



Rotherham
Economic
Growth Plan
2015-25



Accessible
Enterprising
Innovative
Prosperous



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2. Executive Summary

2.1 Overview

The Rotherham Economic Growth Plan maps out a programme of investment in economic growth and infrastructure over the short, medium and long term. The Plan, which has a 10 year lifetime, is a partnership between the public, voluntary and private sectors.

The plan is split into a number of themes, matching closely with the Sheffield City Region (SCR) Strategic Economic Plan (SEP) to ensure strong links between the two. These themes are:

- Grow existing and develop new businesses
- Skills for employment and progression
- Inclusion, well-being and employment
- Employment land and business premises
- Transport
- Town centre
- Housing

The Economic Development team of the Council has day to day responsibility for ownership of the plan. They will report progress and issues to the Rotherham Business Growth Board. Sub groups, chaired by Board members, and involving appropriate stakeholders, producing delivery / action plans covering the following areas;

- Business Growth
- Skills and employment
- Town Centre

A major review of the Plan will be undertaken in 2016 to consider relevant findings of the Corporate Governance Inspection, plus strengthen links to the revised Health & Well-being and Community Strategies which will be published later early 2016. Subsequent to that reviews will be carried out every 3 years.

2.2 Rotherham's Vision for Growth

To make Rotherham a place where:

- businesses will flourish and grow;
- the population is highly skilled and enterprising;
- the necessary infrastructure, including housing, is provided to support economic growth.

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.

2.3 Economic 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.

The Growth Plan will:

- Seek to deliver 10,000 net new jobs in the private sector over the next 10 years, from the current figure of 92,900.
- Seek to create 750 additional new businesses over the next 5 years through targeting those sectors with greatest potential.
- Seek to increase GVA through starting, growing, and attracting businesses.

2.4 Economic Growth Plan Themes

The themes to the Economic Growth Plan follow those of the SEP as closely as possible; but also 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. Providing support, including access to finance, to businesses with the highest growth potential; to maximise their performance, safeguarding and increasing employment.

■ **Skills for employment and progression:**

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 they require to deliver growth. The Growth Plan will seek to maximise access to sustainable, decently paid employment and relevant training that gives adults and young people the best chance of success, alongside focusing on higher level skills development.

■ **Inclusion, Well-being and employment.**

Promoting wellbeing 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 residents are advised effectively on what they require to gain, or progress, in employment; benefitting from the jobs and business growth that the Plan will deliver.

■ **Employment Land and Business Premises:**

Rotherham will provide the employment land and commercial and industrial premises to support new employment. This will include bringing forward new employment sites close to the strategic road network and helping support the delivery of “spec” units for new investors.

■ **Housing:**

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. The Local Plan sets a very challenging target of almost 1,000 new houses per annum, with major developments proposed at Waverley, Bassingthorpe Farm and Dinnington.

■ **Town Centre:**

The Town Centre is a high priority for the borough, will be a major driver of economic growth and acts 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, retail, office and other commercial activities. We will also seek to substantially increase the residential offer within the town centre, making it a much more vibrant and diverse place to visit, work and live.

■ **Transport:**

Rotherham benefits from its strategic location on the motorway network, while new development such as High Speed 2 (HS2) 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 other centres such as Sheffield. Improving rail, tram and bus services will be critical to meeting this objective, as will promoting greener options such as walking and cycling.

2.5 Priority Projects and Programmes

Business Growth

- **The Sheffield Rotherham Economic Corridor:** houses major industries including Tata, Forgemasters and Alcoa. The University of Sheffield through the Advanced Manufacturing Research Centre (AMRC) have delivered direct and tangible impacts on industry, through technology development and demonstration. There are also other major economic assets at the AMP and Sheffield Business Park including the Nuclear AMRC.
 - **Advanced Manufacturing Innovation District (AMID):** Through a partnership between Rotherham MBC, Sheffield City Council, Sheffield University, Sheffield Hallam University & major land owners; the AMID programme seeks to transform and enhance the innovation assets within the Sheffield Rotherham Economic Corridor into the UK's first manufacturing based Innovation District.
 - **Tram-Train:** A 2 year pilot funded by DfT, starting in 2017, running a tram on existing heavy rail tracks; from Sheffield City Centre to Parkgate, via stops at Meadowhall and Rotherham Station
 - **Meadowhall HS2 Station:** HS2 are currently proposing the construction of a South Yorkshire station at Meadowhall, which will act as a catalyst for major economic growth around Waverley, the AMP and Templeborough, as well as Rotherham town centre.
- **Increase the Business Incubation Network:** Add to the network of Business Incubation Centres (BICs) that the Council already run; assisting new and growing SMEs in the borough. To maximise coverage of the network, the new facility should be located in the east of the borough, around Hellaby/Maltby.

Town Centre

- A programme of major capital works have been identified for the town centre. These will build on the work to date (rail station, football stadium, High Street, etc.), adding to vitality of the town and increasing its profile as visitor and investor destination.
 - **Redevelopment of the Markets Complex:** The RMBC owned complex is major attractor of footfall in the town centre, but needs work to ensure it continues to attract higher levels of visitors.
 - **Forge Island:** Following the relocation of Tesco, Forge Island is the largest development site available within Rotherham town centre and essential to the sustainability of the Corporation Street side of the town centre. Housing, office or leisure developments have all been identified as possible uses.
 - **Leisure and visitor:** to prioritise the delivery of a cinema and hotel within the town centre supported by related developments.
 - **Office development:** provision of a major new office development linking into the town centre and with easy access to the bus interchange and the rail station.
 - **Higher Education Campus:** the town centre has the potential to accommodate a higher education campus, including student accommodation. A similar HE Centre in the Dearne would provide coverage for the large scale growth in jobs and employers in this area.

Visitor Economy

- **Leisure Development:** Pit House West provides an opportunity to develop a nationally significant leisure development close to Rother Valley Park and the M1. Discussions are currently at a very advanced stage with a major leisure operator.
- **Yorkshire Man of Steel:** The Yorkshire Man of Steel is a landmark sculpture for the region, to be located in Kimberworth overlooking the M1.

3. An Economic Growth Plan for Rotherham

The Rotherham Economic Growth Plan maps out a programme of investment in economic infrastructure and activities over the short, medium and long term. The Plan, which has a 10 year lifetime, is a partnership between the public, voluntary and private sectors.

It sets out how Rotherham will contribute to the economic growth of the SCR, including our share of the 70,000 net new jobs and 6,000 new businesses that the LEP are seeking to deliver. It will also identify and deliver on those areas where we can add local economic value to the borough, a prime example of this being the regeneration of the town centre.

The Plan is split into a number of themes, matching closely with the SEP to ensure strong links between the two. These themes are:

- Grow existing and develop new businesses
- Skills for employment and progression
- Inclusion, well-being and employment
- Employment land and business premises
- Transport
- Town centre
- Housing

The Plan is jointly owned by Rotherham MBC and the LSP. The Economic Development team of the Council have day to day responsibility for ownership of the Plan. They will report progress and issues back to the Rotherham Business Growth Board. Task and Finish groups, chaired by Board members and involving appropriate stakeholders, will cover the following areas:

- Business Growth
- Skills and employment
- Town Centre

A major review of the Plan will be undertaken in 2016 to take on board relevant findings of the Corporate Governance Inspection, plus the revised Health & Well-being and Community Strategies which will be published early 2016. Subsequent to that reviews will be carried out every 3 years.

3.1 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 in the south. Rotherham is an important component of the SCR, which includes all of South Yorkshire and parts of North Nottinghamshire and North Derbyshire. More than half of the borough is rural, characterised by attractive villages and rolling countryside.

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.

Rotherham developed from a small market town into a major industrial centre based around coal and steel. The population grew from 17,000 in 1801 to 120,000 in 1901 and is now in excess of 250,000. 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 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 258,700 according to the 2013 mid-year estimate, with a further increase of 13,300 projected by 2028. This increase will be concentrated in the older (mainly retired) age groups with small reductions expected in the younger (working age) age groups.

Rotherham has high rates of both inward and outward commuting due to its central location in South Yorkshire and proximity to Sheffield, 38.3% commute outside the borough for work – 19.6% to Sheffield, 4.9% to Doncaster, 2.9% to Barnsley and 10.9% elsewhere.

37.4% commute into the borough for work –11.8% from Sheffield, 8.3% from Doncaster, 9.1% from Barnsley and 8.2% from elsewhere.

3.2. Geography

Dearne settlements: This area, to the north of the main Rotherham Urban Area, borders 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 lesser number to West Yorkshire, and with a less close relationship to Sheffield than other parts of the borough.

The 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 delivering significant mixed use regeneration, providing new homes, sites for new economic development, local services and leisure facilities.

Rotherham Urban Area: Covers 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. Many of the most deprived areas of the borough lie within this area.

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 high street stores to 'out of town' developments.

Urban fringe: 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 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.

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 include major public transport routes, including rail which serves Kiveton Park station. The Corridor includes important heritage assets such as 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 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.

3.3 Economic Challenges

Industrial decline in the late 1980s and the recession of the early 1990s had a serious impact on Rotherham employment with a 12% reduction in the numbers in work between 1986 and 1994, through the decline of traditional industries – coal, steel, and manufacturing. Rotherham’s employment rate fell to 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 Hellaby, Templeborough, Manvers, Dinnington, and latterly the 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 high levels of worklessness.

The recent recession and slow economic recovery has seen several announcements of large job losses and employment levels reduced by 8 percentage points between 2006 and 2010. However, Rotherham’s economy is more diverse and adaptable than in previous recessions, and unemployment has fallen significantly in the last 12 months, as the economy has picked up.

Rotherham town centre, Parkgate and Cortonwood Retail Park are the main retail centres in the borough. Much work has been carried out in the town centre through the Townscape Heritage Initiative and Rotherham Renaissance, providing attractive pedestrianised and landscaped areas and a regenerated High Street. The Council’s civic hub along with the new football stadium for Rotherham United has regenerated the former Guest and Chrimes industrial site at the heart of Rotherham’s urban area and a £40 million superstore development on the site of the former council offices opened in 2014.

Indicator	Rotherham	Sheffield City Region	UK
Overall employment rate (December 2014)	67.4%	70.5%	72.2%
VAT registered businesses per 10,000 adult (16+) population (2014)	273	313	435
Average (median) weekly gross salary (full-time, workplace based 2014)	£476.60	£479.90*	£518.00
% achieving 5+ GCSEs at grades A*-C (2014)	67.1%	n/a	63.2%
% of workforce with no qualifications (December 2014)	9.9%	10.0%	9.0%
% of workforce with Level 4 qualifications (December 2014)	23.1%	27.9%	35.8%
Self-employment (December 2014)	12.2%	11.5%	14.7%
Employment in SOC1-3 occupations (December 2014)	35.0%	37.7%	43.8%
Average house prices (Land Registry Feb 2015)	£99,385	£105,782*	£180,252**

*South Yorkshire **England & Wales

Sheffield City Region:

History

Rotherham is a part of the 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 LEP and the newly formed combined authority. This has led to the production of the SEP for the SCR, setting out economic priorities and targets over the next 10 years

Key

Barnsley	1	Derbyshire Dales	5
Bassetlaw	2	Doncaster	6
Bolsover	3	East Derbyshire	7
Chesterfield	4	Rotherham	8
		Sheffield	9



Map credit: Wikipedia User AxG

3.4 Rotherham's Vision for Growth

To make Rotherham a place where:

- businesses will flourish and grow;
- the population is highly skilled and enterprising;
- the necessary infrastructure, including housing, is provided to support economic growth.

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 Council departments and result in a range of services including Planning, Transportation, Housing, Economic Development, Education, Health and Neighbourhoods being directly involved in the delivery of the Economic Growth Plan. It will also link to the Community and Health & Well-Being strategies, both of which are currently being reviewed.

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.

Economic 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 a mix of full and part time jobs and accessible opportunities for young people.

The Growth Plan will:

- Seek to deliver 10,000 net new private sector jobs in the private sector over the next 10 years, from the current figure of 92,900. (This is a challenging figure, but has been endorsed by Ekosgen, who reviewed

job growth targets for each local area on behalf of the City Region).

- Seek to create 750 additional new businesses over the next 5 years – it is essential that those sectors with greatest job creation and growth potential are targeted to invest or set up in the borough.
- Seek to increase GVA through growing, attracting and starting businesses – While GVA is a sign of economic vitality, it is not possible to produce an accurate figure at borough level.

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 investment, from both national and international companies. New business will also make an important contribution to creating new employment opportunities for local residents.

3.5 Growth Plan Themes

The themes to the Growth Plan follow those of the SEP as closely as possible; but also 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. Providing support to businesses with the highest growth potential; to maximise their performance, safeguarding and increasing employment.
- **Skills for employment and progression:** 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 they require to deliver growth. The Growth Plan will seek to maximise access to sustainable, decently paid employment and relevant training that gives adults and young people the best chance of success, alongside focusing on higher level skills development at level 4.

- **Inclusion, Well-being and employment:** Promoting wellbeing 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 residents are advised effectively on what they require to gain or progress, in employment; benefitting from the jobs and business growth that the Plan will deliver.
- **Employment Land and Business Premises:** Rotherham needs to provide the employment land and commercial and industrial premises to support new employment. This will include bringing forward new employment sites close to the strategic road network.
- **Housing:** 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. The Local Plan sets a very challenging target of almost 1,000 new houses per annum, with major developments proposed at Waverley, Bassingthorpe Farm and Dinnington.
- **Town Centre:** The Town Centre is a high priority for the borough, will be a major driver of economic growth and acts 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, retail, office and other commercial activities. We will also seek to substantially increase the residential offer within the town centre, making it a much more vibrant and diverse place to visit, work and live.
- **Transport:** Rotherham benefits from its strategic location on the motorway network, while new development such as HS2 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 other centres such as Sheffield. Improving rail, tram and bus services will be critical to meeting this objective, as well as promoting greener options such as walking and cycling.

4. Priority Projects and Programmes

The following schemes have the potential to deliver a major positive impact on the future prosperity of the Rotherham economy. A number of these projects are located 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.

Business Growth

The Sheffield Rotherham Economic Corridor: houses major “Foundation Industries;” Tata, Outokumpu, Forgemasters and Alcoa. The University of Sheffield through the AMRC have delivered direct and tangible impacts on industry, through technology development and demonstration. There are also major economic assets at the AMP and Sheffield Business Park.

This critical mass of expertise and experience presents Rotherham and Sheffield with a unique opportunity to create a complete proposition for the City Region, a place where we can design and make the next generation of whole industries, with an advanced manufacturing focus linking to the R&D and innovation capacity of the AMP:

- a. AMID:** Through a partnership with Sheffield City Council the AMID programme seeks to transform and enhance the innovation assets within the Sheffield Rotherham Economic Corridor into an Advanced Manufacturing Innovation District.
- b. Tram-Train:** A 2 year pilot funded by DfT starting in 2017, running a tram on existing rail tracks; from Sheffield City Centre to Parkgate, via stops at Meadowhall and Rotherham Station.
- c. Meadowhall 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 will act as a catalyst for major economic growth around Waverley, the AMP and Templeborough.

d. Increase the Business Incubation Network – Grow Rotherham’s BIC offer by providing a facility in the east of the borough, possibly Hellaby/Maltby. This would require a proportion of grant funding in order to make it financially viable.

e. Business Support Programme – Deliver a programme to support the growth of local and incoming businesses. This will include the provision of a skilled and enterprising workforce from the local community.

f. Property Investment Fund – Create a recyclable loan and investment fund to enable developments that otherwise wouldn’t happen.

Town Centre

Town Centre Programme: To deliver a number of projects that will create a stronger more diverse offer within the town centre including a cinema, hotel, residential and other cultural, leisure and retail schemes. Key projects include:

The Markets Complex: The RMBC owned complex is a major attractor of footfall in the town centre, with in excess of 80,000 visitors per week. The recent opening of the nearby superstore 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 options for the (re)development of the complex, which will seek to provide a new and vibrant facility while retaining the historic impact of the market on the town centre.

Forge Island: Following the relocation of Tesco to the former Civic Site, Forge Island is the largest development site available within Rotherham town centre and essential to the sustainability of the Corporation Street side of town. RMBC have an option to purchase the site at a pre agreed price and are currently looking at a number of options for the future of the site; including a major office or leisure development, while residential provision is also a potential use.

Culture and Leisure – to prioritise the delivery of a cinema and hotel within the town centre, plus related development to support these (i.e. food, drink and family orientated activity).

This is essential to ensure that the town centre becomes a family destination and builds on the thriving independent retail offer that is growing up around the Minster Gardens and High Street area of the town centre.

Office development – provision of a major new office development, potentially on Forge Island, linking into the town centre and with easy access to the bus interchange and the rail station.

This would be a major job creator within the town centre and act as the catalyst for further development in catering to the needs of staff and visitors

Higher Education Campuses: the town centre has the potential to accommodate a higher education campus, including student accommodation, with Doncaster Gate now identified as the preferred location for Rotherham College's HE Campus.

A similar HE Centre in the Dearne would provide coverage for the large scale growth in jobs and employers in this area of Rotherham to augment the development in the town centre. RMBC will work with FE and HE partners to develop and grow the local HE offer, focussing on those sectors and areas with the greatest growth and employment potential for Rotherham businesses and communities

Visitor Economy

Leisure Development: Pit House West provides an opportunity to develop a nationally significant leisure development close to Rother Valley Park and the M1, giving a significant boost to the visitor economy in Rotherham including job growth. Discussions are at a very advanced stage with a major leisure operator to build a theme park on the site.

Yorkshire Man of Steel: The Yorkshire Man of Steel is a landmark sculpture for the region, to be located in Kimberworth overlooking the M1. The sculpture and visitor centre will honour the generations of people who worked in the steel and coal industries. It will also market the new processes and technological advances in local manufacturing that have benefited the wider region in the 21st Century. The sculpture will be 30 metres high and will be designed and fabricated locally, harnessing a range of skills and materials from local SMEs and showcasing the region's reputation for excellence.

5. Theme 1 Grow Existing and Develop New Businesses

Rotherham is one of the most enterprising places in Britain and we will make Rotherham the go to place to start or grow a business, where entrepreneurs will flourish. Exciting business parks with world class businesses are already located in Rotherham alongside many home grown firms with world class reputations. Small businesses and new starts get the best possible support through Rotherham's innovative and experienced business incubation centres. Our business names include AESSeal, Rolls-Royce, Boeing, Capita and Parseq to name but a few.

The world renowned Advanced Manufacturing Park continues to grow and is at the heart of the UK's first Advanced Manufacturing Innovation District which will evolve over the coming years.

We want more businesses to join in our success.

Rotherham Council provides excellent services to business through RiDO who are the first port of call for many business queries and continue to grow Rotherham's reputation as open for business.

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. Complimented by strong inward investment and exporting, with a significant national and international profile in areas of excellence; driving supply chain activity and maximising multiplier effects.

In relation to these characteristics Rotherham has too few businesses for the size of its economy and population (273 per 10,000 of working age population, against a national average of 435) to be a thriving economy. This enterprise gap needs to be addressed by increasing the size and productivity of the local business stock, providing more employment opportunities for local residents and developing a more balanced labour market.

RMBC is addressing the enterprise gap through a

network of four successful Business Incubation Centres across the borough that provide support for start-up and new SMEs. RMBC enhances this offer through effective partnership working with Rotherham Youth Enterprise, 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 and a strong national and 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. The AMP is a strong economic asset for Rotherham attracting major international firms, including Boeing and Rolls Royce, and we need to build on this asset through the development of the AMID, linking to Templeborough, Meadowbank Road and the town centre; as set out later in the Plan.

Whilst the AMP is important to Rotherham it cannot enable Rotherham to become a thriving economy on its own and we need to build on the experience gained there to develop new economic assets elsewhere in the Borough. Rotherham has experienced good levels of inward investment in other areas of 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, Rotherham now needs to adapt its offer to business so that the levels of inward investment of the last growth cycle can continue in the next growth cycle.

The Voluntary/Community sector is a major employer in Rotherham, with over 4,000 employees in 400+ organisations, the vast majority of them Rotherham residents. They also provide support for people wishing to set up (social) enterprises as a route into self-employment.

5.1 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 Rotherham.

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. Our business focussed activities must 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.

5.2 Our Ambition

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

- Increase the size and strength of the Rotherham business stock, closing the gap with the City Region and UK averages.
- 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
- Attract and help existing businesses that want to innovate.
- 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. Promoting local spend wherever possible.
- Market Rotherham as a great place to do business; seeking to attract new inward investment, both from overseas and from elsewhere in the UK.

5.3 Sectoral Perspective

We will seek to support any business with growth potential, whatever its sector, however there are certain “target sectors” where Rotherham possesses 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. Advanced Manufacturing will be further developed through the creation of an innovative ecosystem as part of AMID.
- **Business Process Services:** 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 increasingly complex, utilising innovative technological solutions for outsourcing business administration functions.
- **Logistics:** Recent research undertaken for the LEP suggests that logistics is a growth sector for Rotherham with the potential for 1,600 new jobs over the next 10 years.

By understanding the characteristics of the different sectors within Rotherham and the City Region we will identify those that will have the greatest economic impact. 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 harder to quantify. The opportunities that Rotherham’s strongest sectors offer need to be taken advantage of; these can be influenced by the wider characteristics of Rotherham, such as housing and the town centre, to ensure that higher income households locate in Rotherham, whilst ensuring that there is sufficient provision for lower income households moving out of poverty, creating a balanced and sustainable economy. Maintaining this balance will be crucial to ensuring that the benefits of economic growth are available to all of Rotherham’s citizens. This will include supporting people by ensuring there are clear career entry points and a culture of self-improvement creating a sustainable flow of employment for progression and whole life careers, including for those that move in and out of employment at various points in life.

5.4 Interventions

The following interventions are a priority for Rotherham:

1. Agree those sectors where Rotherham has a distinct economic advantage and/or strong growth potential.
2. Maximise supply chain opportunities and multiplier effects in sectors of distinct economic advantage.
3. Identify Rotherham businesses with greatest potential for growth and the support they require to maximise this growth, including management training.
4. Agree on the details of the offer that we will provide to businesses looking to invest or start up in Rotherham. This will comprise a high quality investment service that draws on a menu of concessions/interventions for businesses, with specific support packages being created on a case by case basis.
5. Build on the success of the Council’s Business Innovation Centre network 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, freeing up space for other new businesses.
6. Build on success of Rotherham Ready and Rotherham Youth Enterprise supporting young people to start businesses and to be enterprising within their careers
7. Create a “Rotherham Investment Product” which is supported by a business facing culture within RMBC; promoting 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 removing 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 SEP and the new ESIF strategy.

PRIORITY PROJECT:	
Advanced Manufacturing Innovation District:	Located in Sheffield-Rotherham Economic Corridor including the AMP and Waverley.
Property Investment Fund	A recyclable fund to allow property and infrastructure developments to be brought forward.
Increase the Business Incubation Network:	Continue to address the enterprise gap through increasing support to entrepreneurs and new enterprises

6. Theme 2 Skills for Employment and Progression

To drive forward business growth we need more highly skilled people.

Schools are leading the way with young people achieving above average results at GCSE and award winning enterprise education; young people will be supported to make informed career choices.

With Rotherham College we will deliver a new multi-million pound town centre based Rotherham Higher Education Centre that will meet the needs of businesses and increase the numbers of Rotherham people trained to level 4 and above.

We will make it simpler for businesses to employ the right staff they require and the right training packages for them to reach their growth potential.

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

However, higher skill levels remain below the national average and need to increase to support business growth and increase 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. Quality of provision is high, with all Rotherham post-16 schools and colleges judged by Ofsted as either outstanding or good.

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

6.1 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.

Apprenticeships are good for the economy, we need to ensure that the right numbers of suitably qualified people are seeking apprenticeships and that the apprenticeships complement and contribute to the success of local businesses. Schools, colleges and providers 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 school leavers.

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

6.2 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 borough's wealth
- create a HE 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.
- Produce confident and e-skilled residents and workforce
- broker close linkages between our growing companies and Rotherham schools, to provide the workforce of the future – including teacher/industry placements and business involvement in curriculum delivery.

- 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 to help 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.

6.3 Interventions

The following interventions will be taken forward by DWP, Colleges, AMRC Training Centre, Rotherham Ready 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, including the National Centre for Advanced Manufacturing.
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 and completing apprenticeships.
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 while supporting the businesses to provide jobs that are good for health and wellbeing.
7. **AMID skills development** to enable residents to support and take advantage of the development of the AMID innovation ecosystem.

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

PRIORITY PROJECTS:	
Create a Higher Education Campus in Rotherham and a HE Centre in the Dearne:	The town centre has the potential to accommodate a higher education campus, including student accommodation, as part of the Rotherham College site, and continued development of a HE Centre in the Dearne, as part of the Dearne Valley College site
Business Growth Programme	Skills development of employees, to enable growth of those businesses identified with the greatest growth potential.

7. Theme 3 Inclusion, Well-being and Employment

For the Economic Growth Plan to be a success we must support those that are disadvantaged in the jobs market to enter and be successful at work.

Those without the functional, financial and digital skills to gain and stay in employment will be supported to gain the skills required. We will work closely with Jobcentre Plus to provide a service that meets the needs of individuals and business to enable everyone to benefit from economic growth.

There are too many people in Rotherham who are excluded, people face barriers relating to; skills and qualifications, ill-health, disability or language, financial exclusion and digital exclusion. To make inroads into tackling exclusion and the factors that underpin it, partners need a holistic, coordinated approach. Actions within this plan working alongside other strategies and initiatives, particularly Rotherham's Health and Wellbeing Strategy aim to ensure everyone can benefit from job and business growth.

Basic skills are crucial. 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 for Rotherham, with 35% of people aged 16-64 having no qualifications or being qualified to below NVQ level 2.

Another major issue linking 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. Work, as well as better education and skills, has a great impact on health and reducing health inequalities.

The indices of deprivation 2010 showed that relative deprivation in Rotherham had increased, with the borough now ranked 53rd most deprived area in England, down 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 the most affluent areas has not decreased despite the large amounts of regeneration funding spent on them. In addressing exclusion, partners' efforts have tended to have a geographical focussing, targeting resources at the most deprived neighbourhoods, however, this approach risks ignoring other areas and types of inequality relating to gender, age or ethnicity.

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

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, which must also be tackled.

7.1 The Challenge

A lack of financial resources is a fundamental aspect of poverty and exclusion, and the most sustainable way to overcome this is to help people gain reasonably paid and secure employment.

In Rotherham, the main challenges include:

- Around 23,000 people in Rotherham are unemployed or long term sick; one in seven of the working age population
- The number of unemployed people claiming JSA for over a year increased seven fold from 380 in 2008 to 2,660 in 2013, although it had fallen back to 1,330 by August 2015
- Child poverty figures reflect deep inequalities within the borough, averaging 50% in the 11 most deprived neighbourhoods, compared to only 3% in the least deprived.

We must be realistic about our ability to impact on exclusion and employment; with resources and responsibility for employment programmes still largely resting with central government, whilst wider economic conditions and national policy drivers (e.g. welfare reform) also have a significant effect. That being the case, part of our role is to ensure that government commissioned programmes achieve maximum impact in Rotherham, particularly for excluded or disadvantaged groups.

Good quality employment benefits those who are helped into work, but also boosts the local economy. Research in Leeds City Region suggests that for every out of work benefit claimant who moves into a job that pays the living wage, the local economy will benefit by an average £14,643.

To help achieve improved employment outcomes we will:

- Work with colleagues across SCR developing an employability “offer” to replace the Work Programme from 2017. The scheme must integrate with other provision (e.g. troubled families), be tailored to address specific local issues and be informed by knowledge of what works, utilising the expertise of the voluntary and community sector.
- Provide increased access to basic and functional skills support, in particular the essentials of literacy, numeracy and digital skills.
- Work with businesses to reduce in-work poverty by supporting individuals in work to improve their skills and productivity.

Improving skills is critical to combating poverty. Adults, who lack literacy and numeracy skills are less attractive to employers, tend to be 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. ESOL provision is required to support some economic migrants and some target groups to enter work.

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 opportunities.

7.2 Our Ambition

The Economic Growth Plan adopts the top down approach that ensures there are sufficient jobs across the spectrum of skill levels for local citizens, plus complementary activity takes place to ensure those seeking work are suitably skilled to secure this 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 assisting those keen to improve their prospects by developing their skills and ability to secure and progress in this 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
- Work with health partners to address health barriers.
- Reduce in-work poverty.

Local partners will identify and work with disengaged 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.

7.3 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, health, 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.
- The Rotherham Digital Inclusion Network – a community group working together to maximise opportunities for everyone to become able, confident and safe online and encouraging Rotherham’s citizens to take part advantage of the myriad opportunities that the Internet offers. Additionally, RMBC is working to tackle digital inclusion by helping people to get online through assisted transactions and the provision of wifi connectivity in more locations, including libraries and customer service centres.

PRIORITY PROJECTS:

Business Growth Programme

Link people to relevant job opportunities and providing them with the skills to carry them out.

8. Theme 4 Employment Land and Business Premises

Excellent business parks and office space will be delivered in key locations that will attract cutting edge firms. These new investors and growing businesses will enable us to drive significant economic growth, bringing jobs and prosperity.

Masterplans will be developed for priority business sites setting out the vision to deliver significant, employment and wealth generating developments.

Growth Zones will be delivered to maximise Rotherham's strategic sites including the AMP, Dinnington and Lower Don Valley as well as capitalise on any major infrastructure projects such as HS2.

It is important that Rotherham continues to attract investment into the borough, which will require sufficient stock of industrial land / units / office space of the right quality and in attractive locations. Recent years have seen significant floor space construction on employment sites with almost a quarter of Rotherham's employment floor space built within the last 10 years, supporting 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 developments such as the AMP, Dinnington, Dearne Valley, council offices, Rotherham United Football Club stadium and Tesco superstore over the last few years to act as the catalyst for wider private sector investment as the economic recovery continues.

The vacancy rate rose slightly in 2014, to 10.9%, the first rise in 4 years. We must make sure this figure starts to decrease again and that we have sufficient new building stock to meet demand. Consideration also needs to be given to areas that are less desirable and what can be done to make such areas more attractive for investment. There is an issue with older stock not meeting market needs. At the end of 2014; 44% of the vacant floorspace has been continually vacant for 4

years or more, although this does only represent 4.5% of the total floorspace in the borough.

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 housing requirements and ensure there is sufficient land for Rotherham's future employment needs, some extensions into the Green Belt will be required. The challenge is 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 goes further, identifying 'Growth Zones' that encompass specific sites and seek to group them together into more meaningful developments to attract new investment and grow existing businesses in the borough.

There are a number of EZ sites in Rotherham, located around the AMP at Waverley, but with the possibility of others at Dinnington, depending on the final route of the HS2 line. Businesses locating within an EZ receive either ECAs on major capital investment or reduced business rates for the first 5 years of operation.

8.1 The Challenge

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

- 20+ hectares,
- serviced (including superfast broadband),
- can be developed in a short timescale,
- close proximity to the transport network,
- local facilities,
- public transport links

Providing a site(s) that meets the above criteria is a major priority for local partners

The 10 largest employment development sites identified within the draft Local Plan for Rotherham are:

Site	Size (hectares)	Settlement	Brownfield/greenfield
Todwick North	26.96	Todwick	Greenfield
Maltby Colliery	24.01	Maltby	Brownfield
Waverley/AMP	21.00	Catcliffe	Brownfield
Monksbridge Road	17.08	Dinnington	Brownfield
North-east of Retail World	14.30	Parkgate	Brownfield
Highfield Commercial	13.24	Catcliffe	Brownfield
Cumwell Lane	9.10	Hellaby	Greenfield
Waleswood/Vector 31	8.85	Wales	Brownfield
Aldwarke Lane	8.75	Aldwarke	Brownfield
Aldwarke Lane	8.62	Aldwarke	Brownfield

8.2 Our Ambition

Rotherham partners wish to bring forward major development sites to allow additional 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 target (10,000 net new jobs over 10 years).
- Identify a major investment site(s) with the ability to host a significant, employment generating, development.
- Deliver Growth Zones within the borough for major employment and/or housing development.
- Engage and work proactively with land owners and developers.
- Ensure that Rotherham maximises the benefit it will receive from the location of an HS2 station at Meadowhall. This will include master planning of Growth Zone that incorporates Lower Don Valley, Templeborough and Meadowbank Road.
- Build on the success of the AMP, develop and evolve the Park to secure new high quality inward investment in manufacturing and technology and secure the AMP's future as the 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.
- Ensure that businesses across Rotherham have access to fast and reliable broadband.

PRIORITY PROJECTS:

Major Sites:

The draft Local Plan identifies a number of potential development sites for employment. These include Todwick North, Waverley, Dinnington and Hellaby

9. Theme 5 Housing

Rotherham will have a high quality housing and leisure offer to assist with attracting world class business and a world class workforce. 14,000 new houses will be delivered by 2030.

Housing will dovetail with major sites such as the new community at Waverley strategically placed near to the AMP and future AMID.

We will also create additional housing in and around Rotherham town centre to increase it's economic vitality.

There are approximately 108,300 households in the borough, with a diverse and vibrant blend of people, cultures and communities, and a mix of urban areas and villages (about 70% of the borough is rural). The population is steadily increasing – currently 260,100 and expected to increase to 262,500 by 2022 – although as elsewhere in England, Rotherham has an ageing population; there will be an additional 20,000 residents over the age of 65 over the next 30 years, and a relative decline in the younger population.

20,850 (19%) of Rotherham's households live in Council homes, and demand for Council housing continues to be high – 5,371 people were on the housing register in April 2015. The Council has invested significantly in its stock over recent years and over 99% is classed as 'decent'. There are however decency and energy efficiency issues in the private sector. 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 level (493 in 2014/5), 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.

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 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 delivering high quality services and support, and peaceful and well-managed neighbourhoods
- 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
- No households living in homes that are poor in terms of energy efficiency

A Strategic Housing Market Assessment was undertaken in 2014, which found that 900 new homes are needed each year in Rotherham, of which 237 need to be affordable homes. A new Housing Growth Plan has been produced which includes a higher target of 1000 new homes in order to meet the needs of new economically active households moving into the borough. The Housing Growth Plan supports the overall Housing Strategy.

9.1 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. This has implications for future housing need, location of developments 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 the target, while encouraging the effective use of land in the most sustainable locations, minimising 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 the sites very difficult to develop at the current time.

9.2 Our Ambition

Rotherham partners have agreed the following 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 those people who 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 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

9.3 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 they work collaboratively with the private sector to lever in private finance. RMBC have identified 130 HRA sites ready to be developed in the short to medium term, which are capable of delivering 1,500 new homes.

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

- 1. 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.
- 2. 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 to 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.

- 3. 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.

In addition, the Council will work in partnership with the private sector to bring forward new residential development in the town centre.

Rotherham town centre currently has a strong rental market which offers an opportunity to increase the number of people living in and around the town centre, with various sites that could support the delivery of up to 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 planning constraints and accelerate delivery across key sites which are currently struggling to progress.

PRIORITY PROJECTS AND PROGRAMMES:	
Town Centre Living:	Deliver new residential developments in the town centre to improve it’s vitality and sustainability
Major Developments:	Bring forward major economic projects including HE Campus, Markets and the development of Forge Island.

10. Theme 6 Town centre

A vibrant, successful town centre is critical to achieving the vision of the Rotherham Economic Growth Plan.

We will create a town that provides an attractive, safe, clean destination with a strong independent retail offer including; high quality cafes, a thriving High Street and a range of markets.

Town centre living and office accommodation will be created as well as the Rotherham College Higher Education Campus plus a cinema and related developments

Heritage preservation and restoration works will continue following the success of the recent THI Programme on High Street.

Rotherham town centre is, and will remain, the borough's primary retail, leisure and service centre, with the historic market town hosting 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 also welcomes over 100,000 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 both Meadowhall and Parkgate Retail 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, plus properties held in investment trusts; progress in securing end-users can be slow.

Whilst Rotherham boasts a loyal customer base that makes regular trips to the town centre, 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 the location of a superstore on the site of the former Council offices. Not surprisingly some key elements of Rotherham's regeneration plans have faced setbacks due to Government cut-backs, public funding for planned schemes being withdrawn and private sector investors continuing 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 (136 in the period 2011- 2015) 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" located on High Street.

10.1 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. Weak property prices for commercial and residential property 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 overall 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.

10.2 Our Ambition

The ambition for the Town Centre is:

- To improve the perception of the town centre as a place to shop, live, work and visit.
- The current Civic Theatre attracts significant numbers of visitors and remains a popular destination within the town centre. However, there are opportunities to further develop 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 office, leisure or housing development on the Forge Island site.
- 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 and includes targeting a new retirement living development.

10.3 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 start 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
- Construction of a HE Campus on the Doncaster Gate site
- Identify/provide sites for 1,000 more residential units in the town centre

Provide the car parking needed to support current and future town centre developments.

PRIORITY PROJECTS:	
Town Centre Programme:	Deliver a number of projects to create a stronger more diverse offer within the town centre.
Create an HE Campus in Rotherham:	Local provision of the higher skills required to enable Rotherham businesses to grow and to compete in national and international markets.

11. Theme 7 Transport

Rotherham is centrally placed within the UK and easily accessible by road via the M1 and M18 and with an international airport located close by in Doncaster. Our central location is an asset in attracting new inward investments and the HS2 station planned for Meadowhall on the Rotherham border will increase attractiveness to national and international businesses seeking to locate in the City Region.

As the Borough grows it is essential to connect people to jobs, services, friends and family 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.

11.1 The Challenge

There are three major challenges which need to be addressed to ensure that local residents can access employment opportunities in the City 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 these new job opportunities.

11.2 Our Ambition

Our 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 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, 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.

11.3 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.

- Works to Pool Green Roundabout to improve traffic flow in town centre and open up further development land, which has now been completed
- Delivery of DfT funded Tram-Train pilot linking town centre to Sheffield and Parkgate, due to open in 2017. If successful then potential to expand further, but need to retain existing heavy rail line to achieve this.
- Waverley Link Road to remove pressure on Junction 34 of the M1 and the Parkway, with the proposed developments at Waverley/AMP and Sheffield Business Park.
- 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.
- Improvements to Rotherham Interchange, potentially including a major leisure development.

PRIORITY PROJECTS:	
Meadowhall HS2 Station:	Will improve connectivity between SCR and London, acting as a catalyst for major economic growth around, the AMP, Waverley and Templeborough.
AMID	Infrastructure linking the AMP and Sheffield Business Park plus better connecting Waverley and the AMP to Rotherham Town Centre and Sheffield City Centre.
Tram / Train	Improve connectivity between Rotherham, Sheffield and Parkgate.

12. Delivery Plans and Performance Information

12.1 Grow and Develop New Business

Targets/impacts/outcomes The following targets have been set for this Theme

	2015*	2025	% change
Numbers of new starts per annum	975	1,200	+23.1 %
Survival rates (three years)	55.6 %	60.0 %	+7.9 %
Number of businesses (base)	5,505	7,250	+31.7 %
Rotherham based jobs	92,300	102,300	+10.8 %

Delivery Priorities and Activities

Priority		Action(s)	Timescale	Outcomes	Lead organisation
Growth programme: identify those businesses in Rotherham with major potential for growth and the support they need to maximise this	1a	Identify those companies with greatest growth potential	December 2015	Engagement of Rotherham firms to receive targeted support	RiDO/Chamber / BGB Sub-group
	1b	Ascertain what support is required to maximise their growth	March 2016	A costed "menu" of interventions for companies to access, linking to the SCR Growth Hub	RiDO/Chamber/ Growth Hub / BGB Sub-group
	1c	Econometric Model for Rotherham / SCR with multipliers	March 2016	Agreed target sectors with 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 and activity to be funded	March 2016	Provide local Rotherham offer to underpin that provided through the SCR Team	RiDO
Business start-up support	1d	Develop and deliver an enhanced and highly visible business incubation programme including Idea generation, start-up events, peer to peer mentoring, coaching and start-up accelerator programmes	March 2016	Increased numbers of new start businesses and improved survival rates	RiDO/RYE/ Chamber
Promotion:	1e	Develop a PR/marketing campaign for Rotherham as a place for business to invest	December 2015	Increased investment in Rotherham from rest of UK and overseas	RiDO Chamber RMBC Comms
Procurement	1f	Develop a strategy to increase use of local supply chains and % of local spend by major organisations in borough	June 2016	Increased retention of spend within the local economy	RMBC, NHS, Chamber / BGB Sub-group

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:

- | | |
|--|---------------------------|
| ■ RiDO | ■ Business Growth Service |
| ■ Barnsley & Rotherham Chamber of Commerce | ■ SCR LEP Growth Hub |
| ■ Business Growth Board and Sub-groups | ■ Rotherham Businesses |
| ■ Rotherham Youth Enterprise | ■ VAR |

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

12.2 Skills for employment and progression

Priority	Action(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	December 2015	More young people enter and progress to sustainable work	Schools, colleges and providers
	Continue to embed enterprise and employment skills in the curriculum through Rotherham Ready and the SCR Enterprise Advisor Pilot.	On-going	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.	March 2016	Strengthen school – employer links	School Effectiveness
	Ensure that businesses understand the importance of the role they play in fostering the employability skills of their potential future workforce, including providing high quality work placements.	On-going	Increased employer engagement	RYE, RMBC, Colleges, B&RCC, Business Community
Apprenticeships	Ensure businesses are aware of the benefits of apprenticeship recruitment	Ongoing	Successful recruitment	Roth College/ DVC and provider network
	Better promote apprenticeship opportunities to young people	Ongoing	Increase in applications	Schools / Colleges / NAS / Providers
	Providers to engage businesses who have the right 'type' of apprenticeship vacancy for those seeking an apprenticeship	Ongoing	Increase completions including higher level	Roth College / DVC / Provider Network
	Grow annually the number of (advanced) apprenticeships within the growth sectors	December 2015	Increase apprentice numbers	AMRC TC / Roth College / DVC

12.2 Skills for employment and progression (continued)

Priority		Action(s)	Timescale	Outcomes	Lead organisation
Jobseekers		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	December 2015	Increase in the employment rate	RMBC / SCR LEP / DWP / The Source
		Increase availability and take up of good quality work experience opportunities and placements	Ongoing	Jobseekers with relevant 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
		Promote volunteering as a route into employment and/or training	Ongoing	More people taking up volunteering opportunities	VAR, RMBC
Improving the skills of people in work		Improve communications with businesses, including: <ul style="list-style-type: none"> • Business briefings delivered in partnership • Connect individuals entering work with the appropriate brokers to provide in-work skills support 	December 2015	Well informed businesses taking on the services available to them	DWP & SFA funded providers / SMEs/ RiDO
		Improve digital skills for people in work	December 2015	Improved sustainability in work	Providers
		Deliver a 'Skills Bank' that meets the needs of Rotherham businesses	December 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 HE campus	September 2017	Increase the number of residents with higher level skills. Improve graduate retention rate	Rotherham College / DVC / TRC / RMBC
		Maximise the benefit to Rotherham residents and businesses of the National College for Advanced Manufacturing	September 2017	Increase in Advanced Manufacturing skills	AMRC TC
Supporting good health and wellbeing in work		Work with business to implement the Workplace Wellbeing Charter	Ongoing	Improved workplace health, reducing sickness related benefits	Health Partners/ RiDO

Targets/impacts/outcomes

The following targets have been set for this Theme

	2015*	2025	% change
Employment rate	67.4%	n/a	Reduce gap with UK figure
% achieving 5+ GCSEs at grades A*-C	67.1%	72.0%	+7.3%
Unemployment rate (as % of economically active population)	9.7%	8.5%	-12.4%
Residents qualified to NVQ Level 3+	47.3%	55.0%	+14.0%
Residents qualified to NVQ Level 4+	23.1%	31.0%	+34.2%
Apprenticeship Starts, Intermediate	684	1600	32.8%
Apprenticeship Starts, Advanced	684	900	+31.6%

Delivery partners

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

<ul style="list-style-type: none"> ■ RMBC/RiDO/RYE ■ Rotherham Ready ■ Jobcentre Plus ■ Rotherham Schools ■ Rotherham Colleges ■ AMRC TC ■ SFA ■ Business Growth Board and Sub-groups 	<ul style="list-style-type: none"> ■ NAS ■ Rotherham businesses ■ Learning Unlimited ■ Rotherham Work and Skills Provider Group ■ SCR ■ Health partners ■ Barnsley & Rotherham Chamber
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Local partners will ensure that projects managed and promoted by SCR are made available to local businesses. This will include promoting and marketing initiatives organised by other partners.

12.3 Inclusion, well-being and employment

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 qualifications below level 2, in English, Maths and ICT. Consult with the target group on perceptions, barriers, personal priorities and motivational factors.
- 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%
% of working age population in 20% most deprived areas claiming out of work benefits	23.4%	19.0%	-19.1%
Residents qualified to NVQ2+	65.7%	73.0%	+11.1%

Delivery Plan

Priority		Action(s)	Timescale	Outcomes	Lead organisation
Addressing Digital and functional skill levels and financial inclusion	3a	Provide digital engagement activity within communities	March 2016	Digital and financial management skills	Community Learning, DWP
	3b	Continue to develop the assisted digital service offer from libraries and CSCs, ensuring that people who need the most help to access online service receive it	Ongoing	Increase access to digital services for the population	Neighbourhoods, Community Learning, Library and Customer Services
	3c	Establish digital community mentors/ buddies to provide peer support and help upskill others	May 2016	Improved engagement in employment services	Community Learning
	3d	Deliver ICT development programmes to the low skilled	Ongoing	More employable individuals	Colleges
	3e	Increase the take up and use of credit union accounts and financial support	December 2015	Improved financial management	Laser Credit Union

Delivery Plan (continued)

Priority		Action(s)	Timescale	Outcomes	Lead organisation
Employability and progression	3f	Increase engagement of individuals, to provide support to accessing employment, Develop awareness raising and outreach activity to support the increase of functional skills levels	June 2016	Increase in economic activity	DWP, RMBC, SCR LEP
	3g	Learn lessons from the Ready Hubs to help support other communities.	December 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
Maths and English	3h	Improve the functional Maths and English of the priority groups and those requiring pre-entry level support	March 2016	Improved Maths and English skills with 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:

<ul style="list-style-type: none"> ■ RMBC (Neighbourhoods/Community Learning) ■ DWP/Jobcentre Plus ■ Rotherham Schools & Colleges ■ Skills Funding Agency ■ Laser Credit Union 	<ul style="list-style-type: none"> ■ VAR ■ Rotherham Work and Skills Provider Group Members ■ Rotherham Ready ■ Businesses ■ Health Partners
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12.4 Employment land and business premises

Delivery Plan

The delivery plan for this theme will be in part driven by the Housing and Growing Business themes as they will seek to develop and deliver 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		Action(s)	Timescale	Outcomes	Lead organisation
Identify priority sectors for each Growth Zone	4a	Undertake econometric review of growth zones	February 2016	Target sectors for each growth zone	RMBC EDT & Planning
Assess current employment land availability in the borough	4b	Complete an update of the Employment Land Review jointly with Sheffield	November 2015		RMBC Planning
Set up a Property Fund to provide loans and grants to bring forward employment sites within the borough	4c	Set out framework for delivery of a fund Identify potential funding sources Launch Fund	December 2015 December 2015 April 2016	More developments, including spec build, brought forward	RMBC Private sector SCR
Develop strategic packages of sites to maximise growth	4d	Work with landowners, public and private sector partners to develop site packages / phased regeneration plans for the growth zones including the AMID	Plan lifetime	Detailed packages and projects identified, with "masterplan" produced	Planning, Transport, Neighbourhoods/ Housing & Asset Management
Prioritise development packages	4e	Review deliverability of development packages and prioritise delivery	Phased activity over the plan lifetime	Major inward investment site identified and plan developed	RMBC EDT & Planning
				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	4f	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	Once decision made on station location	HS2 Meadowhall Investment plan that can be incorporated into the relevant Growth Zone masterplans	RMBC EDT
Secure the Future of the AMP	4g	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 driving the development of the AMID	RMBC / RIDO / Harworth Estates / HCA / SCR
Superfast South Yorkshire	4h	Work with BT to increase coverage on superfast broadband across the borough. Supported by grants to businesses to boost their broadband services	2015-17	97.9% coverage of superfast broadband = 102,000 residential and business properties	RMBC/SY LAs/ BT / SYFS

Targets/impacts/outcomes

The following targets have been set for this Theme

	2015*	2025	% change
Hectares of land opened up and serviced for development	-	+ 100 hectares	n/a
M2 of industrial/commercial floor space	3.03m	3.5m	+12.9%

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

<ul style="list-style-type: none"> ■ RMBC ■ SCR LEP ■ Landowners ■ AMP 	<ul style="list-style-type: none"> ■ South Yorkshire PTE ■ Homes and Communities Agency ■ Developers ■ HS2 Ltd
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12.5 Housing

Targets/impacts/outcomes

The following targets have been set for this Theme

	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%)	25,875	28,625	

Delivery Plan

Priority		Action(s)	Timescale	Outcomes	Lead organisation
Map out need across lifetimes of Growth Plan	5a	Complete Strategic Housing Market Assessment	October 2015	Clear picture of housing need across the borough and joint report with Sheffield	RMBC Planning & Housing / SCC
Bring forward increased number of completing	5b	Accelerate delivery on major sites (Waverley and Bassingthorpe Farm)	Ongoing for Waverley	Housing growth accelerated on these key sites	Housing/ Planning/Asset Management/ private sector
Identify residential development sites	5c	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, that can be monitored against the Core Strategy target of c1000 properties per year and identify any shortfall.	Housing/Asset Management
Increase town centre residential offer	5d	Town centre – identify key sites, create prospectus to accelerate development	Ongoing	Increased housing in town centre and across the proposed Sheffield / Rotherham housing zone	Housing/ Planning/Asset Management
Identify funding for residential	5e	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/Asset Management

There are various potential models depending on land ownership, 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 this delivery.

Land ownership	Project management	Construction	Management (rented and shared ownership)
Council – HRA land Council – Corporate asset Private	Council Housing association Private sector	Council Housing association Private sector Individual – self-build plot	Council Housing association Private sector

12.6 Town Centre

Targets/impacts/outcomes

	2015*	2025	% change
Town centre residential units	250	1,000	+750
Town centre residents	500	3,000	+2,500
Vacancy rates (primary shopping frontage)	13.7%	11.0%	-24.5%

Delivery Plan

Priority		Action(s)	Timescale	Outcomes	Lead organisation
Produce Masterplan(s) for town centre	6a	Spec put out to Market Consultant appointed Masterplan provided	September 2015 November 2015 January 2016	Masterplan for spatial development of town centre, which also acts as a strategic planning document	RMBC / BGB / Sub-group
Deliver a cinema	6b	Select developer Cinema opens	Mid -2016 2018	Town centre cinema with associated leisure developments	RMBC, private sector
Deliver a hotel	6c	Agree site(s) Contact operators/ developers	November 2015 February 2016	Hotel within town centre or edge of town centre	RMBC, private sector
Markets complex	6d	Agree development option Secure funding Works completed	December 2015 March 2016 2018	Redeveloped Markets complex acting as a link between Tesco and town centre	RMBC
Continuation of vitality grants	6e	Secure new funding Identify target businesses	March 2016 Ongoing	Continue to grow the independent retail sector in the town centre	RMBC, The Source, retail businesses and start-ups
THI 2	6f	Submit bid for further works to High Street and Westgate Chambers	August 2015	Further improvement to High St and surrounding area	RMBC, HLF, town centre property owners
Creation of a BID for the town centre	6g	Ascertain interest	March 2016	Deliver a sustainable financial model for town centre activity	RMBC, Chamber, Retailers, Landlords

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

<ul style="list-style-type: none"> ■ RMBC ■ Retailers ■ Developers 	<ul style="list-style-type: none"> ■ HCA ■ SYPTE ■ The Source
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12.7 Transport

Targets/impacts/outcomes

	2015*	2025	% change
Increase mode share of active travel	Baseline	20% above baseline	2%
Increase % of journeys made by public transport (bus)	Baseline	10% above baseline	1%
Increase % of journey's made by public transport (train/tram)*	Baseline	60% increase on baseline	6%

*Includes projection for tram-train, but no heavy rail improvements

Delivery Plan

Priority		Action(s)	Timescale	Outcomes	Lead organisation
Tram – train pilot	7a	Money secured from DfT	Opens early 2017 for initial 2 year pilot	Improve linkages between town centre and Sheffield and Parkgate	DfT
Waverley Link Road	7b	Agree route with SCC	On-going	Route approved, allowing us to secure scheme funding	RMBC
Widening of the Parkway	7ac	Included as part of SCRIF bid	Completion 2016	Improve access to major employment/housing developments at Waverley and around the HS2 station at Meadowhall	RMBC
Improvements to existing road network	7d	Infrastructure works to cope with increased traffic from economic and housing growth	Ongoing	Improved access to employment sites and linking of residents to employment opportunities	RMBC
Active travel	7e	Increase active travel opportunities	Ongoing	Reduced health inequalities Improved air quality Reduced congestion	RMBC, HLF, town centre property owners

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

<ul style="list-style-type: none"> ■ RMBC ■ SYPTE ■ Rotherham Public Health 	<ul style="list-style-type: none"> ■ DfT ■ Combined Authority
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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
<p>AMP – nationally significant centre of excellence and Waverley more widely as a business location.</p> <p>Rotherham at centre of country and with good access to motorway network</p> <p>Historical manufacturing and engineering base</p> <p>Meadowhall, one of the largest retail centres in England.</p> <p>GCSE attainment – A*-C above national average</p> <p>Post 16 provision very strong – colleges and sixth form</p> <p>Good place to start a business, with strong incubation support</p> <p>Enterprise education – Rotherham model rolled out in other areas</p> <p>Pro-business local authority - RiDO</p> <p>Affordable house prices</p> <p>Affordable place to live and do business</p>	<p>Workforce skills, including skills of new arrivals.</p> <p>Workforce attainment at L3+ (post 19)</p> <p>Primary school attainment</p> <p>Lack of HE presence</p> <p>Lack of sites and premises that are attractive to markets</p> <p>Skills – supply and demand – recruitment difficulties (e.g. engineers)</p> <p>Town centre performance</p> <p>Weak property market (counter to affordable strength)</p> <p>Perception of Rotherham – internal and external image and perception – linked to image of town centre</p> <p>Core city economy – weak private sector in Sheffield</p> <p>Dependency culture – welfare to work and business grants</p> <p>Long standing pockets of multiple deprivation</p> <p>Inequalities in health</p>
OPPORTUNITIES	THREATS
<p>Town Centre – work, residential and entertainment offer (updating masterplan)</p> <p>HS2 – connectivity, station location, increase values along corridor to town centre</p> <p>Sheffield Rotherham corridor</p> <p>Flagship site at Rother Valley</p> <p>Higher Education presence in town centre</p> <p>Single public estate – rationalisation of public sector buildings</p> <p>Outsourcing – logistics – serving different markets</p> <p>UTC in Sheffield – employer led skills agenda</p> <p>Influence skills agenda/delivery through SCR Skills Hub</p>	<p>Social exclusion – resources required to address very challenging issue</p> <p>Businesses located in old, out of date premises</p> <p>Medium / large companies where decisions are made at HQ outside Rotherham</p> <p>Business mobility – local business choose to leave Rotherham due to shortage of business accommodation</p> <p>Negative publicity regarding Child Sexual Exploitation.</p> <p>Uncertainty regarding the current political situation</p>

We need to ensure that we maximise the benefits Rotherham achieves 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 Economic Growth Plan.

Some of the economic challenges currently facing Rotherham are:

- Remaining competitive in a global economy, particularly in 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 that are attractive to the market, needed to host the 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, with GCSE attainment above the national average
- High levels of retail competition for Rotherham town centre.
- Delivering over 14,000 new residential units in the next 15 years to meet housing demand.

Appendix 2 – Core Strategy Links

2.1 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.

2.2 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 other neighbouring authorities.

The largest proportion of growth will be focused in the Rotherham Urban Area including major new development at Basingthorpe 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:

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

2.3 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.

2.3 Proposed distribution of development (continued)

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	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					
Dinnington, Anston and Loughton Common (including Dinnington East Broad Location For Growth)	9%	1,300	16%	38	0
Wath-upon-Dearne, Brampton Bierlow and West Melton	9%	1,300	7%	16	0
Bramley, Wickersley and Ravenfield Common	6%	800	7%	16	1,500sqm convenience goods
PRINCIPLE SETTLEMENTS					
Waverley	17%	2,500	18%	42	0
Maltby and Hellaby	5%	700	2%	5	0
Aston, Aughton and Swallownest	4%	560	8%	19	0
Swinton and Kilnhurst	4%	560	0%	0	0
Wales and Kiveton Park	3%	370	4%	9	0
LOCAL SERVICE CENTRES					
Catcliffe, Treeton and Orgreave	1%	170	5%	12	0
Thorpe Hesley	1%	170	0%	0	0
Thurcroft	2%	300	3%	7	0
Todwick	1% to meet the needs of smaller local service centres and other villages	170	0%	0	0
Harthill			0%	0	0
Woodsetts			0%	0	0
Other villages					
Loughton en le Morthen			0%	0	0
Harley			0%	0	0
Green belt villages	0%	0	0%	0	0

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.

Appendix 3 – Growth Zones

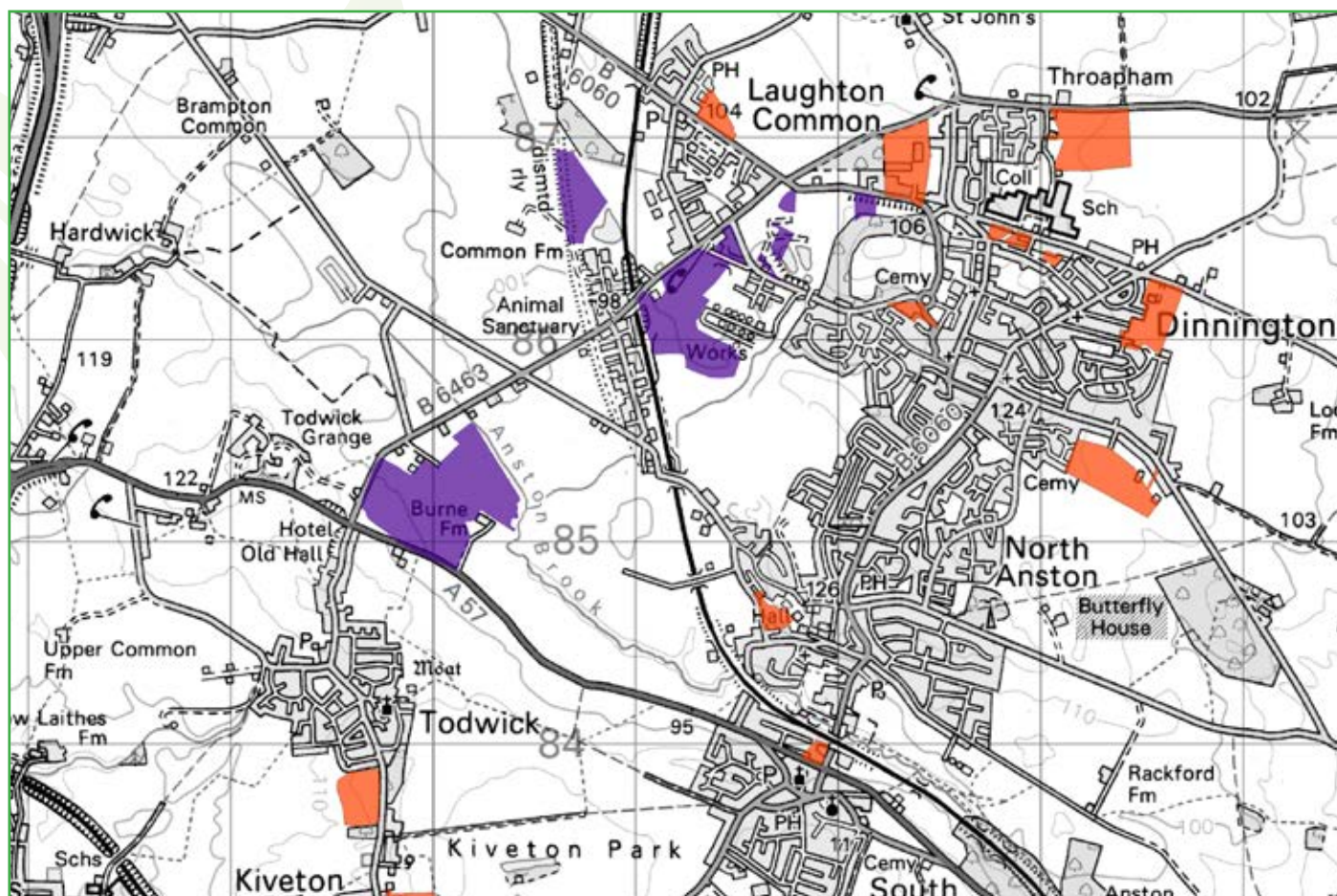
Growth zones are those areas within the borough identified as having greatest potential to deliver the growth in jobs and housing we are seeking.

The Zones will possess 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; ensuring the sustainability of the new stock.

3.1 Dinnington/A57

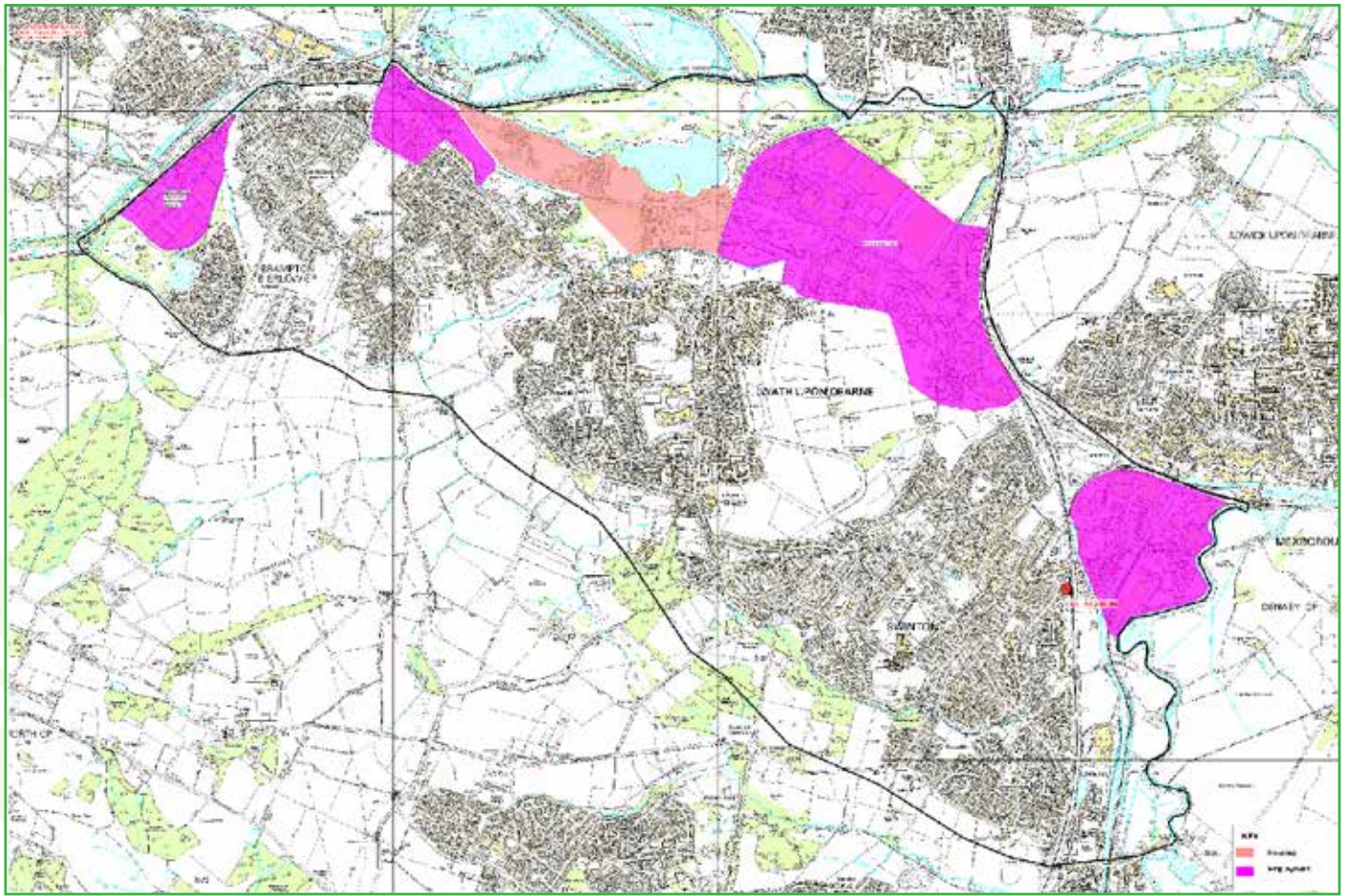


- Dinnington is currently home to 650 businesses, employing approximately 6,800 people
- Development of the Colliery site has proved very successful, with Phase 1 fully occupied and Phase 2 filling up quickly. This offer will be further enhanced by the location of Enterprise Zone sites within the development.
- 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 draft

Local Plan of a major employment site to the south of Dinnington at “Todwick North”

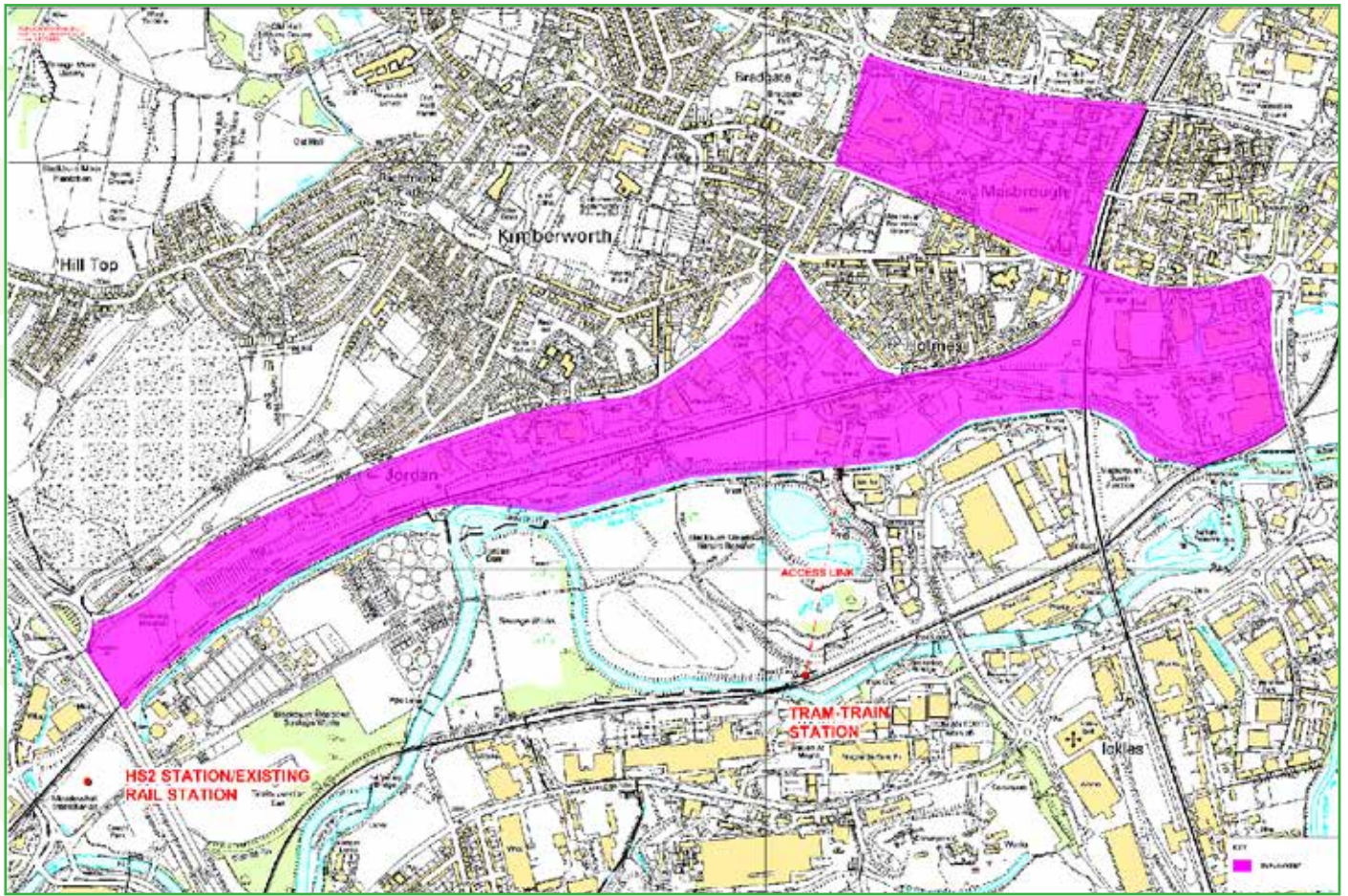
- A high level of new residential development has taken place at Laughton Common in recent years, The Local Plan identifies a number of new development sites to the East of Dinnington which will provide up to 700 new residential units
- RMBC’s “Matrix” Business Incubation Centre is situated in Dinnington Business Park, providing support and space for new start-up businesses

3.2 Dearne Valley



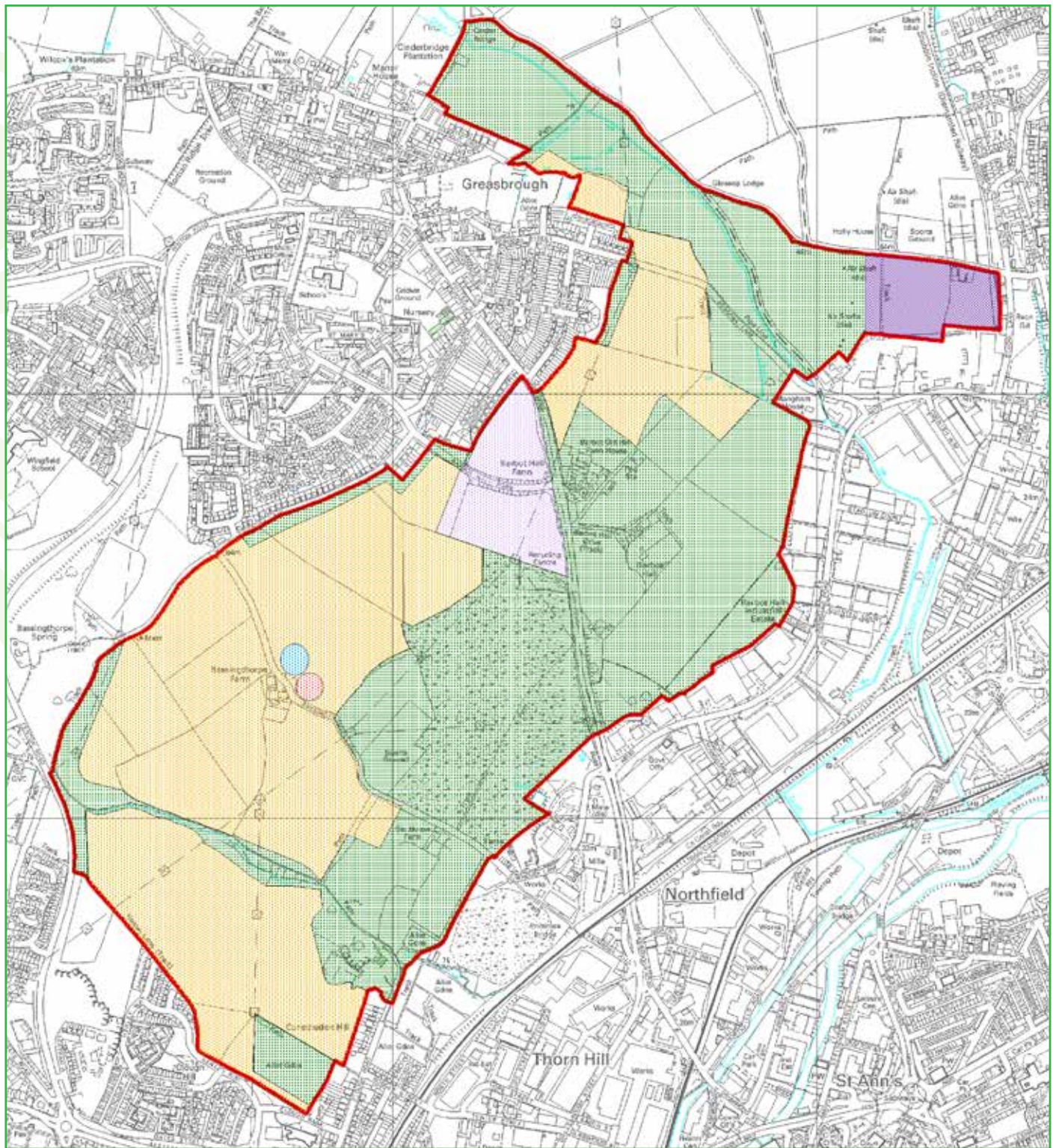
- Currently the Dearne plays host to 660 businesses, employing approximately 18,900 people. This includes some major employers, including Capita, Garnett Dickinson and Next
- The Dearne has undergone major redevelopment over the last 20 years on back of the colliery site reclamation and previous EZ status; funded by high levels of European and government money.
- Land for 1,860 new houses is proposed in the draft Local Plan, located in Wath, Brampton, Swinton and Kilnhurst
- DVC a major FE College is located in the Dearne and provides vocational courses for young people, adult courses, Higher Education and apprenticeships
- Swinton is on the Doncaster- Rotherham rail line, but overall public transport in the area is overly reliant on car and bus travel

3.3 Rotherham Urban Centre



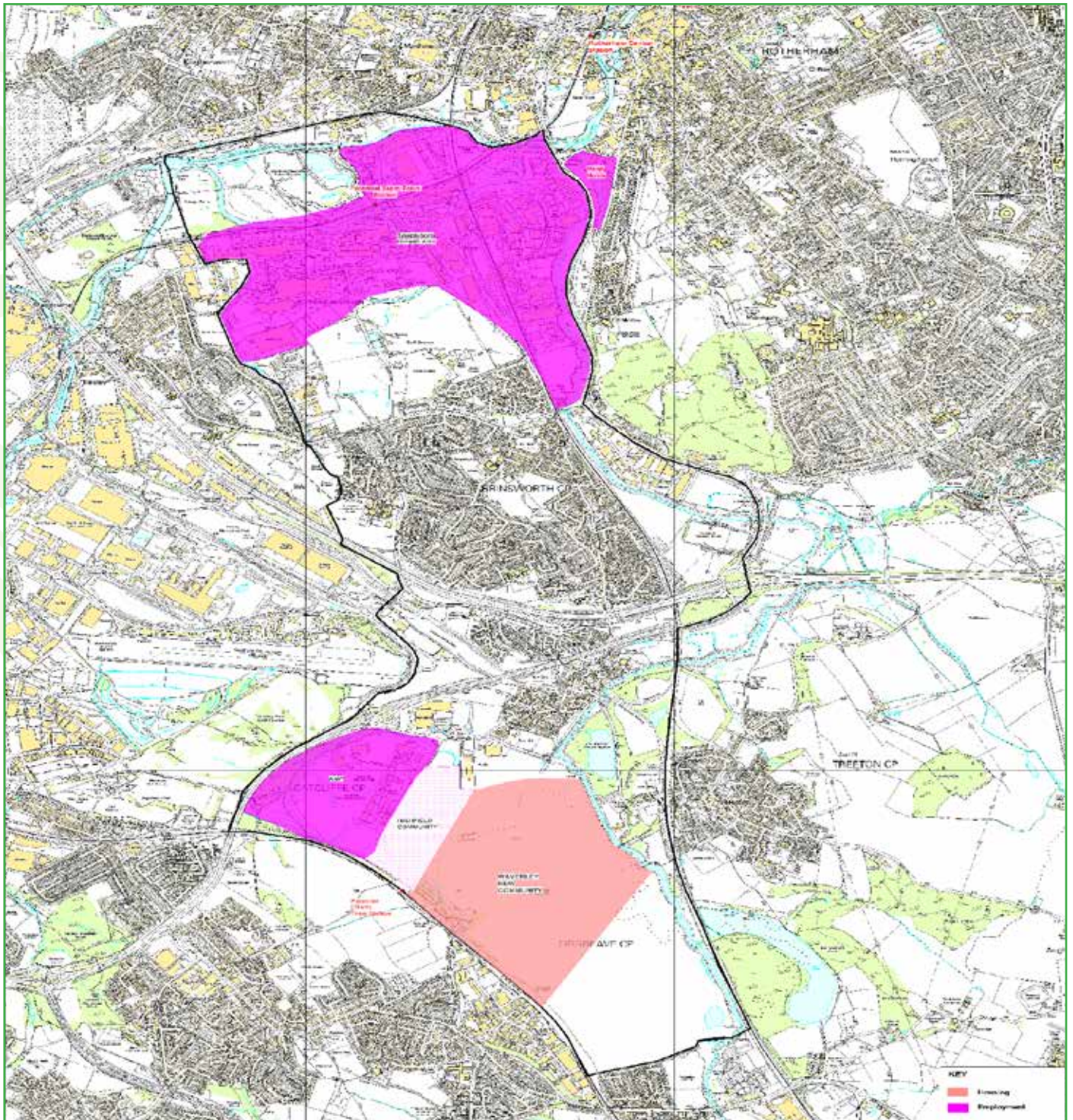
- Meadowbank Road is a key gateway into the town centre and will become of major economic importance if the South Yorkshire HS2 station is located at Meadowhall.
- Delivery of the Advanced Manufacturing Innovation District around the AMP identifies this area as providing the business space for the SMEs that will provide the local supply chains to the District's large OEMs
- Area contains a lot of existing business space, although much of it is in need of modernising/ refurbishing

3.4 Bassingthorpe Farm



- Located to the north of the town centre, Bassingthorpe Farm is a 200 hectare 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 Local Plan 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 Local Plan is adopted.

3.5 Rotherham-Sheffield (Economic) Corridor



- Home to the 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, with the challenge being to ensure they are secured by local people.
- Just under 4,000 new houses at the Waverley Community
- RMBC, SCC and the University of Sheffield are working on a Masterplan for the area; seeking to develop an “Innovation District” based around a core of R&D capacity and advanced manufacturing firms, but including mass transit links, housing, retail and culture & leisure in the overall offer.
- An HS2 station at Meadowhall will provide a catalyst for economic growth, allowing refurbishment/ replacement of older buildings and driving major growth in the BPFs 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.

4.1 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 SEP. 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.

4.2 Growth Deals

The recently agreed devolution deal for the Sheffield City Region 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 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.

4.3 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 – Governance

The Rotherham Economic Growth Plan is jointly owned by Rotherham MBC and the LSP. Day to day ownership of the Plan sits with the Economic Development Team of the Council. The Plan will be overseen and monitored (with stakeholders held to account) by the Rotherham Business Growth Board, who will receive progress reports at their meetings, held 2-monthly throughout the year.

Task & Finish Groups will be set up for the first 18 months of the Plan's life, reporting to the Business Growth Board. These will work up more detailed delivery plans for each of the themes and the transformational/priority projects

Reports will be made to appropriate Council structures and the Chief Execs Group of the LSP on an annual basis.

A major review of the Growth Plan will be undertaken 12-months after approval to ensure alignment with the refreshed Community Strategy and its vision for Rotherham. Subsequently major reviews of the Economic Growth Plan will take place on a 3-yearly basis ensuring the document remains relevant and fit for purpose.

Appendix 6 – Predicted 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	1,000	+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%

Abbreviations and Acronyms

AMID	Advanced Manufacturing Innovation District	HS2	High Speed 2
AMM	Advanced Manufacturing and Materials	IAG	Information Advice and Guidance
AMP	Advanced Manufacturing Park	ICT	Information and Communication Technology
AMRC	Advanced Manufacturing Research Centre	IIP	Infrastructure and Investment Plan
AMRCTC	Advanced Manufacturing Research Centre Training Centre	JSA	Job Seekers Allowance
B&RCC	Barnsley and Rotherham Chamber of Commerce	LEP	Local Enterprise Partnership
BIC	Business Incubation Centre	LSP	Local Strategic Partnership
BPFS	Business Process and Financial Services	NAS	National Apprenticeship Service
BPS	Business Process Services	NHS	National Health Service
BRIT	Business, Retail and Investment Team	NVQ	National Vocational Qualification
BT	British Telecom	OEM	Original Equipment Manufacturer
CA	Combined Authority	QAA	Quality Assurance Agency
CSC	Customer Service Centre	R&D	Research and Development
DfT	Department for Transport	RiDO	Rotherham Investment and Development Office
DVC	Dearne Valley College	RMBC	Rotherham Metropolitan Borough Council
DVP	Dearne Valley Partnership	RYE	Rotherham Youth Enterprise
DWP	Department for Work and Pensions	SCC	Sheffield City Council
ECA	Enhanced Capital Allowance	SCR	Sheffield City Region
EDT	Economic Development Team	SCRIF	Sheffield City Region Investment Fund
ESIF	European Structural and Investment Fund	SEP	Strategic Economic Plan
ESOL	English for Speakers of Other Languages	SFA	Skills Funding Agency
EZ	Enterprise Zone	SFSY	Superfast South Yorkshire
FE	Further Education	SME	Small and Medium Enterprises
GCSE	General Certificate of Secondary Education	SYPTe	South Yorkshire Passenger Transport Executive
GVA	Gross Value Added	THI	Townscape Heritage Initiative
HE	Higher Education	TRC	Thomas Rotherham College
HLF	Heritage Lottery Fund	VAR	Voluntary Action Rotherham
HRA	Housing Renewal Agency	WiFi	Wireless Local Area Network