

## Year Ahead Delivery Plan 2022

### Every neighbourhood thriving

Ref	Outcome	Activity	Lead officer	Lead directorate	Timescales for delivery (from and to)	Lead Cabinet Member
1.1	Work with communities on the things that matter to them	Produce ward plans with ward priorities informed by local communities.	Martin Hughes <i>Head of Neighbourhoods</i>	Assistant Chief Executive's	June 2022	Cllr Allen
1.2		Increase the number of subscribers for the ward bulletins to 9,000 (25% increase).	Chris Burton <i>Head of Communications and Marketing</i>	Assistant Chief Executive's	Ongoing - March 2023	Leader
1.3		Increase the number of subscribers for the new 'Rotherham Round up' borough wide email to 9,000.	Chris Burton <i>Head of Communications and Marketing</i>	Assistant Chief Executive's	Ongoing – March 2023	Leader
1.4		Evaluate the Controlling Migration Fund programme.	Simon Dennis <i>Acting Head of Policy, Performance and Intelligence</i>	Assistant Chief Executive's	November 2022	Leader
1.5	Residents, organisations and businesses use their skills and resources to help others	Work with VAR to establish 80 new volunteering opportunities across voluntary and community organisations.	Martin Hughes <i>Head of Neighbourhoods</i>  Simon Dennis <i>Acting Head of Policy, Performance and Intelligence</i>	Assistant Chief Executive's	March 2022  SLA in place until March 2024, targets reviewed annually	Cllr Sheppard
1.6	Neighbourhoods are	Improve enforcement	Tom Smith,	Regeneration	August 2022	Cllr Alam

	welcoming and safe	outcomes by making greater use of legal powers. This means issuing more than 350 community protection notices.	<i>Assistant Director Community Safety and Street Scene</i>	and Environment		
1.7		Develop interventions that seek to reduce hate crime and improve community safety by tackling harmful narratives, including via the 'Who is your neighbour' and Remedi projects.	Tom Smith <i>Assistant Director Community Safety and Street Scene</i>	Regeneration and Environment	May 2022	Cllr Alam
1.8		Design and implement new neighbourhood road safety measures, including 20mph zones.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	March 2023	Cllr Beck
1.9		Repair an estimated 595 estate roads (137.7km) (between April 2020- March 23) through the 2024 roads programme.	Tom Smith <i>Assistant Director Community Safety and Street Scene</i>	Regeneration and Environment	Ongoing - March 2023	Cllr Beck
1.10		Work with Councillors to identify hot-spot areas for nuisance pavement parking and develop plans to prevent nuisance pavement parking, including parking restrictions.	Tom Smith <i>Assistant Director Community Safety and Street Scene</i>	Regeneration and Environment	March 2023	Cllr Beck
1.11	Local people have access to libraries, cultural activities, parks and green spaces	Complete the new library at Thurcroft.	Zoe Oxley <i>Head of Service Operations and Business Transformation</i>	Regeneration and Environment	December 2022	Cllr Sheppard
1.12		Hold cultural and sporting events across Rotherham to	Leanne Buchan <i>Head of Service</i>	Regeneration and		Cllr Sheppard

		<p>appeal to a range of ages and backgrounds, including:</p> <ul style="list-style-type: none"> <li>• Women's Euro 2022</li> <li>• Rotherham Show</li> <li>• Rotherham 10k</li> <li>• Summer reading challenge</li> <li>• Fun palaces.</li> </ul>	<p><i>Creative Programming and Engagement</i></p> <p>Zoe Oxley <i>Head of Service Operations and Business Transformation</i></p>	Environment	<p>Jan-Jul 2022 Sept 2022 May 2022 September 2022</p> <p>October 2022</p>	
1.13		Complete restoration of the grade II listed site Keppels Column.	<p>Leanne Buchan <i>Head of Service Creative Programming and Engagement</i></p>	Regeneration and Environment	October 2021 – May 2022	Cllr Sheppard
1.14		Complete feasibility study for a new Rotherham Theatre.	<p>Leanne Buchan <i>Head of Service Creative Programming and Engagement</i></p>	Regeneration and Environment	October 2021 – April 2022	Cllr Sheppard
1.15	Local towns and villages are improved	Create a plan of developments across the borough to maximise the impact of the Towns and Villages fund.	<p>Paul Woodcock <i>Strategic Director Regeneration and Environment</i></p>	Regeneration and Environment	October 2021 – April 2022	Cllr Allen Cllr Lelliott

## People are safe, healthy and live well

Ref	Outcome	Activity	Lead officer	Lead directorate	Timescales for delivery (from and to)	Lead Cabinet Member
2.1	People have good mental health and physical wellbeing	Work with partners to develop a prevention and health inequalities strategy and action plan.	Ben Anderson <i>Director Public Health</i>	Adult Care, Housing and Public Health	October 2021-April 2022	Cllr Roche
2.2		Refresh the partnership Loneliness Action plan and ensure the delivery of Council owned actions.	Ben Anderson <i>Director Public Health</i>	Adult Care, Housing and Public Health	September 2022	Cllr Roche
2.3		Produce suicide prevention guidance for staff and Members.	Anne Marie Lubanski <i>Strategic Director Adult Care, Housing and Public Health</i>	Adult Care, Housing and Public Health	May 2022	Cllr Roche
2.4		Create a cultural programme including events, theatre, libraries, music and museums for residents aged 55+ to help with grief, mental wellbeing and physical conditioning.	Leanne Buchan <i>Head of Service Creative Programming and Engagement</i>	Regeneration and Environment	October 2021 - March 2022	Cllr Sheppard
2.5		Deliver £250k investment works in Herringthorpe Stadium, including completion of flood lighting, refurbishment of internal and external pavilion.	Chris Siddall <i>Acting Head of Strategic Projects and Partnerships</i>	Regeneration and Environment	March 2022	Cllr Sheppard

2.6		Meet national contact tracing weekly target of 89% contacts completed successfully.	Nathan Atkinson <i>Assistant Director Strategic Commissioning</i>  Ben Anderson <i>Director of Public Health</i>	Adult Care, Housing and Public Health	March 2022	Cllr Roche
2.7		Regular and timely review of all clusters of cases in complex settings (care, schools and workplaces) for requirements to hold an Incident Management Team meeting (IMT).	Nathan Atkinson <i>Assistant Director Strategic Commissioning</i>  Ben Anderson <i>Director of Public Health</i>	Adult Care, Housing and Public Health	March 2022	Cllr Roche
2.8		Targeted engagement with communities to promote vaccination take up and dispel myths and fake news.	Nathan Atkinson <i>Assistant Director Strategic Commissioning</i>  Ben Anderson <i>Director of Public Health</i>	Adult Care, Housing and Public Health	June 2022	Cllr Roche
2.9	People feel empowered, safe and live independently for as long as possible.	Develop new day opportunities for people with learning disabilities, autism and complex needs: <ul style="list-style-type: none"> <li>• Complete 'day opportunities' consultation regarding REACH services.</li> <li>• Commence building</li> </ul>	Ian Spicer <i>Assistant Director Independent Living and Support</i>	Adult Care, Housing and Public Health	May 2022	Cllr Roche

		works to improve day facilities.			March 2023	
2.10		Develop and deliver a programme of consultation and engagement on the future supported accommodation offer for those with learning disabilities and autism.	Ian Spicer <i>Assistant Director Independent Living and Support</i>  Scott Matthewman <i>Interim Assistant Director of Commissioning Strategic Adult Care</i>	Adult Care, Housing and Public Health	January 2022 – October 2022	Cllr Roche
2.11		Deliver and launch the new Carers Strategy.	Ian Spicer <i>Assistant Director Independent Living and Support</i>	Adult Care, Housing and Public Health	June 2022	Cllr Roche
2.12		Recommission domestic abuse services.	Tom Smith <i>Assistant Director Community Safety and Street Scene</i>	Regeneration and Environment	October 2022	Cllr Cusworth
2.13	People can access affordable, decent housing	Refresh the Housing Strategy.	Paul Walsh <i>Interim Assistant Director of Housing</i>	Adult Care, Housing and Public Health	May 2022	Cllr Brookes
2.14		Deliver the Council's Housing Growth Programme, including: <ul style="list-style-type: none"> <li>Town Centre housing programme</li> </ul>	Paul Walsh <i>Interim Assistant Director of Housing</i>	Adult Care, Housing and Public Health  Regeneration and Environment	February 2020 - October 2022	Cllr Brookes Cllr Lelliott

		<ul style="list-style-type: none"> <li>• Chesterhill Avenue and Whinney Hill</li> <li>• Delivery of Council bungalows on sites in Treeton and Ravenfield</li> </ul>			<p>First homes by March 2022, completion by 2023</p> <p>March 2021 - April 2022</p>	
2.15	Inequalities are addressed and nobody is left behind	Commission new services to prevent financial exploitation.	Paul Walsh <i>Interim Assistant Director of Housing</i>	Adult Care, Housing and Public Health	March 2023	Cllr Brookes
2.16		Complete a review of Rother Card.	Luke Sayers <i>Assistant Director Customer, Information and Digital</i>	Finance and Customer Services	June 2022	Cllr Sheppard
2.17		Develop three social supermarkets and other measures as part of a preventative approach to help people avoid food crisis.	Simon Dennis <i>Acting Head of Policy, Performance and Intelligence</i>	Assistant Chief Executive's	December 2022	Cllr Sheppard
2.18		Reduce the number of homeless people housed in temporary accommodation.	Paul Walsh <i>Interim Assistant Director of Housing</i>	Adult Care, Housing and Public Health	April 2022 onwards	Cllr Sheppard Cllr Brookes
2.19		Provide food vouchers to children eligible for free school meals for school holidays through to Easter 2022.	Nathan Heath <i>Interim Assistant Director Education and Skills</i>	Children and Young People's Services	To April 2022	Cllr Cusworth
2.20		Provide up to £100 reduction in Council Tax liability for working age households eligible for Local Council Tax Support during 2021/22.	Judith Badger <i>Strategic Director of Finance and Customer Services</i>	Finance and Customer Services	March 2022	Cllr Alam

## Every child able to fulfil their potential

Ref	Outcome	Activity	Lead officer	Lead directorate	Timescales for delivery (from and to)	Lead Cabinet Member
3.1	Children get the best start in life	Carry out targeted engagement with families to increase take up of early education.	Nathan Heath <i>Interim Assistant Director Education and Skills</i>	Children and Young People's Services	March 2023	Cllr Cusworth
3.2		Work with Health and Wellbeing Board partners to develop a 'Best Start and Beyond' strategy.	Ben Anderson <i>Director Public Health</i>	Adult Care, Housing and Public Health  Children and Young People's Services	April 2023	Cllr Roche Cllr Cusworth
3.3	Children and young people are safe from harm	Develop and launch the refreshed Early Help Strategy.	David McWilliams <i>Assistant Director Early Help and Family Engagement</i>	Children's and Young People's services	October 2021 - February 2022	Cllr Cusworth
3.4		Implement KOOTH, the online mental health and wellbeing tool and monitor usage by young people.	Helen Sweaton, <i>Joint Assistant Director Commissioning, Quality and Performance</i>	Children's and Young People's services	November 2021 - October 2022	Cllr Cusworth
3.5	Young people feel empowered to succeed and achieve their aspirations	Implement the Rotherham inclusion Pathway (a school-led, multi-agency approach to supporting young people at risk of exclusion).	Nathan Heath <i>Interim Assistant Director Education and Skills</i>	Children and Young People's Services	October 2021 - July 2022	Cllr Cusworth
		Evaluate the current 'team	Nathan Heath	Children's and	January 2022 - July	Cllr Cusworth



		around the school' project to establish the impact on the sample schools and their pupils.	<i>Interim Assistant Director Education and Skills</i>	Young People's services  Adult Care, Housing and Public Health	2022	
3.6		Implement the 'Year of Reading' programme and evaluate its success.	Nathan Heath <i>Interim Assistant Director Education and Skills</i>	Children and Young People's Services	January 2022- July 2023	Cllr Cusworth
3.7		Deliver the Enterprise Adviser Network programme, ensuring 75% of schools and colleges are matched to an adviser from a local business and are demonstrating progress towards achieving the eight Gatsby benchmarks for good quality careers education information, advice and guidance.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	March 2023	Cllr Lelliott
3.8		Deliver the Business Education Alliance programme, with 33 SMEs engaging with schools and colleges to help raise aspirations through meaningful employer encounters.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	December 2023	Cllr Lelliott
3.9		Maximise Kickstart placements to provide employment opportunities for local, unemployed, young people'.	Lee Mann Assistant Director, Human Resources and Organisational Development	Assistant Chief Executive's	September 2022	Cllr Alam

3.10	Children and young people have fun things to do and safe places to go	Work with children and young people across the borough to co-design the Children's Capital of Culture 2025 programme.	Leanne Buchan <i>Head of Service Creative Programming and Engagement</i>	Regeneration and Environment	August 2021 – May 2022	Cllr Sheppard
3.11		Agree a new universal Youth offer including the contributions of both the Council and voluntary sector partners.	David McWilliams <i>Assistant Director Early Help and Family Engagement</i>	Children and Young People's Services	January 2023	Cllr Cusworth
3.12		Complete delivery of the £100k Play Equipment replacement programme.	Leanne Buchan <i>Head of Service Creative Programming and Engagement</i>	Regeneration and Environment	March 2023	Cllr Sheppard

## Expanding economic opportunity

Ref	Outcome	Activity	Lead officer	Lead directorate	Timescales for delivery (from and to)	Lead Cabinet Member
4.1	A growing economy that provides decent jobs and chances to progress	Delivery of new Century business centre at Manvers.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	January 2022 – July 2023	Cllr Lelliott
4.2		Deliver 'Reload Programme' of sector support for culture and creative industries, including providing 20 microgrants for event organisers and 21 new commissions.	Leanne Buchan <i>Head of Service Creative Programming and Engagement</i>	Regeneration and Environment	October 2021 – March 2022	Cllr Sheppard
4.3	Delivering regeneration schemes that bring investment and opportunity, both in Rotherham town centre and in our towns and villages	Secure planning approval, complete detailed design and appoint contractor for the construction of the market and library project as part of Future High Streets Fund.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>  Zoe Oxley <i>Head of Service Operations and Business Transformation</i>	Regeneration and Environment	February 2022 (Planning Board) – October 2022	Cllr Sheppard Cllr Lelliott
4.4		Develop business cases for the 6 Town Deal projects and submit summaries to government by 27 June 2022.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	January 2022 -June 2022	Cllr Lelliott
4.5		Complete the detailed design prior to construction of the	Simon Moss <i>Assistant Director</i>	Regeneration and Environment	January 2022 – October 2022	Cllr Lelliott

		leisure development on Forge Island.	<i>Planning Regeneration and Transport</i>			
<p><i>In addition to the actions outlined above, there are a range of activities within the environment theme (Better transport systems for future generations) which will contribute to connecting people to economic opportunities.</i></p>						
4.6	Working with partners and suppliers to create more local jobs, paid at the Real Living Wage or above, and apprenticeships	Work with partners to identify their local spending profile as well as promoting living wage accreditation.	Graham Saxton <i>Interim Assistant Director Financial Services</i>  Simon Dennis <i>Acting Head of Policy, Performance and Intelligence</i>	Finance and Customer Services  Assistant Chief Executive's	September 2022 (progress review date)	Leader
4.7		Ensure new in scope contracts are in line with Living Wage accreditation.	Graham Saxton <i>Interim Assistant Director Financial Services</i>  Simon Dennis <i>Acting Head of Policy, Performance and Intelligence</i>	Finance and Customer Services  Assistant Chief Executive's	Ongoing - March 2023 (review date)	Leader
4.8		Adopt a local labour policy to encourage and/or enable local people to access job opportunities arising from major development sites.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	Ongoing - March 2023	Cllr Lelliott
4.9	People having	Deliver the European	Paul Walsh	Adult Care,	Ongoing to March	Cllr Sheppard

	opportunities to learn, develop skills and fulfil their potential	Social Fund 'Pathways to Success' employment support programme, to at least 450 residents who qualify, into training and work.	<i>Interim Assistant Director of Housing</i>	Housing and Public Health	2022 (may be further extended to Dec 2023)	
4.10		Commence the delivery of the Advance project and provide assistance to 500 people in employment to enhance their career prospects.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	January 2022 - December 2023	Cllr Lelliott
4.11		<p>Train library staff and work with partners to help people make best use of library resources for job seeking, gaining skills, and supporting small businesses and entrepreneurs to grow. This includes:</p> <ul style="list-style-type: none"> <li>• Work with partners from the People and Skills Networking Group to set up work coaches and job seeker support across the library network.</li> <li>• Business and intellectual Property Centre (BIPC) to launch at the Central Library.</li> </ul>	Zoe Oxley <i>Head of Service Operations and Business Transformation</i>	Regeneration and Environment	<p>November 2021 onwards</p> <p>March 2022</p>	Cllr Sheppard
4.12	Strengthening digital infrastructure and skills which enable access for all	Identify measures to improve digital inclusion through consultation with communities.	Luke Sayers <i>Assistant Director Customer, Information and Digital</i>	Finance and Customer Services	December 2022	Cllr Alam

4.13		Develop a Digital Inclusion Strategy.	Luke Sayers <i>Assistant Director Customer, Information and Digital</i>	Finance and Customer Services	December 2022 - July 2023	Cllr Alam
4.14		Deliver public Wi-Fi to the new town centre library and markets building and investigate the feasibility of delivering Wi-Fi to other Council owned public spaces within the Town centre.	Luke Sayers <i>Assistant Director Customer, Information and Digital</i>	Finance and Customer Services	March 2023	Cllr Alam

## A cleaner, greener local environment

Ref	Outcome	Activity	Lead officer	Lead directorate	Timescales for delivery (from and to)	Lead Cabinet Member
5.1	Increasing satisfaction with the cleanliness of the Borough	Develop first proposals for country park masterplans (Rother Valley and Thrybergh) for public consultation.	Leanne Buchan <i>Head of Service Creative Programming and Engagement</i>	Regeneration and Environment	April 2022	Cllr Sheppard
5.2		Increase the number of fines, prosecutions or legal actions for fly tipping.	Tom Smith <i>Assistant Director Community Safety and Street Scene</i>	Regeneration and Environment	August 2022	Cllr Beck
5.3		Implement systems to monitor and assess the environment in local areas and enable improvements in grounds maintenance and street cleansing.	Tom Smith <i>Assistant Director Community Safety and Street Scene</i>	Regeneration and Environment	April 2022	Cllr Beck
5.4		Target an extra 240 local areas for additional cleaning and weed removal.	Tom Smith <i>Assistant Director Community Safety and Street Scene</i>	Regeneration and Environment	March 2023	Cllr Beck
5.5	Creating better transport systems for future	Deliver bus, tram and cycle improvements through the Transforming Cities Fund	Simon Moss <i>Assistant Director</i>	Regeneration and Environment		Cllr Beck

	generations	programme, including: <ul style="list-style-type: none"> <li>• Sheffield Road Cycleway</li> <li>• Frederick Street public realm with cycleway</li> <li>• Forge Island footbridge</li> <li>• Moor Road, Manvers cycle route</li> <li>• Doncaster Road, Dalton</li> <li>• A.631 Maltby bus corridor.</li> </ul>	<i>Planning Regeneration and Transport</i>		March 2023  March 2023  March 2023  March 2023  March 2023	
5.6		Finalise delivery plan for the approved cycling strategy.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	March 2023	Cllr Beck
5.7		Complete A630 Parkway Improvement Scheme to reduce speeds (50mph), reduce congestion and improve air quality.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	June 2023	Cllr Beck
5.8	Reducing the risk and impact of flooding and other environmental	Achieve 'shovel ready' status for the six priority flood alleviation schemes and work to secure funding to implement	Tom Smith <i>Assistant Director Community</i>	Regeneration and Environment	March 2024	Cllr Beck



	emergencies	the schemes.	<i>Safety and Street Scene</i>			
5.9		Construct the Forge Island canal barrier.	Tom Smith <i>Assistant Director Community Safety and Street Scene</i>	Regeneration and Environment	August 2022	Cllr Lelliott Cllr Beck
5.10		Construct the Ickles Lock to Centenary Way flood wall and embankment.	Tom Smith <i>Assistant Director Community Safety and Street Scene</i>	Regeneration and Environment	October 2021 – December 2022	Cllr Beck
5.11		Develop plans to support community resilience and community-led activities in areas at risk of flooding.	Tom Smith <i>Assistant Director Community Safety and Street Scene</i>	Regeneration and Environment	September 2022	Cllr Beck
5.12	Contributing to reducing carbon emissions across the Borough	Develop a medium term and long-term Climate Change Strategy and Action Plan.	Rob Savage <i>Acting Head of Change and Innovation</i>	Assistant Chief Executive's	March 2022	Cllr Lelliott
5.13		Implement heating or energy efficiency measures in Council buildings that reduce CO2 emissions, working towards the target of an 18% reduction by March 2023.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	April 2022 - March 2023	Cllr Lelliott
5.14		Install additional 8 vehicle charging units to complement existing provision, and 2 residential charging hubs.	Simon Moss <i>Assistant Director Planning Regeneration</i>	Regeneration and Environment	April 2022 - March 2023	Cllr Lelliott

			<i>and Transport</i>			
5.15		Develop a fleet conversion programme to low carbon fuel.	Tom Smith <i>Assistant Director Community Safety and Street Scene</i>	Regeneration and Environment	November 2022	Cllr Lelliott
5.16		Develop a plan to tackle single use plastics across council buildings and events.	Leanne Buchan <i>Head of Service Creative Programming and Engagement</i>  Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	May 2022	Cllr Lelliott
5.17		Deliver a communications plan to raise awareness about climate change and influence a positive change in behaviour across the borough.	Rob Savage <i>Acting Head of Change and Innovation</i>  Chris Burton <i>Head of Communications and Marketing</i>	Assistant Chief Executive's	Ongoing - March 2023	Cllr Lelliott
5.18		Plant 10,000 new trees across the borough working with community groups and schools.	Leanne Buchan <i>Head of Service Creative Programming and Engagement</i>	Regeneration and Environment	November 2021 – March 2023	Cllr Sheppard

5.19		Continue to provide direct support to residents to enable them to apply for insulation grants where applicable through the ECO03 and ECO04 programmes.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	March 2023	Cllr Beck
5.20		Find a suitable site for Renewable Energy Generation, obtain planning permission and commence procurement.	Simon Moss <i>Assistant Director Planning Regeneration and Transport</i>	Regeneration and Environment	March 2023	Cllr Beck

## One Council

Ref	Outcome	Activity	Lead officer	Lead directorate	Timescales for delivery (from and to)	Lead Cabinet Member
6.1	Effective customer services – residents know we mean what we say, are kept informed and can access the services they need in the way that suits them	Develop and implement a new set of cross organisational customer service standards following consultation with customers (internal and external stakeholders).	Luke Sayers <i>Assistant Director Customer, Information and Digital</i>	Finance and Customer Services	December 2023	Leader
6.2		Expand and improve the range of services available online and identify ways to reduce unnecessary call demand to improve average customer wait times to a maximum of 6 minutes.	Luke Sayers <i>Assistant Director Customer, Information and Digital</i>	Finance and Customer Services	Ongoing – March 2023	Leader
6.3		Refresh the Council's equality strategy and objectives.	Simon Dennis <i>Acting Head of Policy, Performance and Intelligence</i>	Assistant Chief Executive's	April 2022	Cllr Alam
6.4		Review the Corporate Consultation and Engagement Framework.	Simon Dennis <i>Acting Head of Policy, Performance and Intelligence</i>	Assistant Chief Executive's	November 2022	Leader
6.5		Engaged, diverse and skilled workforce who feel empowered to adopt new ways of working to meet	Implementation of the Workforce Plan.	Lee Mann <i>Assistant Director, Human Resources and Organisational</i>	Assistant Chief Executive's	January 2022

	the needs of all customers		<i>Development</i>			
6.6		Assess and implement a strategic workforce planning approach to attraction and retention for high priority roles such as care and social work, with a focus on encouraging applications from Rotherham residents.	Lee Mann <i>Assistant Director, Human Resources and Organisational Development</i>	Assistant Chief Executive's	September 2022	Cllr Alam
6.7		Review feedback from the Employee Opinion Survey 2021, identify priority areas and agree corporate and directorate action plans.	Lee Mann <i>Assistant Director, Human Resources and Organisational Development</i>	Assistant Chief Executive's	June 2022	Cllr Alam
6.8	Sound financial management and governance arrangements	Deliver a balanced budget and Medium Term Financial Strategy approved by Council.	Graham Saxton <i>Interim Assistant Director Financial Services</i>	Finance and Customer Services	March 2022 (annually)	Leader
6.9	Effective leadership, working with our partners to achieve better outcomes across the whole Borough	Refresh the Member Development Programme.	Emma Hill <i>Acting Head of Democratic Services</i>	Assistant Chief Executive's	April 2022	Cllr Allen
6.10		Refresh the Rotherham Together Plan.	Simon Dennis <i>Acting Head of Policy, Performance and Intelligence</i>	Assistant Chief Executive's	June 2022	Leader