights set on the future.

We've come through the global pandemic in the best Rotherham traditions; working hard, looking out for each other, protecting those who need it the most. And as we face up to the coming years, the Council's role in our community should live up to that ethic.

We've come a long way in reforming our social care services, investing in bricks and mortar, staff and provision, to ensure we keep each other safe and secure.

We've started a huge programme of physical regeneration, investing in our roads, libraries, and town and village centres - but we need to see it through to ensure we secure the full benefits in every community.

We've begun to put a floor under low wages as a Living Wage Employer and we're attracting new businesses and higher paid jobs. We're building homes that people can afford to live in, in communities people will aspire to live in.

Everyone benefits from an improving local environment, from better transport, the chance to lower home energy bills or for our young people activities in the community. But because we look out for each other, we also know that some members of our community need more support

than others; with the cost of living, or their personal care needs, or help to stand on their own two feet and get into work.

So our plan is clear about the benefit we will bring to every resident in every corner of the borough, but also that we will focus extra attention where we need to, ensuring that everyone has a platform on which to stand and realise their ambitions.

The Council can't do everything, but working with our partners and our communities, we can and we are delivering real change and improvement. This Council Plan marks the next stage in that journey.

Rotherham is our home, and together we will build a future we can all share.



Chris Read,
Leader of Rotherham Council

2 INTRODUCTION

The Council Plan 2022/25 ('the Plan') builds on the foundations that have been laid in recent years, setting out an ambitious programme to improve the lives of people in Rotherham.

Covid-19 has had a huge impact, but through it all we have worked with our partners and residents to provide support where it is most needed. At the same time, we have not allowed the pandemic to derail our plans:

- We have established local teams that are working with councillors and communities to deliver on local priorities, helping neighbourhoods to thrive;
- We have continued to develop new residential homes for looked after children, meaning that, where appropriate, more children can be supported closer to home;
- Significant regeneration schemes are underway, helping our economy to grow and increasing opportunities for everyone;
- We are providing support to those in crisis, but also trying to build resilience and prevent problems from occurring, helping people to feel safe and live independently;
- And we are taking action to address climate change issues and reduce carbon emissions, helping to create a healthier environment for all of us and for future generations.

The Plan has been shaped by the consultation we carried out during 2021. It reflects the things that people have told us are important to them and it contains clear goals that we will work towards over the next few years.

We know we cannot achieve them alone.

The response to Covid-19, through the Rotherham Heroes volunteer programme and countless acts of kindness and charity across our communities, has been overwhelming. At the same time, the coordinated approach of the Council and our partners across health, the police, education, the voluntary and community sector and local businesses, has emphasised how much we can do when we combine all our resources.

This shows us the way forward. With a joint commitment to reaching shared goals, we can continue to make strides towards building a fairer, stronger and better borough.



3 ROTHERHAM CONTEXT

Rotherham is **one of four metropolitan boroughs** in South Yorkshire with good transport connections including the nearby Doncaster Sheffield Airport.

25 wards covering a wide range of urban, suburban, and rural areas. 70% of Rotherham is open countryside.

Rotherham's population of **265,000** mostly live in urban areas.

Population is ageing, with over **52,400** people aged **65 years or over**.



Diverse community which includes **20,000** people from **minority ethnic groups** (8.1% of the population). The Pakistani community is the second largest ethnic group after White British.

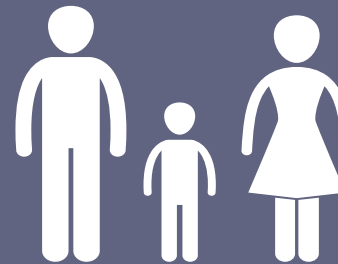
22% of residents live within the 10% most deprived areas of England. 12,667 children were living in "absolute poverty" in 2018/19.

Many local people made an unprecedented offer of support to their communities in response to the COVID-19 pandemic through the **Rotherham Heroes programme**.



The Council's children's services have been transformed and are now 'Good' with 'Outstanding' features.

Life expectancy in the most deprived areas of Rotherham is 9.9 years lower for men and 9.5 years lower for women than in the least deprived. There are significant gaps in healthy life expectancy, meaning those from more deprived communities can expect to live for more years in poor health.



Economic impact of Covid-19 on the national and local economy.

Evidence that young people have been disproportionately affected, due to education disruption and lack of access to jobs.

Since 2010, the Council has **made savings in excess of £200 million** in response to the significant reductions in government funding. Uncertainty over future funding levels, due to a single year financial settlement for 2021/22

The Council has secured significant funding (**over £80 million**) and is seeking more to deliver regeneration schemes in the town centre and across the borough.

High-quality green spaces and assets, including the award-winning Clifton Park, as well as a number of country parks, woodlands and nature reserves.

Adult skills are comparatively low, particularly at degree level, and educational attainment is also low in comparison to our nearest demographically similar neighbours.

4 THE COUNCIL

Rotherham Council is a metropolitan borough council and is responsible for providing a range of services including social care, planning, housing, revenue and benefits support, licensing, business regulation and enforcement, electoral registration, refuse and recycling, leisure, culture, parks and green spaces, economic growth, highways maintenance, education and skills, community safety and public health.

It also has an important role in working with other providers of public services across Rotherham.

The Council's constitution sets out how the Council operates, how decisions are made and the procedures that are followed to ensure that this is efficient, transparent and accountable to local people.

The Council has 59 councillors, representing 25 wards inside the Rotherham Borough geographical boundary. The Council is currently led by a Labour Cabinet of nine Members.

Cabinet



Councillor Chris Read
Leader of the Council



Councillor Sarah Allen
Deputy Leader of the Council
and Cabinet Member for
Neighbourhood Working



Councillor Saghir Alam
Cabinet Member for
Corporate Services, Community Safety
and Finance



Councillor Domimic Beck
Cabinet Member for
Transport and Environment



Councillor Amy Brookes
Cabinet Member for
Housing



Councillor Victoria Cusworth
Cabinet Member for
Children and Young People



Councillor Denise Lelliott
Cabinet Member for
Jobs and the Local Economy



Councillor David Roche
Cabinet Member for
Adult Social Care and Health



Councillor David Sheppard
Cabinet Member
for Social Inclusion

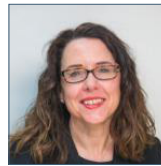
4 THE COUNCIL

A number of committees and panels are responsible for decision making within the Council, including Council, Cabinet, Audit Committee, Standards and Ethics Committee and Scrutiny.

Details of all these, as well as copies of agendas, papers and official minutes of proceedings can be found on the Council's website at: moderngov.rotherham.gov.uk

The Council is split into five directorates and the day-to-day management of the Council and its services is overseen by the Strategic Leadership Team and led by the Chief Executive, Sharon Kemp.

Strategic Leadership Team



Sharon Kemp
Chief Executive



Jo Brown
Assistant
Chief Executive



Judith Badger
Strategic Director
Finance and
Customer Services



Paul Woodcock
Strategic Director
Regeneration and
Environment



Suzanne Joyner
Strategic Director
Children and Young
People's Services



Ian Spicer
Interim Strategic Director
Adult Care, Housing and
Public Health



Ben Anderson
Director of
Public Health

5 OUR APPROACH

Four guiding principles run through the plan, informing our way of working and helping us to achieve better outcomes.

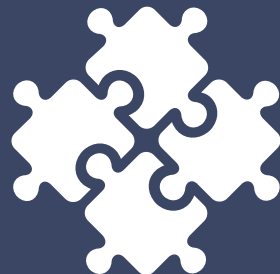
Expanding opportunities for all

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



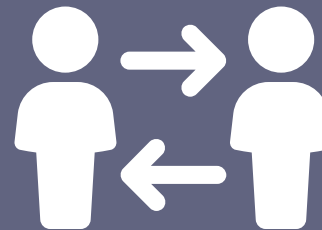
Recognising and building on our strengths to make positive change

This will involve making the best use of local assets, including buildings, parks and public spaces, as well as harnessing the knowledge and skills of community groups and local residents.



Working with our communities

To achieve the best outcomes for local people, we recognise the importance of putting them at the heart of everything we do. That means involving local residents in the things that matter to them and making sure we design our services based on input from those who use them.



Focussing on prevention

We know that prevention is better than cure in achieving positive outcomes for our residents. For this reason, we will focus on reducing the risk of problems arising in the first place, and when they do, we will intervene early to prevent them from worsening.



6 OUR THEMES

Our vision is:

“Rotherham is our home, where we come together as a community, where we seek to draw on our proud history to build a future we can all share.

We value decency and dignity and seek to build a town where opportunity is extended to everyone, where people can grow, flourish and prosper, and where no one is left behind.

To achieve this as a council we must work in a modern, efficient way, to deliver sustainable services in partnership with our local neighbourhoods, looking outwards, yet focussed relentlessly on the needs of our residents.”



7 DELIVERING ON OUR THEMES

The Council's focus is on delivering its priorities whilst also meeting agreed budget savings. This is set against the additional financial pressures of the National Living Wage, inflation and increasing demand for services due to a growing population and changing demographics in Rotherham.

The Council's Medium Term Financial Strategy submitted to Cabinet in December 2021 provides a four-year outlook of the Council's anticipated resources and budget requirement and sets out our approach to delivering a sustainable budget position up to 2025/26.

The Council is also focusing on its leadership role across the borough and particularly where it can have greater influence.

Partnership working is recognised across all services as being essential to the future of the borough; combining knowledge, ideas, expertise and resources to deliver tangible improvements, deliver efficiencies and economies of scale, and helping to strengthen our communities.

All directorates will continue to work together over the next three years to achieve the commitments set out within each of the themes:

Children and Young People's Services

In this directorate we are committed to working with children and their families in a restorative way.

This is done by supporting them at the earliest opportunity to reduce the need for social care intervention, also ensuring that children and young people are in education.

We will do this by refreshing our Early Help strategy and work with partners to ensure that children and young people and their families get the right support at the right time.

We are developing our approach to ensuring that all children and young people get the best possible start by working with families to increase the number of children accessing early education. We are also working with young people that are disengaged to reconnect them to training, further education and employment.

We work with our partners to provide better access to mental health and wellbeing support programmes for young people and working with our schools to reduce the number of children who are excluded.

Adult Social Care, Housing and Public Health

Here the focus is on creating a Rotherham where everyone can live independently, safely and healthily in their community for as long as possible.

We work with health and community partners, to provide accessible, high quality services for adults with care and support needs, including those with disabilities, older people and their carers. Our housing services continue to work with public and private sector partners to deliver improvements in the choice of housing in Rotherham. We are enabling people to access and live in high-quality accommodation which meets their needs, whether in the social rented, private rented or home ownership sector.

In the Public Health service we aim to improve the health and wellbeing of Rotherham residents, reduce health inequalities and protect the population from health harms, including leadership of the pandemic response.

We work with Health and Wellbeing Board partners to prevent ill health and to commission services to support active healthy lifestyles.

Regeneration and Environment

In Regeneration and Environment, our aim is to develop and promote Rotherham as a great place to live, work and visit.

This means more jobs, a vibrant cultural sector, good quality green spaces, and clean, safe, welcoming neighbourhoods.

It is also about working with other council services and, crucially, with partner organisations, including local businesses, to drive forward ambitious plans for regeneration, sustainable and inclusive economic growth, community safety, and culture.

Regeneration and Environment includes vital services such as waste management, transport & highways, licensing, libraries, planning, parks and environmental health.

We are committed to a culture of innovation, exploring new technologies and playing a key role in pursuing net zero goals by reducing emissions from Council buildings and vehicles.

Finance and Customer Services

In this directorate we provide support to the whole organisation and deliver a range of professional support services focussed on financial systems

and controls, ensuring legal duties and responsibilities are being met and supporting the Council in delivering high quality customer services.

The services we provide range from procurement, which focuses on achieving the best possible value when buying goods and services, to customer and digital services, where technology is being utilised to offer customers greater choice whilst increasing efficiency. We also provide revenue and benefit services to households and businesses across the borough. Together with legal, electoral and audit functions, these services ensure that the Council is providing good value for local residents within a sound framework.

Assistant Chief Executive's Directorate

In the Assistant Chief Executive's Directorate we work across the council to deliver high-quality 'enabling' services, ensuring that there is a corporate approach to tackling national and local policy agendas, informed by data and intelligence.

We also lead on implementing and monitoring the delivery of the Council Plan and the Thriving Neighbourhoods Strategy.

Here we also play a central role in strengthening communication and connections with residents and partners, making sure local communities have a voice and are able to shape priorities and influence services.

In addition, we offer comprehensive support and advice to elected members, enabling them to carry out their roles effectively.

Finally, our HR and Organisational Development service helps to develop a skilled, empowered and motivated workforce that is equipped to meet the needs of our customers and residents.

8 OUR THEMES

8.1 EVERY NEIGHBOURHOOD THRIVING

Our vision for Rotherham is for every neighbourhood to be a thriving neighbourhood, where people are able to work together to achieve a good quality of life.

We want to work with local people to find solutions to local issues and to build on our heritage and assets. We will help create vibrant communities in which people feel happy, safe and proud. To do this, we will make it easier to get involved in the local community, work closely with our partners and local voluntary and community groups, enhance our town and village centres, green spaces and libraries, and effectively tackle community issues.

Where we are now

Councillors engage with and work with local people and community groups to produce plans for Rotherham's 25 wards. These ward plans are reviewed annually, and identify priorities at a neighbourhood level, providing a focus for local activity.

Harnessing the community spirit shown during the pandemic response, where a significant number of people offered to volunteer with the Rotherham Community Hub and help those affected, we are providing further opportunities for people to get involved in their local area such as community litter picks and resident speedwatch sessions in partnership with the police

*“My wish would be that the community spirit and neighbourliness that was evident during the pandemic continues in the future, and that willingness to look out for each other that little bit more doesn't go away”
(consultation response)*

We are also making sure that every community has a dedicated team that works alongside local councillors to get the best outcomes for local people. Our street cleansing, grounds maintenance and enforcement staff are being reorganised on a locality basis, working closely with multi-agency partners such as local policing teams.

We know from conversations with residents that feeling safe in the area where they live is important to them, that roads are kept in good condition, and that they value having accessible green spaces that are litter-free. Recognising this, we have:

- Developed a seven-day out of hours response service to tackle anti-social behaviour
- Improved roads and repaired potholes as part of our “£24 million to 2024” roads programme
- Committed £4 million to improve local towns and villages, building on investments in street cleansing and our three-year litter bin programme to keep streets tidy
- Started work to develop masterplans for our three country parks

People also tell us how much they value libraries, which often act as vital hubs of local activity. We are continuing to invest in our library facilities through a programme of refurbishments and upgrades, making sure that they are accessible, welcoming and able to meet the needs of all our communities.

Consultation headlines:

- 36 % of survey respondents do not feel safer in their local neighbourhood compared to 12 months ago (52 % stated no change)
- The most important crime and community safety issue was tackling anti-social behaviour (74 % identified this as a priority)
- Many people stressed the need to feel safe, with safe streets and safe places for families, women, and children to go to

Where we want to be

The community response to the Covid-19, with residents stepping forward to help their friends, families and neighbours, demonstrated the importance of the Council and other agencies working in genuine partnership with local people and organisations.

We will continue to put communities at the heart of everything we do, developing local networks and seeking innovative ways to involve people in the things that matter to them: increasingly ‘doing with’ rather than ‘doing to’.

It will be particularly important to consider how every community is given the chance to have a say on issues that affect them and to influence decisions.

We recognise that everyone has a role in ensuring neighbourhoods are welcoming and safe, clean and green.

Community organisations and local “friends of” groups already make a huge contribution and our aim is to facilitate, nurture and encourage this and other forms of local participation.

This will mean focussing on the following outcomes:

- Work with communities on the things that matter to them
- Residents, organisations and businesses use their skills and resources to help others
- Neighbourhoods are welcoming and safe
- Local people have access to libraries, cultural activities, parks and green spaces
- Local towns and villages are improved

“Spent more time in my local area, discovering local footpaths and trails. I realised how lucky I was to be able to walk from my doorstep” (consultation response)

How we will get there

- Continue to drive local priority setting and activity through ward plans and devolved budgets, with councillors, residents and partner organisations working together
- Work with Rotherham’s voluntary and community sector to support and facilitate local networks and groups
- Further expand and promote a range of volunteering opportunities
- Invest in and develop our library services as neighbourhood hubs, promoting access to books, computers and community events
- Work alongside our partners to ensure Rotherham is a safe, inclusive and welcoming place for local people, including responding effectively to community safety issues such as anti-social behaviour and hate crime
- Deliver improvements to local towns and villages
- Bring our communities together through a range of enjoyable activities, cultural and social events, which inspire hope and pride in Rotherham



8 OUR THEMES

8.2 PEOPLE ARE SAFE, HEALTHY, AND LIVE WELL

Everyone deserves to feel happy, healthy, and secure. We want to empower everyone to lead fulfilling lives, whilst also keeping them safe from harm.

To do this, we will focus on prevention, working with partners to ensure that local people live in good physical and mental health for as long as possible.

Where we are now

Investing in modern social care services has been a major priority for the Council over the past several years. As part of our improvement journey, children's services have been transformed and are now providing good quality services and improved outcomes for children. At the same time, we have focussed on reforming adult social care, strengthening our focus on supporting older people and adults with learning disabilities to have more control over their lives. This has involved working closely with our health partners.

Strong partnership working has also been central in our response to the Covid-19 pandemic, which has enabled us to take quick action to protect our residents and to support our most vulnerable children and their families. This has included setting up testing sites, contacting local people to support them to self-isolate when necessary, establishing a befriending service for those experiencing loneliness, and ensuring that our most vulnerable children and young people were in school and being supported to keep them safe.

During this time, the Council has also stepped up to support the most disadvantaged members of our community, which has meant funding free school meal vouchers, during the school holidays, providing uniforms for

*“Need to support to age well, have a good, happy later life”
(consultation response)*

families who needed them, and running activities for children and young people. Working with partners we provided food parcels during 2020/21. We also formed the rough sleeper initiative team to provide support to the homeless community.

It is proposed over £92.3 million will be invested in housing growth by 2025-26, delivering approximately 668 new homes.

The Council has a range of CCTV assets to promote community safety across the borough however as many of the assets are old, capital investment has been prioritised with £420,000 to bring these up to date.

Noise nuisance has been an increasing issue during the pandemic with more people required to stay at home and large scale events having an impact on a number of residents.

Developing seamless domestic abuse services is underway, to ensure that support offered to victims across partners is easy to access and works to address offenders.

Consultation headlines:

- 52 % of respondents stated that the pandemic has had a negative impact on their mental health, citing weight gain, being less active and worrying about the virus
- The most positive effects on mental health (in relation to the pandemic) were having a better work/life balance (25 %) and being more physically active (18 %)
- The key aspiration for most people was the desire for a happy, healthy society or community
- Environmental improvements (21 %) and financial security (20 %) were considered by respondents to be the things that would have the biggest positive impact on their wellbeing and quality of life

Where we want to be

We want people to lead happy and healthy lives. Focussing on preventing problems from arising in the first place and intervening early will not only lead to better outcomes for our residents, but is also vital to ensure a sustainable future for our services. A preventative approach will therefore underpin everything we do – whether that’s promoting positive health and wellbeing, empowering social care users to lead independent and fulfilling lives or preventing people from reaching the point of financial crisis. This will involve drawing on people’s strengths, thinking about what matters to them and the life they want to lead, rather than focussing only on their problems and challenges.

In the issues and challenges that do arise, tackling inequalities across our communities will be central to our approach, in order to improve outcomes for



all. According to the Index of Multiple Deprivation, the gap between Rotherham and the national average is widening, but there are also significant inequalities within the borough itself. As part of our commitment to address inequality, we will provide support to our communities at a level that is proportionate to the degree of need – taking a universal approach where appropriate whilst also providing targeted support to those who most need it.

The Council wants a modern and efficient CCTV system with wider coverage, increased feelings of safety and more capacity to catch and prosecute offenders.

Where residents suffer noise nuisance, the Council wants to ensure that they have access to the right service, including out of hours response, and that enforcement actions are taken where required.

We want a single pathway for domestic abuse victims which provides joined-up services to protect victims and their families alongside changing behaviour or bringing offenders to justice.

This will mean focussing on the following outcomes:

- People have good mental health and physical wellbeing
- People feel empowered, safe, and live independently for as long as possible
- People can access affordable, decent housing
- Inequalities are addressed and nobody is left behind

How we will get there

- Focus on minimising/tackling the leading risk factors for death and disability in Rotherham, such as tobacco, unhealthy weight, and alcohol

- Promote the best possible mental health for all, building on existing campaigns such as the Five Ways to Wellbeing, the Great Big Rotherham To-do list and Be the One
- Work with people to build on their strengths and resilience, reducing reliance on social care interventions
- Deliver the ‘My Front Door’ programme, providing adults with learning disabilities and autism with increased choice and opportunities for greater independence
- Tackle poverty and financial crisis, including development of a ‘social supermarket’ which will help people to move on from food banks, a new Rothercard that will provide discounts on Council services for those who most need them, and our Community Energy Scheme, which will enable households to reduce their energy bills
- Work with partners to deliver our domestic abuse strategy, taking a coordinated approach to reduce the prevalence of domestic violence
- Invest in affordable housing and support those at risk of or experiencing homelessness
- CCTV improvements will be realised through the Capital investment currently agreed (£420,000) alongside improving corporate management of CCTV purchases and assets
- Continuing to focus on promoting access to services, including out of hours alongside a robust performance management framework within enforcement services
- Transformation within Domestic Abuse Services is being delivered through strong partnership working, increased investment and the re-design of both internal and commissioned services

8 OUR THEMES

8.3 EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

We want Rotherham to be a great place to grow up, where all children and young people are safe, valued, able to enjoy their lives and achieve their aspirations.

This means children getting the best possible start in life, being safe, receiving a good education, and having access to fun things to do. As a Council, we are also committed to actively involving children and young people in the things that matter to them, ensuring that their voices are driving the way that we deliver our services.

Where we are now

We have 'good' children's and young people's services and have an ambition to have services that ensure outstanding outcomes for children and young people in Rotherham. This means first and foremost that children are kept safe from harm and are supported to be cared for within their family wherever possible.

Children's Social Care colleagues have continued to offer high levels of support throughout the pandemic, working closely with Council staff and multiagency professionals to ensure we appropriately identify where children need help and where children are at risk of harm. We have taken the learning from the specialist child sexual exploitation service Evolve and invested in additional resource to address the growing challenges of child criminal exploitation and do all we can to prevent this. This will enable a strong multiagency response to the risks of Child Exploitation

The Early Help offer has continued to provide support to families through parenting support programmes, our children's centre offer, youth offer and working with our looked after children council and young inspectors amongst other activities.

“Encourage children and young people to design services for themselves and their friends and families”
(consultation response)

Throughout the pandemic our Early Help workers continued to use innovative and imaginative methods to engage and support our children and families including the Holiday activities programme. We have also expanded the Youth Offer to provide 'Places to go and things to do' for young people in Rotherham.

The Covid-19 pandemic has disrupted education and routes into the job market for children and young people, so the Council has worked closely with partners to mitigate the impacts locally. Most of Rotherham's secondary and special schools held either a summer school or an extended

Consultation headlines:

- Only 29 % of respondents felt optimistic about economic opportunities for young people in Rotherham and South Yorkshire
- 63 % thought that more local training opportunities or apprenticeships would make the most difference to improve job prospects and economic opportunities for young people leaving school over the next few years
- Young people often have great aspirations for Rotherham and want to stay here, but generally feel that there is a need for more appropriate and better job opportunities, more apprenticeships at degree level and a better public transport system
- The improvements that respondents most wanted to see for children and young people in their area were better play areas, and cheaper access to sports or activities
- The top priority for encouraging children to feel safer and more resilient was 'access to specific groups and activities for young people'
- Many responses emphasised the need for more safe places and youth clubs or projects, as well as making the town centre more child and young person friendly

programme over the summer of 2021, as part of efforts to help pupils catch up after Covid disruptions. Ongoing direct support has been provided to early years, school, and further education leaders to support the continuing challenges of the pandemic including enhanced school leaders' forums, education recovery work focused on disadvantaged students and an Early Years project to increase take up of available early years places to support long term educational outcomes. The Council has offered 89 'Kickstart' job opportunities for young people, paying all placements at the Real Living Wage.

Children and young people have told us that having fun things to do is important to them and this is shaping our approach to regeneration. We have secured a cinema operator to open at Forge Island, the Gulliver's Valley theme resort has opened its doors and building on successful events in recent years, North Star Science School with Professor Brian Cox now happens annually. We have also committed to work with children and young people to deliver the first Children's Capital of Culture, preparing for a year-long festival in 2025 to celebrate our young people.

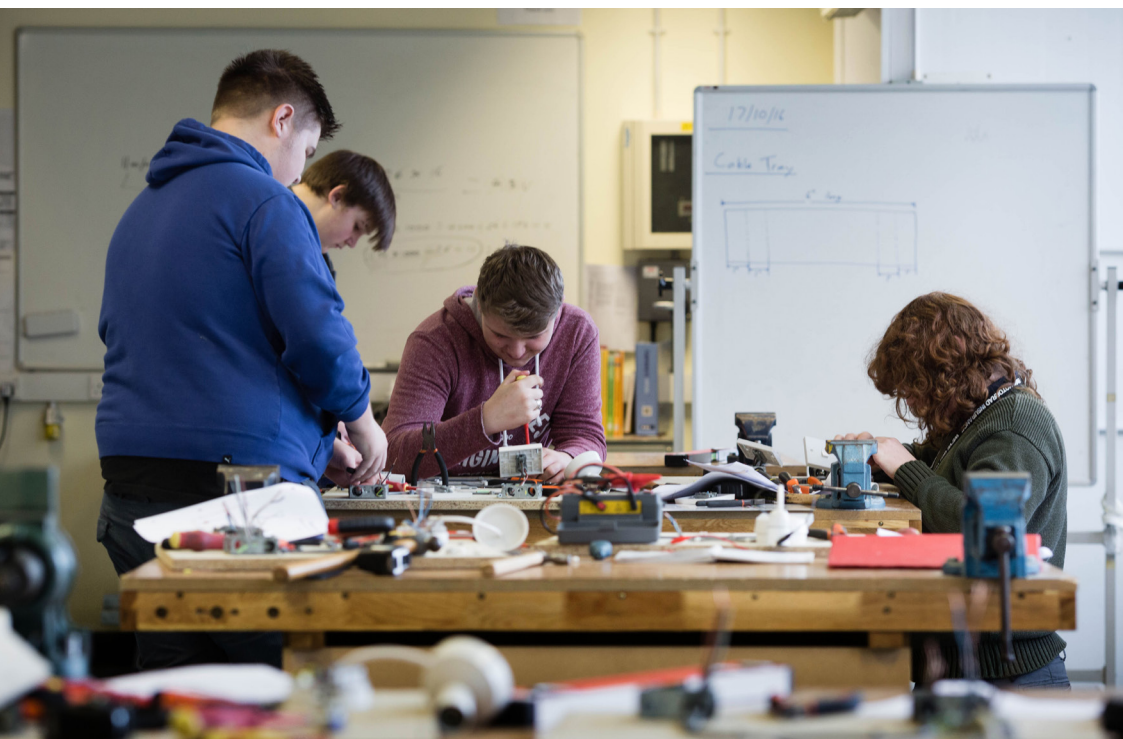
Where we want to be

We want Rotherham to be a great place to grow up, where children and young people have the best chance to reach their full potential. This will mean that children grow up happily, safe, in good health and develop the skills and qualifications they need to be successful. This is not only important for our children and young people, but for the future of our borough. Evidence shows that experiences in childhood have a major influence on outcomes across an individual's life. By supporting children and young people to have the best possible start in life and to develop, flourish and thrive we can prevent future challenges and address inequalities.

*“We need stronger links between institutions – libraries, schools, colleges and community services”
(consultation response)*

We want to continue to support our children, young people, and their families to wherever possible remain safely together. We want to work with our partners to ensure a shared approach to offer help and support at the earliest stage, and to prevent harm.

We want to support looked after children to be closer to home, as we recognise that this improves their lifelong links to immediate, wider family and friends and we can work through local agencies to get the best support in a timelier way. Local Placement sufficiency continues to be a key area of focus.



We want to build on existing strengths that are found within the wider family network and ensure that community solutions are fully explored and utilised, to sustain long-term positive wellbeing for children and families in Rotherham. We want to develop the notion of the ‘Family Hub’ and have a strong ambition to ensure that the hubs are multi-faceted and have an interface with all aspects of the community as well as the public and voluntary sector. We want to improve the Youth Offending Team (YOT) Inspection judgement from Requires Improvement to Good. We also want to improve the outcomes for children, young people and adults with Special Educational Needs and Disabilities. We want to continue engaging in dialogue with our children, families, schools, and communities to consistently provide the right support at the right time. We want to refresh our Early Help Strategy in 2022.

We know that working with children and young people, listening to what matters most to them and acting on what they tell us, is vital to achieving positive outcomes. We want children and young people to be engaged in our service delivery across the whole Council, so that they are actively involved in decisions that affect them. Young People will take part in engaging and enriching and accredited activities that will feel safe, prevent isolation and this Youth Offer will be published on a regular basis.

We want all children and young people to have the strongest educational opportunity post the Covid-19 pandemic and beyond, and in working in partnership with the education sector in Rotherham, we can support a strong recovery from the pandemic and enhance opportunity for the long term. Collective projects like the 2022 Year of Reading across all areas of education, focus on work to improve early years’ education, and take up in targeted areas of the borough. This collaboration with our secondary education phase to continue to develop a collective drive to improve education outcomes across Maths and English, has a direct impact on shaping the opportunities for our children and young people in the borough.

In addition the Council has secured £19.9 million through the Levelling Up Fund for the leisure economy and skills and from this we will provide £1m for the creation of a new Skills Village at Gulliver's Resort which will provide training, development and accreditation within the hospitality and leisure sector. A further £4.5 million will be invested in the redevelopment of the former Maltby Grammar School bridging the gap between school and employment to create an incubator space for training, apprenticeships and start up support in the leisure and hospitality sectors. These significant investments will directly contribute every child fulfilling their potential.

This will mean focussing on the following outcomes:

- Children get the best start in life
- Children and young people safe from harm
- Young people feel empowered to succeed and achieve their aspirations
- Children and young people have fun things to do and safe places to go

How we will get there

- Further develop our partnership approach to ensuring that all children and young people get the best possible start in life and are ready to attend school and learn
- Continue with the development of residential homes for our looked after children and work with local providers in residential and foster care to access the best local placements
- We will work to improve our YOT inspection judgement through the delivery of our improvement plan
- With our partners, we will address the variability of Education, Health and Care Plans and the quality of provision for children and young people



- Collaborate with partners to embed a multi-agency Family Hub Approach for our children, families, and communities
- Ensure that they Early Help workforce are equipped with the right, most up to date knowledge and tools to effect outstanding outcomes for children and families
- Work with young people that are disengaged to reconnect them to training, further education and employment
- Focus on raising the achievement of KS1 and 2 pupils in reading through the reading fluency project and will support pupils who are currently below the expected standard in reading and/or who may have difficulty accessing reading required in the wider curriculum
- Work in collaboration with schools to narrow the persistent attainment gap between disadvantaged and non-disadvantaged pupils and raise the attainment of disadvantaged pupils
- Deliver on our commitment to become the first Children's Capital of Culture holding a year-long festival in 2025

8 OUR THEMES

8.4 EXPANDING ECONOMIC OPPORTUNITY

Our vision is for a fair and prosperous economy that provides chances for everyone to get a good job, or start and grow a business, and plan confidently for the future.

Working with partner organisations and employers, we will ensure that people can develop their skills and realise their ambitions. This includes tailored support, where required, for those who are disadvantaged in the jobs market.

We will deliver regeneration throughout Rotherham, creating a legacy of high-quality, well-connected places and neighbourhoods. And we will get the most out of the ‘Rotherham pound’ – generating additional value from the money we spend to create opportunities, raise living standards and benefit local communities.

Where we are now

Having channelled over £85 million of grant support to local businesses to help them through the pandemic, we are investing significantly in the borough’s business centres, including the new Century centre at Manvers. The centres provide workspace, enabling start-up and small businesses to develop and grow.

A number of employment schemes are delivering tangible benefits for local people. Pathways Rotherham, for example, targets those who are out of work, offering tailored one-to-one support that helps people to build confidence and tackle specific issues that are preventing them from finding employment. The Advance project, meanwhile, assists those already in employment to progress or retrain.

University Centre Rotherham, a state-of-the-art higher education campus in the heart of Rotherham, is now up and running providing additional learning opportunities for people of all ages.

In addition, we have now been formally accredited as a Real Living Wage employer, reflecting the commitment to pay our staff the national living wage and requiring all companies we work with to do the same.

Significant government funding has been secured to take forward our ambitious regeneration plans. The £31.6 million Town Deal comprises a number of schemes that will complement and enhance the ongoing transformation

“Prevent people from having to travel further away. We need to build a stronger workforce and create more jobs for families and individuals” (consultation response)



Consultation headlines:

- The main barriers to people accessing jobs were: 1. Skills/ education 2. Household circumstances (e.g. childcare) 3. Personal wellbeing
- Job satisfaction (21 %) rated slightly higher than income (20 %) as the most important factor in a job
- Need to invest in the town centre, small businesses, and a need for more jobs to retain skills and reduce commuting to other areas
- 47 % of respondents wanted investment in local centres as a way to improve the number and quality of jobs in the borough (compared to 39 % wanting investment in the town centre)
- People held very strong views on the need for Rotherham town centre to flourish and be vibrant and for it to be “great again!”

Other points:

- “Improve the cultural offer so that the aspirations of all are raised and investors see this as an attractive place to relocate their family to”
- “More apprenticeships [degree level] so people don’t move away - more job opportunities for local people”

of the town centre and surrounding neighbourhoods, as well as supporting development of a new mainline station. The redevelopment of the markets complex will help retain it as a cornerstone of the town centre retail offer.

Outside of Rotherham town centre, £4 million has been allocated to a ‘Towns and Villages Fund’ to deliver improvement works across local villages and townships which align to ward priorities.

Our successful bid to the government’s Levelling Up Fund will see £40 million of additional investment in Rotherham town centre, the leisure economy across the borough and enhancing skills.

Although online transactions have become the norm for many people, there are others who are likely to be disadvantaged. These residents are potentially missing out on opportunities to find jobs, learn new skills, save money and socially engage. To address this, a digital inclusion programme has been established for which funding has been secured.

Where we want to be

Rotherham's economy was growing quickly before the pandemic hit, with investment from the likes of Boeing and McLaren propelling the area to the forefront of the new manufacturing economy.

As we support those in our community who have not felt the benefits of this growth, as well as others who have been particularly hit by Covid-19, we need to ensure that the upwards trajectory continues.

We want to remain ambitious and deliver on our package of regeneration across the borough, working with the South Yorkshire Mayoral Combined Authority.

The support we provide - with our local and regional partners - to boost skills and overcome barriers, must effectively target those who are in danger of being left behind.

“The retailing element needs to become more localised, smaller businesses...repurpose the space in the town centre, make it about social interactions” (consultation response)

We must also involve our communities in the decisions that affect them and in the development that is taking shape.

For example, we want to work with residents to consider how our new leisure attractions, such as the cinema and hotel at Forge Island, can be made accessible to everyone; how communities can continue to influence the regeneration that takes place in their area; and how we can showcase all the great things that we have to offer.

To successfully deliver a digital inclusion programme, we will work with partners to understand the level and nature of digital exclusion across the borough, identify the barriers that stop people accessing online services and deliver a range of projects in response.



We will work towards the following outcomes:

- A growing economy that provides decent jobs and chances to progress
- Delivering regeneration schemes that bring investment and opportunity, both in Rotherham town centre and in our towns and villages
- Working with partners and suppliers to create more local jobs, paid at the Real Living Wage or above, and apprenticeships
- People having opportunities to learn, develop skills and fulfil their potential
- Strengthening digital infrastructure and skills which enable access for all

How we will get there

- Support people to improve their skills and secure decent work through a range of schemes and initiatives
- Provide a package of support and advice that enables businesses to start up and thrive, including targeted support to those most affected by the pandemic
- Deliver improvements and opportunities for local communities through major regeneration programmes
- Create a vibrant town centre, accessible to everyone, through a range of complementary schemes and major projects, including the flagship leisure development at Forge Island
- Secure further commitments through our social value policy and work with partners to maximise the impact of our collective spending power
- Connect people to economic opportunities through a range of transport schemes and improvements that also offer more environmentally-friendly travel options



8 OUR THEMES

8.5 A CLEANER, GREENER LOCAL ENVIRONMENT

Our vision is to create a clean and welcoming environment across our borough, and in turn secure our natural environment for the next generation.

We will do this by supporting more environmentally friendly initiatives such as active travel, and by playing our part in cutting carbon emissions.

Where we are now

We have and will continue to commit significant resources to make the Borough a clean and welcoming environment. In the past two years, we have invested £2.7 million into street cleansing which is providing more operatives, replacing over 600 bins (including 110 solar bins) across the borough and supplying additional cleansing equipment such as three new bulky waste collection vehicles, and six quad bikes to enhance weed spraying activity. As well as this, we are investing in equipment that supports the environment such as smart solar bins, electric handheld trimmers and leaf blowers. This is alongside increasing the number of successful outcomes from fly-tipping investigations and non-payment of fixed penalty notices and publicising this more widely as a deterrent.

Our volunteers who lead the Love Where You Live Campaign are a great asset, devoting their time and energy to litter picking in their local neighbourhoods. Groups are supported by street cleaning teams and operate in all wards of the borough. Not only does this improve the environment for all of our residents, it also creates greater ownership and pride within our neighbourhoods, improving and sustaining high quality environments over time.

“We need to be investing more money into green spaces, not only to maintain a but to create more! We are currently in a biodiversity and climate change crisis and we need to be doing more to protect and promote wildlife!” (consultation response)

We are supporting the efforts of the South Yorkshire Mayoral Combined Authority to secure additional investments into public transport. We want to see new investments that make it easier for all of us to have viable public transport options. The innovative tram-train pilot is continuing to improve public transport options in the borough, providing a sustainable and convenient travel option between Sheffield Rotherham Central and Parkgate.

A cycling strategy has been developed with key projects underway such as the Sheffield Road Scheme which will create dedicated cycle lanes on a main route between Rotherham and Sheffield. We are improving active travel infrastructure across the borough, and have also installed and currently operate 62 Electric Vehicle charging points, of which 50 are powered by renewable energy.

We are also supporting our residents to insulate their homes to improve energy efficiency and reduce the impact of fuel poverty. In 2021, 2,178 households have benefited from insulation projects within the borough.

Following the devastating floods in 2019, work has been taking place to secure funding for the development of six priority flood prevention schemes with initial construction taking place along the River Don corridor in and around Rotherham Town Centre. To date over £5 million has been spent, with a further £5.8 million committed to additional schemes, which includes Kilnhurst, Parkgate, Rawmarsh, Whiston, Laughton Common and Catcliffe, alongside a gully renewal programme across the borough.

The above actions all contribute to our targets of net zero Council emissions by 2030 and net zero across the borough by 2040. We have reduced energy consumption and carbon dioxide emissions (CO₂) emissions in operational buildings by 54% and in streetlighting by 73% (against 2014/15 baseline). We are also delivering a range of projects such as increased tree planting, and pollinator friendly wildflower verges to improve the biodiversity of the borough.

Consultation headlines:

- Climate change, pollution and the state of woodlands were recognised by respondents as the most important environmental issues for the next generation.
- Agreement on the importance of tackling climate change but a feeling that 'net zero' is not yet a well understood idea.
- The importance of access to reliable and frequent public transport across the borough - especially in the south.
- Almost half (42%) of survey respondents were attempting to drive less as an action to reduce their environmental impact; 12% mentioned switching to a hybrid or electric vehicle, although the prohibitive cost was referenced.
- Respondents considered fly-tipping, littering and potholes to be important issues in their local area
- 89% of respondents consider local parks and green spaces to be very important, particularly for their health and wellbeing

Where we want to be

We want to see the investment in people and equipment improving the cleanliness of the borough and the continued success of 'Love Where You Live', increasing pride and ownership within neighbourhoods across the borough, whilst reduce littering and improving the environment for all.

We want our borough to have well-functioning and well-connected cycling and public transport infrastructures, for our residents to enjoy the environmental and health benefits that come with this. We will enhance and extend cycling routes across Rotherham, based on our new cycling strategy, and invest in public transport infrastructure, working through South Yorkshire Mayoral Combined Authority to create a more integrated network. The Transforming

Cities programme, together with the Active Travel Fund, will deliver £12 million worth of improvements for public transport, walking and cycling by March 2023.

We will continue to support the development of a new mainline station in Rotherham, improving connectivity in and across the region and we are working with key stakeholders to progress this ambition. We are also continuing to campaign for a new railway station at Waverley and the Advanced Manufacturing Park, a new tram-train station at Magna, and are working with partners on the concept of further extensions to the successful tram-train network.

To reduce the risk of flooding to our communities, we will continue to work with partners to secure the necessary funding to deliver the six major schemes to prevent floods and reduce their impact in the borough. Through the South Yorkshire Catchment Plan, we will also engage with communities at risk of flooding to help build their resilience and ensure that the impact of flooding is reduced as much as possible.

We will explore the options to deliver a renewable energy generation project, allowing the Council to produce its own clean, renewable energy that will further contribute to the borough's net zero targets.

This will mean focussing on the following outcomes:

- Increasing satisfaction with the cleanliness of the borough
- Creating better transport systems for future generations
- Reducing the risk and impact of flooding and other environmental emergencies.
- Contributing to reducing carbon emissions across the borough

How we will get there

- Ensure our streets are clean by providing an effective response to fly-tipping and littering, and continually improving our approach to street cleaning
- To continue to invest in our urban green spaces and country parks,



maintaining our four Green Flag accredited parks, whilst aiming for additional accreditations

- Complete masterplans for the borough's three country parks, with an ambition to enhance services provided at these parks, whilst improving the appearance, cleanliness and welcome of our green spaces
- Work with regional partners to deliver public transport improvements such as a new Tram-train stop at Magna, as well as longer term aims a railway station at Waverley and a new mainline station for Rotherham
- Develop a new Cycling Strategy and invest in new cycleways across Rotherham
- Continue the roll out of public charging points to make electric vehicles a more viable option for residents and visitors
- Deliver flood alleviation projects and work with communities and businesses to develop flood resilience measures in the worst-affected areas.
- Deliver a renewable energy generation project by 2025
- Plant a minimum of 500 new trees every year
- Encourage our suppliers to reduce their emissions through implementation of the Council's Social Value Policy
- Support residents to access nationally available insulation grants to improve energy efficiency

9 ONE COUNCIL

As a Council we have an important part to play in addressing the challenges faced and achieving better outcomes for the people of Rotherham.

Our vision is to work with communities to deliver responsive and modern services that are easily accessible to all.

Where are we now

In recent years, the Council has been focused on rebuilding public trust and delivering high quality services whilst effectively responding to the challenges faced by residents, partners and businesses across the borough. This has been achieved against a backdrop of growing demand and an unprecedented period of budget reductions for local government.

Many of our services have been redesigned to focus on asset-based working, early intervention, and prevention to give communities and citizens more control over the issues that are most important to them. Digital processes have been improved or introduced, making it easier for people to access the services they need.

Since the pandemic, the Council has provided the tools and flexibility to enable staff to work from home and continue to deliver services in a safe way. Staff have embraced new technology and ways of working, allowing us to transition to a new 'hybrid working' model.

*“To listen to residents more and not assume things”
(consultation response)*

Key stats:

- **52% of respondents** in June 2021 were 'very satisfied' or 'fairly satisfied' with the way the Council runs things
- **40% of respondents** would 'tend to agree' or 'strongly agree' that Rotherham MBC provides value for money in June 2021
- **48% of respondents** in Rotherham answered positively when asked about the extent to which the Council acts on the concerns of residents ('a great deal' or 'a fair amount') in June 2021
- **50% Rotherham respondents** in June 2021 said that Rotherham Council keeps residents 'very well' or 'fairly well' informed about the services and benefits it provides
- **51% of respondents** said they trusted the Council 'a great deal' or 'a fair amount' in June 2021.
- **47% of respondents** in June 2021 stated that they have confidence in the Council (either 'to a great extent' or 'to a moderate extent')
- **79% of respondents** said that the Council had responded very or quite well to the covid crisis in June 2021

The Council has created over 400 online forms since October 2019 to enable customers to self-serve a wide range of services

When a service is made available online an average of 80% of customers digitally self-serve

Where we want to be

Our focus remains on Rotherham residents, building relationships based on trust, and working with people and communities to solve problems and make the most of opportunities.

We will continue to deliver value for money services to the people of Rotherham within the financial resources available to us, whilst continually seeking to improve our approach with more innovative ways of working.

A new programme will ensure that customers receive a consistent, high quality and efficient service from all areas of the Council. This will involve agreeing a new set of customer service standards with Rotherham residents to deliver an excellent customer experience, by improving the quality of our customer contacts.

Our workforce is critical to delivering the Council's priorities and a new workforce strategy will help us to ensure that staff feel valued, supported and empowered as they continue to deliver the best possible services for local people.

This will mean focussing on the following outcomes:

- Effective customer services – residents know we mean what we say, are kept informed and can access the services they need in the way that suits them
- Engaged, diverse and skilled workforce who feel empowered to adopt new ways of working to meet the needs of all customers
- Sound financial management and governance arrangements
- Effective leadership, working with our partners to achieve better outcomes across the whole borough

How we will get there:

- Work with services, partners and communities to promote equality, celebrate diversity and ensure fairness for everyone
- Communicate and engage with residents so that they feel informed about council services and how to access these
- Work in an efficient, open, transparent and accountable way, in partnership with key stakeholders
- Work to improve customer satisfaction, including by developing and implementing a new set of customer service standards



10 MEASURING SUCCESS

The Year Ahead Delivery Plan sets out the key actions required to help us achieve the outcomes and commitments in this plan.

Quarterly reports will be produced to track progress and will be reported to Cabinet. The reports will include progress on the Year Ahead Delivery Plan activities, performance against key measures (see page 32 onwards) which are critical to the success of the plan, and a range of case studies.

Each year, directorates will produce service plans which will demonstrate how they contribute to the delivery of the Council Plan and outline wider priorities and responsibilities, which in turn will inform team plans and individual performance and development reviews.

11 GET INVOLVED

We want residents to be at the heart of everything we do. There are lots of different ways for people to get involved, providing views on our services, helping to shape plans and priorities, and keeping up to date on news and views. This includes ward plans, neighbourhood newsletters, social media and consultations.

For further information visit the Council website at www.rotherham.gov.uk

If you would like this information in another language or format, please ask us.

12 PERFORMANCE MEASURES

These measures and targets will be reviewed annually.

EVERY NEIGHBOURHOOD THRIVING			
Ref	Key Performance Indicators	Good is	Target 2022/23
Outcomes	<ul style="list-style-type: none"> • Work with communities on the things that matter to them • Residents, organisations and businesses use their skills and resources to help others • Neighbourhoods are welcoming and safe 	<ul style="list-style-type: none"> • Local people have access to libraries, cultural activities, parks and green spaces • Improved local towns and villages are improved 	
NE01a	Satisfaction with the borough and local area: a) Proportion of public satisfied with Rotherham Borough as a place to live	High	Greater than 62 %
NE01b	b) Proportion of the public satisfied with their local area as a place to live	High	Equal to or greater than 80 %
NE02a	Volunteering: a) Number of staff involved in the council employee volunteer scheme to support local communities	High	Baseline to be determined
NE02b	b) Number of volunteering opportunities for local people via the voluntary and community sector	High	80 new volunteering placements
NE03a	Anti-social behaviour a) Number of community protection notices issued (anti-social behaviour, waste and noise)	High	Greater than 350
NE03b	b) Public perception of anti-social behavior (via the 'Your Voice Counts' quality survey)	Low	Less than 43 %
NE04a	Hate crime: a) Number of hate crime incidents	Measure for information	No target

EVERY NEIGHBOURHOOD THRIVING

Outcomes	<ul style="list-style-type: none"> • Work with communities on the things that matter to them • Residents, organisations and businesses use their skills and resources to help others • Neighbourhoods are welcoming and safe 	<ul style="list-style-type: none"> • Local people have access to libraries, cultural activities, parks and green spaces • Improved local towns and villages are improved 	
Ref	Key Performance Indicators	Good is	Target 2022/23
NE04b	b) Proportion of positive outcomes to hate crime investigations	High	20 %
NE05	Proportion of the local road network classed as 'green status' (do not require repair)	High	a) 81 % classified b) 79 % non-principal c) 60 % unclassified
NE06a	Perceptions of feeling safe: a) Proportion of public that feel safe when outside in their local area during the day	High	Greater than 90 %
NE06b	b) Proportion of public that feel safe when outside in their local area after dark	High	Greater than 56 %
NE07a	Number of visits to culture, sport and tourism facilities (all population)	High	3,500,000 cumulative annual target
NE07b	Customer satisfaction with culture, sport and tourism services	High	Greater than 90 % across all services

PEOPLE ARE SAFE, HEALTHY AND LIVE WELL

Ref	Key Performance Indicators	Good is	Target 2022/23
PE01	Number of people attending the Make Every Contact Count (MECC) training relating to health and wellbeing issues	High	150
PE02	The proportion of adults involved in a safeguarding enquiry who felt their personal outcomes were at least partially met	High	97 %
PE03	Proportion of new clients who receive short term (reablement) service in year with an outcome of no further requests made for support	High	90 %
PE04	Manage the number of new older adult admissions to long term residential care (aged 64+)	Measure for information	No target
PE05	Proportion of council housing repairs completed 'Right 1st time'	High	97 %
PE06	Number of new homes delivered with Council support, including affordable homes	High	225
PE07	Proportion of council housing stock that meets the "Decent Homes" standard	High	100 %
PE08	Proportion of households prevented or relieved from homelessness	High	85 %
PE09	Number of households in temporary accommodation	Low	95
PE10	Total number of referrals to domestic abuse support services	Measure for information	No target
PE11	Engagement rate with Domestic Abuse support services (all services)	High	60 %
PE12	Processing time of new claims for Housing Benefits and Council Tax Support	Low	24 days

EVERY CHILD ABLE TO FULFIL THEIR POTENTIAL

Ref	Key Performance Indicators	Good is	Target 2022/23
CH01	Percentage of eligible children accessing their 2-2.5yr health visitor checks	High	93 %
CH02	Number of Children in Need (rate per 10K population 0-17 as per DfE population)	Low	375.5
CH03	The number of children with a Child Protection plan (rate per 10K population 0-17)	Low	Fewer than 85
CH04	The number of Looked After Children (rate per 10k population 0-17)	Low	95.2
CH05	Open Early Help cases at the end of the reporting period (children)	Measure for information	No target
CH06	Proportion of social care re-referrals in 12 months - in current month	Low	Less than 22 %
CH07	Number of children and young people who are currently assessed as having a medium to high risk of CSE (CSE cohort)	Measure for information	No target
CH08	Proportion of two-year olds taking up an early education place	High	80.0 %
CH09	Proportion of pupils passing the phonics screening check in year 1	High	Above Stat Neighbour Average
CH10	Number of children with Education, Health and Care Plan	Measure for information	No target
CH11	Number of universal youth work sessions delivered	High	Additional 800

EXPANDING ECONOMIC OPPORTUNITY

Ref	Key Performance Indicators	Good is	Target 2022/23
EC01	Proportion of working age population who are in work (or actively looking for work) in Rotherham	High	Achieve national average
EC02a	Optimistic about the future: a) Proportion optimistic about the future of Rotherham as a place to live	High	Greater than 57 %
EC02b	b) Proportion optimistic about the future of Rotherham town centre	High	Greater than 24 %
EC03	Number of new businesses started with help from the Council	High	60
EC04a	Actions taken in Rotherham to promote progressive and sustainable Economic Development: a) Survival rate of new businesses supported in RiDO Business Centres over the first three trading years	High	81 %
EC04b	b) Provide advice and support to local businesses to help them recover and grow.	High	300 plus
EC05	Number of engagements with libraries' services which help people learn, acquire new skills or get a job	High	75,000 plus
EC06	Proportion of new starter apprenticeships created within the Council	High	1.5 % of workforce
EC07	Number of online customer transactions (digital inclusion measure)	High	3 % increase year on year (2021/22 185,400 for the year (46,350 per quarter)

A CLEANER, GREENER LOCAL ENVIRONMENT

A CLEANER, GREENER LOCAL ENVIRONMENT			
Outcomes	<ul style="list-style-type: none"> Increasing satisfaction with the cleanliness of the borough Creating better transport systems for future generations 	<ul style="list-style-type: none"> Reducing the risk and impact of flooding and other environmental emergencies Contributing to reducing carbon emissions across the borough 	
Ref	Key Performance Indicators	Good is	Target 2022/23
EN01a	Fly tipping and enviromental crime: a) Effective enforcement actions; fly-tipping	High	37 plus
EN01b	b) Effective enforcement actions; other environmental crime	High	2,000 (cumulative)
EN02	Proportion of waste sent for reuse (recycling and composting)	High	45 %
EN03	Number of street cleaning, grounds maintenance and waste official complaints and service requests	Low	190 cumulative for year in the number of official complaints received
EN04	Carbon dioxide emission levels for the Council (for specific areas, for example operational buildings, street lighting)	Low	18 % reduction by 2023
EN05	Number of trees planted by the Council	High	a) 5 Hectares b) 500 Trees
EN06	Proportion of council housing with an Energy Performance Certificate (EPC) rated C and above	High	New

ONE COUNCIL

Ref	Key Performance Indicators	Good is	Target 2022/23
OC01	Proportion of complaints closed within timescales	High	85 %
OC02a	Satisfaction: a) The proportion of residents who feel that the Council keeps them informed	High	Greater than 50 %
OC02b	b) To what extent do you think that the Council acts on the concerns of local residents	High	Greater than 48 %
OC03	Average customer wait time to corporate contact centre	Low	6 minutes
OC03	Number of council working days lost to sickness per full time equivalent post	Low	10.3 days
OC04	The proportion of completed annual staff performance development reviews	High	95 %
OC05a	Diverse workforce: a) Overall proportion of disabled employees	Representative of the borough	Maintain 9 % or above
OC05b	b) Overall proportion of Black, Asian and Minority Ethnic employees	Representative of the borough	6.3 %
OC05c	c) Proportion of workforce under 25	Representative of the borough	4.6 %
OC06a	Council tax and business rates collected: a) Proportion of Council Tax collected in the current financial year compared with other Met Councils	High	Top quartile metropolitan authorities
OC06b	b) Proportion of business rates collected in the current financial year compared with other Met Councils	High	Top quartile metropolitan authorities