

Committee Name and Date of Committee Meeting

Council – 14 January 2026

Report Title

Overview and Scrutiny Management Board Update – January 2026

Is this a Key Decision and has it been included on the Forward Plan?

No

Executive Director Approving Submission of the Report

Judith Badger, Executive Director of Corporate Services

Report Author(s)

Barbel Gale, Governance Manager
01709 807665 or barbel.gale@rotherham.gov.uk

Debbie Pons, Governance Advisor
01709 822054 or debbie.pons@rotherham.gov.uk

Kerry Grinsill-Clinton, Governance Advisor
01709 807267 kerry.grinsill-clinton@rotherham.gov.uk

Kristianne Thorogood, Governance Advisor
01709 254916 kristianne.thorogood@rotherham.gov.uk

Ward(s) Affected

Borough-Wide

Report Summary

In accordance with the Overview and Scrutiny Procedure Rules, this report provides an update to Council of the activities and outcomes of Overview and Scrutiny activity at the Council.

It summarises the work carried out by the Overview and Scrutiny Management Board (OSMB) and the Select Commissions - Health (HSC), Improving Lives (ILSC) and Improving Places (IPSC).

Recommendations

That Council receive the report and note the updates.

List of Appendices Included

- Appendix 1 OSMB Work Programme
- Appendix 2 HSC Work Programme
- Appendix 3 ILSC Work Programme
- Appendix 4 IPSC Work Programme

Background Papers

Constitution of the Council, Appendix 9 – Responsibility for Functions, Section 5 –
Terms of Reference for Committees, Boards and Panels

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None.

Council Approval Required

No

Exempt from the Press and Public

No

Overview and Scrutiny Management Board Update – January 2026

1. Background

- 1.1 The Overview and Scrutiny Procedure Rules require a regular update to Council on the activities of the Overview and Scrutiny function.
- 1.2 The Overview and Scrutiny Management Board Annual report was presented to Council in September 2025 and provided an overview of the operation of the overview and scrutiny select commissions.

2. Key Issues

- 2.1 This report is intended as a summary of highlights and outcomes and is an indicative rather than definitive account of recent scrutiny work, which aims to hold the Council and key partners to account for decision-making, policy development, and performance. The report summarises information that is already in the public domain regarding progress, changes, or improvements resulting from recommendations and feedback provided by councillors on scrutiny committees. These include Health Select Commission, Improving Lives Select Commission, Improving Places Select Commission, and Overview and Scrutiny Management Board.
- 2.2 Although this report emphasises outcomes, it should be noted that scrutiny is chiefly a discursive process rather than a product. For further insight into the process of overview and scrutiny, the archive of public meetings webcasts, reports submitted for scrutiny, and minutes of discussions leading to recommendations are available on the Council's website.
- 2.3 The following principles were endorsed by OSMB at its meeting of 5 July 2023, as criteria to support the long/short listing of each of the commission's respective priorities:

Establish as a starting point:

- What are the key issues?
- What is the outcome that we want?

Agree principles for longlisting:

- Can scrutiny add value or influence?
- Is it being looked at elsewhere?
- Is it a priority – council or community?

Developing a consistent shortlisting criteria e.g.

- T** : Time: is it the right time, enough resources?
- O** : Others: is this duplicating the work of another body?
- P** : Performance: can scrutiny make a difference
- I** : Interest – what is the interest to the public?
- C** : Contribution to the Council plan

3. Overview and Scrutiny Management Board – Update on activity

3.1 Pre-decision Scrutiny

3.1.1 Since the last update in July 2025, the Overview and Scrutiny Management Board in its pre-decision scrutiny work, has examined the following reports and made recommendations in advance of them being considered by Cabinet:

- July 2025-26 Financial Monitoring Report
- Investing in our Community Facilities
- Community Safety Strategy 2025-2028
- Selective Licensing Policy
- Authorisation of Nationally Significant Infrastructure Projects (NSIP) - Whitestone Solar Farm
- Medium Term Financial Strategy Update
- General Enforcement Policy
- Housing Revenue Account (HRA) Plan, Rent Setting and Service Charges 2026-27
- Library Strategy
- Rotherham Employment and Skills Strategy

3.1.2 Further actions that arose from those pre-decision scrutiny discussions were that:

- Information on the movement in number of units and number of savings associated with the Brampton Vale strategic acquisitions item would be provided to members of OSMB.
- Information on the criteria used to select the properties could be shared outside of the meeting.
- An asset register of all Council buildings, including the wards they were located in be produced immediately and circulated to all Members.
- An update report regarding Investing in our Community Facilities be provided in 12 months to include the updated condition survey results, where available.
- The annual review of the selective licensing planned designations is brought back to the relevant scrutiny committee to review the progress being made on the overall selective licensing scheme and to review any amendments to the scheme in twelve months' time.
- A Frequently Asked Questions (FAQ) document regarding NSIP - Whitestone Solar Farm proposal be developed to provide clear and accessible guidance on the process for making representations to support elected members and residents.
- Confirmation of the year in which the Council began applying rent convergence for re-let properties will be provided.
- The Treasury Management Team will provide OSMB members with detailed information on the methodology used to calculate the HRA risk-based reserve.

- OSMB will receive a mid-point progress update on the implementation of the Library Strategy 2027–2032.
- OSMB will receive a detailed breakdown of footfall data for each community library covering the period 2022–23 to 2024–25.
- OSMB will receive a follow-up report in September 2026 on the Rotherham Employment and Skills Strategy, providing an update on performance against the agreed targets, along with detailed information on any additional costs incurred for activities undertaken.

3.2 Other Scrutiny work update:

- 3.2.1 The Overview and Scrutiny Management Board has also carried out other scrutiny work based on its Work Programme for 2025/26, which is attached as Appendix 1.
- 3.2.2 The Work Programme for the Overview and Scrutiny Management Board, as always, covers a diverse range of topics within its remit.
- 3.2.3 Other items that have been considered by the Overview and Scrutiny Management Board are:
- Progress update on the implementation of the Pathways to Work Economic Inactivity Trailblazer programme
 - Overview and Scrutiny Annual Report 2024-2025
 - Annual Compliments and Complaints Report 2024/25
 - Call-in - Selective Licensing Policy
- 3.2.4 Following the Cabinet meeting on 20 October 2025, the Overview and Scrutiny Management Board reviewed the call-in request to further scrutinise the Selective Licensing Policy decision. The call-in request recommended that the matter be referred back to Cabinet for reconsideration. However, this recommendation was not supported by the Board when put to a vote, and therefore the original decision stood.

3.3 Sub and Project Group work update:

- 3.3.1 In addition to the scrutiny activity carried out in the Overview and Scrutiny Management Board meetings, members either have carried out or are in the process of carrying out work on:
- Life Saving Equipment and By-laws:

The outstanding information has now been provided by the Service Director, Community Safety and Street Scene. This information has been circulated to members of the review group seeking their comments on this with a view to a meeting of the review group being arranged.

- Waste Collections:

In response to concerns raised by Members, a meeting has been scheduled with the Executive Director of Regeneration and Environment, the Service Director for Community Safety and Street Scene, the Chair of OSMB, and the Vice-Chair of OSMB to obtain a comprehensive update on the current status of refuse services. The outcome of this meeting will determine if further actions are required.

- Snow Warden Scheme:

In response to concerns raised by Members regarding the provision of the necessary equipment and the number of Snow Wardens volunteering in each ward, the Chair of OSMB sought and received assurance from the Service Director for Community Safety and Street Scene that these concerns were being addressed. No further action is required.

3.4 Items to be Considered by Other Means (e.g. off-agenda briefing, workshop etc) update:

- Waste Service Route Optimisation (Joint with IPSC):

An update on progress following the implementation of Waste Service Route Optimisation programme be brought back to OSMB within twelve months via an off-agenda briefing.

- Street Safe Team (Joint with IPSC):

An update on the progress following the implementation of the Street Safe Team programme be brought back to OSMB within twelve months via an off-agenda briefing.

- Replacement of refuse vehicles:

Off-agenda briefings to be provided to give an update on the procurement of the new refuse vehicles and progress against the target for renewal of the fleet. These briefings should be split to represent the different phases of the programme.

- Public on-street bin collections:

An off-agenda briefing to be provided regarding the emptying of public bins. This information should include details of how overflowing bins can be reported, how often collections are scheduled for and how those are monitored, what joint arrangements are in place with Parish Council's, if any, and a list of the locations of bins under RMBC management, if available.

- IT Systems:

Workshop to be arranged for members of OSMB to understand what IT systems the Council is using, what the purpose of those systems is, are those systems as up to date as possible, how updates to those systems are managed, how the Council is using artificial intelligence (AI), is the Council using outdated technology, and was the Council spending too much or too little in this area.

- Pathways to Work Economic Inactivity Trailblazer programme:

Agreed that an off-agenda briefing be provided to share the details of the commissioned VCSE organisations and their geographic reach with members of OSMB.

3.5 Items for Future Consideration update:

- 3.5.1 The items listed for future consideration remain on the work programme as place holders, to be considered if appropriate.

- Future Rothercare Model:

A progress report was to be provided in twelve months to OSMB following the implementation of the new technology enabled care delivery model, which was agreed by Cabinet in October 2024. This would be due for presentation in April 2026.

- Town Centre Developments (Forge Island, Markets & Library Redevelopments (Joint with IPSC):

An initial site visit to be arranged to consider a midterm evaluation of the Market's redevelopment including a briefing detailing information on construction costs, the retention of market traders along with information on the plan for encouraging new businesses.

- Energy Efficiency:

An off-agenda briefing to be provided to members of OSMB and IPSC to provide information on the energy efficiency retrofits in social housing. This should cover aspects such as the feasibility and prioritisation of upgrades to heating systems and insulation across the borough. It would include details on how these retrofits align with the Council's net-zero goals, what potential funding was available to support this and timescales for implementation.

4. Health Select Commission – Update on activity

4.1 Scrutiny work:

4.1.1 Since July 2025, the Health Select Commission (HSC) has scrutinised the following reports and made recommendations in line with its Work Programme for 2025/26 which is attached at Appendix 2:

- ADASS (Association of Directors of Adult Social Services) Peer Review:

Members considered the findings of the report, and how this built upon the progress made outlined in the LGA (Local Government Association) Peer Review report presented in the previous year.

- Healthwatch Annual Report:

Members reflected on the value of the work undertaken by Healthwatch to support continuing improvements to the Rotherham Health and Wellbeing place infrastructure and service delivery.

- Yorkshire Cancer Care White Rose Report:

Members considered the information shared during a regional event to launch this report, and the data provided built upon the information shared during an Oncology Transformation Workshop and ahead of further public consideration of the implementation stage of the programme due to come to the Commission in March 2026.

- Physical Activity for Health (Sport England):

Members considered the programme's aims and targeted impact for communities throughout the borough. They sought reassurances as to its governance arrangements, reliance on continuing partner engagement, and longer-term funding whilst highlighting the need to ensure inclusivity and sustainable infrastructure. It was agreed that a further report to the Commission would follow the main funding bid decision in 2026.

- TRFT (The Rotherham NHS Foundation Trust) Annual Report:

Members reflected on TRFT's successes and challenges over the previous 12 month, building on the Commissions consideration of the Trust's Quality Account in April 2025. Members sought reassurances in respect of digital innovation and its impact on exclusion, health inequality initiatives, on patient experience improvements, community service expansion and financial sustainability.

- Draft Adult Social Care Mental Health Strategy 2026-2029:

Members considered the work undertaken to develop the Strategy, alongside its aims and wider alignment with the borough's health and wellbeing priorities and contribution to tackling health inequalities. Members shared their views on the content of the Strategy prior to its presentation to Cabinet for approval in December 2025.

- Place Partners Winter Planning:

Members considered actions outlined by Place Partners to manage high demand and maintain patient flow during winter 2025/26. They reflected on how preparations built on last year's plan, the introduction of new initiatives and examined risks to successful service delivery.

- 4.1.2 Since the last update to Council, the Health Select Commission have also received the following reports for information to enhance understanding of the strategic landscape and support agenda planning and work programming considerations:

- Health and Wellbeing Board Annual Report
- How Did We Do - Adult Social Care Local Account
- Rotherham Health and Wellbeing Strategy 2025-2030

- 4.1.3. At the next meeting of the Commission in January 2026, members will scrutinise the following items:

- Rotherham Safeguarding Adults Board Annual Report and Strategic Plan 2025-2028
- Access to Contraception Review Report

- 4.1.4. The Work Programme for the Health Select Commission covers a diverse range of topics within its remit. It also draws on items referred to it for attention by the South Yorkshire, Derbyshire and Nottinghamshire Joint Health Overview and Scrutiny Committee (JHOSC), where the Health Select Commission is represented by its Chair.

4.2 Sub and Project Group work:

- 4.2.1 In addition to the scrutiny activity carried out in the Health Select Commission meetings, members either have carried out or are in the process of carrying out work on:

- The Access to Contraception Review:

The Access to Contraception Review concluded its evidence gathering sessions on October 8th, 2025, at which time Members developed a number of draft recommendations which are intended for presentation to the Health Select Commission in January 2026.

- Menopause Workshop:

The Menopause Workshop took place on 16 September 2025, bringing together Council services, NHS services, Primary Care and Community and Voluntary Services to consider and raise awareness in relation to the Rotherham offer, and to consider any opportunities for improvement.

- All-Age Carers Strategy Workshop (Joint pre-decision scrutiny with the Improving Lives Select Commission):

The Unpaid Carer's Strategy Workshop took place on 28 November 2025 in conjunction with the Improving Lives Select Commission. It considered the development of the Unpaid Carer's Strategy, its key themes and priorities and offered Members an opportunity to share their views on its contents prior to it being presented to Cabinet. Members made two recommendations for amendments prior to publication in April 2026 which were accepted by Cabinet in December 2025.

- 4.2.2 The following additional pieces of work have been progressed and are due to be delivered:

- SDEC (Same Day Emergency Care) Site Visit
- Oncology (Lung Clinic) Site Visit

5. Improving Lives Select Commission – Update on Activity

5.1 Scrutiny Work:

- 5.1.1 Since the last update, the Improving Lives Select Commission at its November meeting focused on key areas relating to Children's Services and SEND (Special Educational Needs and Disabilities) provision. Members have scrutinised updates on the Looked After Children and Care Leavers Sufficiency Strategy and the draft SEND Sufficiency Strategy, requesting additional data and governance details to strengthen oversight in line with its Work Programme, which is attached at Appendix 3.

- 5.1.2 At its December meeting the Commission also considered in detail the Fostering Transformation Programme (incorporating the Future Deaths Report) and Rotherham Safeguarding Children's Partnership Annual Assurance Report 2024/25.

5.2 Pre- Decision Scrutiny:

- 5.2.1 The Improving Lives Select Commission was also involved in the following pre-decision scrutiny work since the last update and made recommendations in advance of them being considered by Cabinet:

- Special Education Needs and Disabilities (SEND) Sufficiency Strategy 2026-2029:

Informative and detailed discussion with questions suitably answered. The Select Commission did request that consideration be given to the holding of a separate session providing an update on the Thresholds of Needs document, along with a further update being provided on childcare sufficiency and the funding available for nurseries.

- RSCP Annual Assurance Report Pre-Decision:

Informative discussion took place on the Annual Report and the questions raised by Improving Lives Members were suitably answered. On this basis the Select Commission did not wish to add any further recommendations or comments prior to the submission to Cabinet.

- All Age Carers Strategy:

Members of Improving Lives also attended a Health Select Commission workshop on 28th November 2025 to review the draft All Age Carers Strategy. A number of questions were raised and suitability answered.

- Rotherham Safeguarding Adults Board Annual Report and Strategic Plan 2025-2028:

Members of Improving Lives have also been invited to attend the January Health Select Commission meeting to jointly scrutinise the Rotherham Safeguarding Adults Board Annual Report and Strategic Plan 2025-2028.

- Domestic Abuse Strategy:

The Select Commission were currently looking at dates to consider the Domestic Abuse Strategy by way of a dedicated workshop session with officers prior to the strategy being considered by the Cabinet.

5.3 Sub and Project Group Work:

- 5.3.1 The Commission have completed a scoping session for the proposed review of "Understanding the Impact of Trauma on Children Currently Missing Education". Questions for a survey were now being devised to circulate to all secondary schools for responses, and it was anticipated that the first review group meeting would be held in the coming weeks.

- 5.3.2 In addition to the scrutiny activity and meetings the Select Commission would shortly be engaged in:

- A workshop looking at the Threshold Needs Assessment in conjunction with the Rotherham Parent Carers Forum combining a visit

to the Eric Manns Building scheduled to take place on Thursday, 29th January 2026.

- A workshop to look specifically at support available for women who have had one or more child removed, following cessation of PAUSE Project scheduled to take place on Monday, 2 March 2026.
- A workshop considering the Children's Capital of Culture Workshop - Impact and Legacy for Children and Young People to be scheduled in early April 2026.

The meeting scheduled for Tuesday, 10th February 2026 would include on its agenda:

- Ofsted Inspection Outcome
- Educational Attainment Update

6. Improving Places Select Commission – Update on activity

6.1 Scrutiny work:

6.1.1 Since July 2025, the Improving Places Select Commission (IPSC) has carried out the following scrutiny work based on its Work Programme for 2025/26, which is attached as Appendix 4.

6.1.2 IPSC has scrutinised reports and made recommendations on:

- Draft Housing Strategy 2025-2030:

Members were given opportunity to review the draft Housing Strategy 2025-2030 prior to it going to Cabinet in September 2025. Members were supportive of the Strategy but made some recommendations around the wording of the key priorities under the Strategy and the inclusion of more detail on how anti-social behaviour is dealt with (see 6.2 below).

- Review of Selective Licensing 2020-2025:

Members were provided with a review of the successes and challenges of the former Selective Licensing scheme, prior to the launch of the new scheme. Members of IPSC had opportunity to scrutinise proposals for the proposed new Scheme when the item came before OSMB for pre-decision scrutiny, in October 2025.

- Plan for Neighbourhoods 2025-2035:

Members were provided with a presentation outlining the new Plan for Neighbourhoods 2025-2035 (now Pride in Place – see below). Explanation was provided of the funding available and the boundaries of the areas that would be eligible to receive this funding, based on government data and mapping. Members asked questions

around the potential make-up of the Neighbourhood Board, which would oversee implementation of the plan and were keen to ensure that this Board would include appropriate representation from the communities within the relevant areas.

- Housing Strategy 2025-2030 Draft Action Plan:

Following approval of the Housing Strategy 2025-2030 by Cabinet, Members of IPSC were able to have input into the draft Action Plan, which will sit alongside the Housing Strategy to implement and monitor progress under the four key priorities. As performance will be measured April-March, an Action Plan progress report will be presented to IPSC annually in July throughout the lifetime of the Strategy, to enable IPSC to monitor and scrutinise progress under the Plan.

- Pride in Place Programme for Central Rotherham 2025-2035 (formerly Plan for Neighbourhoods):

This item returned to IPSC after the initial report in September's meeting. In the intervening time, the name of the scheme had changed to Pride in Place. A presentation was given to Members on the Council's overall strategy for regeneration and how the various funding streams that become available are applied to fit that wider strategy. Members received an update on the proposed interventions and budget allocations under the programme, ahead of the formal submission of proposals to the government in November 2025.

More detail was provided to Members on the potential make-up of the Neighbourhood Board. IPSC will receive an annual update on progress under the Pride in Place programme and a separate update on the recently announced Pride in Place funding to the Maltby area has been added to the IPSC work programme for Spring 2026, once more information is available.

- Annual Bereavement Services Report:

In the most recent meeting in December, IPSC Members were presented with an Annual Report from both Bereavement Services within the Council, and Dignity Funerals Limited (Dignity).

Bereavement Services provided an update on their management of the Council's contract with Dignity, along with other contracts for Public Mortuary and Digital Autopsy services. Progress on works carried out to Council-retained cemeteries and buildings within them was also reported on and Members sought more information on the surveyed state of some disused buildings.

Dignity provided a performance update and details of their 5-year plan and Operational Plan. Members requested more detail on the

types of complaints received from customers. Dignity have yet to confirm their fees for 2026-27 but it is anticipated there will be an increase under the contract and IPSC have requested that the level of this increase is reported back to Members once it is confirmed.

6.2 Pre-decision Scrutiny:

- Draft Housing Strategy 2025-2030:

As a result of their scrutiny and consideration of the Draft Housing Strategy 2025-2030 in September's IPSC meeting, IPSC Members put forward the following comments/recommendations to Cabinet, via Councillor Steele, in September 2025:

- 1) That reference is made within the Housing Strategy to compulsory training being delivered to all Housing / Tenancy Officers regarding anti-social behaviour, using the following suggested wording:

"Our housing officers undergo comprehensive training to effectively deal with Anti-Social Behaviour (ASB). This training ensures that they:

- Identify and understand ASB issues
- Know when and how to report incidents
- Are aware of the powers available to the council to address ASB."

Equipped with this knowledge, our officers can take prompt and effective action to tackle ASB, providing a safer and more supportive environment for our community."; and

- 2) That the word "*happy*" is removed from Priority 4 of the Housing Strategy – "*safe, happy and thriving*" and replaced with "*safe, thriving and places people want to live in*". Members felt that the word "*happy*" is too subjective and difficult to measure as it can mean different things to different people.

Cabinet accepted and endorsed recommendation 1) - the inclusion of wording around ASB but did not accept recommendation 2) - the removal and replacement of the word "*happy*" from Priority 4 of the Strategy. The addition of the wording around ASB and an additional case study on ASB have now been incorporated into the final, approved Housing Strategy.

6.3 Sub and Project Group work:

- 6.3.1 In addition to the scrutiny activity carried out in IPSC meetings, Members are in the process of carrying out the following work:

- School Road Safety Review:

Following scoping of the Review in summer 2025, the Review got underway in October 2025, with six Members of IPSC, including

Councillor Tinsley, as Chair. A number of productive and informative meetings have now taken place, including with officers in Highways and Facilities Management and an officer from Sheffield City Council who was involved in the School Streets scheme there. The group will be moving on to look at crossing patrol and enforcement, and the Governance Advisor is trying to set up meetings with the relevant officers for the New Year. It is also hoped that a meeting can be arranged with a representative at SYMCA.

6.4 Items to be Considered by Other Means (e.g. off-agenda briefing, workshop etc) Update:

- Anti-Social Behaviour Workshop:

An ASB Workshop was delivered by Housing on 4th December 2025. This was a very useful and insightful session which allowed Members the opportunity to ask questions of a number of Officers who work within Housing across the borough.

Officers delivered a very informative presentation to start with, covering topics such as what does and doesn't constitute ASB; the legal position under the Council's tenancy agreement; what tools and powers are available to tackle ASB; and service KPI data and customer feedback. Input was also provided from the Community Protection Unit, which works very closely with Housing Officers on tackling ASB.

Members also took part in a breakout Case Study group session where Members and Officers worked through a number of real-life scenarios together and were able to discuss the particular complexities of each case and valuable lessons learnt. Feedback from the session was that both Members and Officers found it very useful to consider each other's experiences and consideration is being given as to whether the session be rolled out again to wider Members.

- Market/Library Redevelopment Site Visit:

A joint site visit to for certain members of OSMB and IPSC to view progress on this major town centre redevelopment project is currently scheduled for late Jan/early February.

- Waste Service Route Optimisation (Joint with OSMB):

An update on progress following the implementation of Waste Service Route Optimisation programme be brought back to OSMB/IPSC within twelve months via an off-agenda briefing.

- Street Safe Team (Joint with OSMB):

An update on the progress following the implementation of the Street Safe Team programme be brought back to OSMB within twelve months via an off-agenda briefing.

6.5 Items for Future Consideration Update:

At the next scheduled meetings of IPSC in early 2026, Members will have opportunity to scrutinise the following items:

- Flooding Alleviation Report
- Thriving Neighbourhoods Annual Report
- Climate Emergency Annual Report
- Review of Borough-wide Events

7. Options considered and recommended proposal

7.1 The report is submitted for information.

8. Consultation on proposal

8.1 The report is submitted for information.

9. Timetable and Accountability for Implementing this Decision

9.1 The report is submitted for information.

10. Financial and Procurement Advice and Implications

10.1 There are no financial or procurement implications directly arising from this report.

11. Legal Advice and Implications

11.1 There are no legal implications directly arising from this report.

12. Human Resources Advice and Implications

12.1 There are no Human Resource implications directly arising from this report.

13. Implications for Children and Young People and Vulnerable Adults

13.1 There are no implications for Children, Young People, or Vulnerable Adults directly arising from this report.

14. Equalities and Human Rights Advice and Implications

14.1 There are no equalities or human rights implications directly arising from this report.

15. Implications for CO₂ Emissions and Climate Change

15.1 There are no climate or emissions implications directly arising from this report.

16. Implications for Partners

16.1 There are no implications for partners directly arising from this report.

17. Risks and Mitigation

17.1 There are no risks directly arising from this report.

Accountable Officer(s)

Emma Hill, Head of Democratic Services and Statutory Scrutiny Officer

Approvals obtained on behalf of:

	Name	Date
Chief Executive	John Edwards	06/01/26
Executive Director of Corporate Services (S.151 Officer)	Judith Badger	24/12/25
Service Director of Legal Services (Monitoring Officer)	Phillip Horsfield	24/12/25
The Executive Director with responsibility for this report	Judith Badger, Executive Director of Corporate Services	24/12/25

Report Authors:

Barbel Gale, Governance Manager
01709 807665 or barbel.gale@rotherham.gov.uk

Debbie Pons, Governance Advisor
01709 822054 or debbie.pons@rotherham.gov.uk

Kerry Grinsill-Clinton, Governance Advisor
01709 807267 kerry.grinsill-clinton@rotherham.gov.uk

Kristianne Thorogood, Governance Advisor
01709 254916 kristianne.thorogood@rotherham.gov.uk

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