

Appendix 2: Inclusion Strategy Action Plan February 2026 to March 2027

Inclusion strategy action	Specific action	Target date	Lead officer / service
Theme 1: Working Together			
Identify opportunities to develop and maintain a dialogue with diverse and under-represented communities	Refresh the community reference group and widen membership to include additional inclusion groups	Q4 25/26	Head of Organisational Development
	Arrange an annual inclusion summit to raise awareness of activity and gather feedback from local communities	Q3 26/27	Head of Organisational Development
Roll out the use of new consultation software (Citizen Space) to make our approach more consistent and improve accessibility	Complete initial phase of staff training	Q4 25/26	Head of Policy, Performance and Intelligence
	Launch Citizen Space	Q1 26/27	Head of Policy, Performance and Intelligence
Embed a more consistent approach to co-production based on an agreed framework or approach	Embed the Rotherham Adult Social Care Always Listening Co-Production Board (RASCAL) within the approach to change across adult social care	Q4 25/26	Service Director of Adult Care & Integration
	Publish the <i>Adult Social Care Involvement Framework</i> , which sets out the approach and commitment to co-production and involvement across adult social care	Q1 26/27	Service Director of Adult Care & Integration
	Publish the co-designed tenant engagement framework	Q4 25/26	Service Director of Housing
Work with partners to share information and good practice on inclusion issues	Explore how data can be more effectively shared across partner organisations to better understand communities and intersectionality	Q4 26/27	Head of Policy, Performance and Intelligence
Theme 2: Responsive Services			
Develop the staff training offer to improve understanding of inclusion issues and customers' varying needs	Utilise the Community Recovery Fund to deliver a workforce development programme which focuses on Equality Act 2010 protected characteristics and Public Sector Equality Duty	Q4 25/26	Head of Organisational Development
Strengthen equality impact assessments by reviewing the forms,	Review and refresh equality screening/assessment forms and update the guidance, including consideration of intersectionality	Q3 26/27	Head of Policy, Performance and Intelligence

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updating guidance and providing appropriate training	Commence training to key staff to help them understand the process and improve the quality of assessments	Q4 26/27	Head of Policy, Performance and Intelligence
Review the way in which inclusion issues are considered within service plans, including commissioned services	Review service plan templates and guidance to improve the way in which inclusion issues are considered at the strategic service level	Q4 25/26	Head of Policy, Performance and Intelligence
Systematically use data and intelligence to ensure services are inclusive and to understand whether outcomes are improving for different groups	Create a comprehensive framework for collecting equality, diversity and inclusion data to drive a more equitable and responsive approach to housing services	Q4 26/27	Service Director of Housing
Make proactive, practical changes to communication methods and platforms, including the Council's main website and galaxy sites, to ensure they are accessible to all communities	Produce and disseminate easy read and summarised versions of the inclusion strategy	Q1 26/27	Head of Policy, Performance and Intelligence
	Expand the range of services available digitally to improve access, including implementing calendar booking and payment upfront online functions. This will include a digitalised pest control appointment service.	Q4 25/26	Service Director of Customer, Information & Digital
	Work closely with the contracted interpretation and translation provider to review and implement solutions that enable real-time, on-demand BSL communication for in-person interactions	Q3 26/27	Service Director of Customer, Information & Digital
Deliver a wide range of core and targeted services that meet community needs	Provide food vouchers, meals and activities to children eligible for free school meals during the school holidays, as part of the Household Support Fund and Holiday Activities and Food programmes	Q4 25/26	Service Director of Financial Services / Early Help
	Deliver independent travel training to at least 30 children and young people to increase independence, through the new Home to School Transport Policy	Q4 25/26	Service Director of Community Safety & Street Scene
	Support 27 Rotherham secondary schools and colleges, including SEND schools and pupil referral units, to enhance their careers provision	Q4 25/26	Service Director of Planning, Regeneration & Transport

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	Deliver holistic, community-based support for families through the Family Hubs network and children's centres, working with voluntary and community sector partners to raise awareness and increase engagement	Q4 25/26	Service Director of Family Help
	Issue 73% of Education, Health and Care Plans within 20 weeks ensuring children receive effective support when needed	Q4 25/26	Service Director of Education & Skills
	Agree an updated Domestic Abuse Strategy to continue to improve the support available to victims and the actions taken to address perpetrators of violence and abuse	Q4 25/26	Service Director of Community Safety & Street Scene
	Complete the building work for Castle View day service which will provide new day opportunities for people with high support needs	Q4 25/26	Service Director of Adult Care & Director of Public Health
	Deliver the Learning Disability Strategy priorities for 2025, including a new transition pathway for young people preparing for adulthood, increasing the number of young people accessing employment opportunities and embedding the voice of the young person in their care and support journey	Q4 25/26	Service Director of Adult Care & Integration
	Appointment of inclusion lead for Rotherham Music	Q1 26/27	Service Director of Culture, Sport and Tourism
	Develop SEND specific music offer for schools	Q3 26/27	Service Director of Culture, Sport and Tourism
	Through the Employment Solutions Service, support a minimum of 455 unemployed people to access employment opportunities (including training, education, apprenticeships, and paid employment), and enable 160 economically inactive participants to move into work as part of the Economic Inactivity Trailblazer	Q4 25/26	Service Director of Housing
	Engage with employers to develop and implement inclusive recruitment programmes, focusing on job descriptions,	Q4 26/27	Service Director of Planning, Regeneration & Transport

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	recruitment practices, and in-work support as part of the Pathways to Work initiative		
	Support local residents to overcome barriers to employment by connecting them to work opportunities and addressing challenges related to long-term health conditions and disabilities. Deliver Q4 activities under the Pathways to Work programme, including targeted support for 151 neurodiverse individuals, aiming for 50% in-work outcomes.	Q4 26/27	Service Director of Planning, Regeneration & Transport
	Commission specialist organisations to embed Individual Placement Support within services already accessed by people on probation, survivors of domestic violence, and those experiencing homelessness	Q4 26/27	Service Director of Planning, Regeneration & Transport
	Deliver the Council's Local Council Tax Support Top Up scheme, providing up to £126 to working households in receipt of council tax support	Q4 25/26	Service Director of Financial Services
Theme 3: Welcoming Places			
Deliver a range of events and activities across Rotherham that help to bring people together	Deliver a diverse programme of cultural events throughout the borough, underpinned by a series of programming principles which ensure they are accessible, representative of their communities and inclusive to all.	Q4 26/27	Service Director of Culture, Sport and Tourism
	Continue to celebrate international days, such as International Women's Day, and explore how they can be used to bring people together and engage with communities	Ongoing throughout	Head of Communications and Marketing
	Celebration event for intergenerational community grants programme	Q4 25/26	Service Director of Culture, Sport and Tourism
	Deliver a targeted intergenerational family learning programme with ethnic minority communities and a co-produced intergenerational family learning programme with older people and children	Q4 26/27	Service Director of Culture, Sport and Tourism
Focus on the use of education and engagement to prevent hate crime	Tackle hate crime incidents and the drivers of hate crime through the delivery of education and engagement group and individual sessions:	Q4 25/26	Service Director of Community Safety & Street Scene

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	<ul style="list-style-type: none"> 600 children and young people to attend group sessions 600 children and young people to attend group sessions 55 one to one sessions 		
Consult on, produce and deliver ward plans, working closely with local groups and residents	Delivery of ward plans through ward reports being reported to Council from July 2025, which have been informed by local communities	Q4 25/26	Head of Neighbourhoods
Oversee ongoing community cohesion initiatives working with local voluntary and community groups	Support communities across the borough through the delivery of the Community Cohesion Grant fund	Q4 25/26	Head of Policy, Performance and Intelligence
	Actions to be identified from the cohesion strand of Rotherham's regeneration plan (Pride in Place programme)	Q4 26/27	Service Director of Planning, Regeneration & Transport
Improve local places, making them more accessible and appealing and utilising key assets	Improve four play areas as part of the children's playground programme, ensuring they are accessible to disabled children	Q4 25/26	Service Director of Culture, Sport and Tourism
	Deliver a range of schemes through the Our Places fund, breathing new life into public spaces, enhancing safety and maintaining local infrastructure	Q4 26/27	Service Director of Planning, Regeneration & Transport
	Invest £300k in community facilities across the borough - including the Black Hut and Oaklea Retreat - to sustain and increase the participation, activities and engagement within them	Q4 2025/26	Service Director of Property & Facilities Service
Theme 4: Employer of Choice <i>(Activity within this theme aligns with criteria from the Equality Framework for Local Government and working towards being an Employer of Choice)</i>			
Expand participation in staff networks and offer flexible ways to get involved.	Establish and implement a clear governance structure to ensure that staff networks are proactively able to influence the organisation and provide feedback	Q4 25/26	Head of Organisational Development
	Conduct an annual survey for staff networks to feedback satisfaction levels about how network voice is being heard and acted on by the organisation, with a focus on continuous improvement and inclusivity	Q4 26/27	Head of Organisational Development

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Ensure that workforce data can be disaggregated to enable analysis by protected characteristic, supporting workforce planning.	Promote workforce diversity in underrepresented areas of the organisation by using disaggregated data to inform the development of initiatives	Q4 26/27	Head of Human Resources
	Develop and implement targeted career development strategies into leadership and management roles for existing staff members from underrepresented groups within the workforce		Head of Organisational Development
	Targeted activity to encourage staff to disclose equality information: <ul style="list-style-type: none"> - Cultural engagement to be delivered by OD focusing on the fact that disclosing information is in the individual's best interest (link to reasonable adjustments etc) - Communications around updating info on self-serve once a year. In first instance to be actioned at 6-month intervals to measure progress and create baseline for future years 	Q1 & Q3 26/27 Q2 & Q4 26/27	Head of Organisational Development
	Explore establishing a reporting mechanism to ensure that harassment and bullying incidents can be analysed by protected characteristics <ul style="list-style-type: none"> - Ensure quarterly monitoring and analysis reports of incidents, leading to action being taken where issues are identified - Implement and embed a process to monitor and address specific complaints of staff from protected groups - Use data to identify recurring themes and address as necessary e.g. through education and awareness training 	Q2 26/27	Head of Human Resources
Ensure the learning and development offer supports the progression of under-represented groups across the Council	Conduct a training needs analysis of the learning and development offer across the Council to identify where there is variation across directorates. Expand the offer of learning and development based on the needs analysis.	Q2 26/27	Head of Organisational Development

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	Increase the proportion of new starter apprenticeships created within the Council, aiming for at least 80 at any one time	Q4 26/27	Head of Organisational Development
	Develop and implement an apprenticeship action plan that documents the work with partners to develop more apprenticeships across the borough	Q4 25/26	Head of Organisational Development
Embed inclusive principles into recruitment and selection by reviewing processes to ensure they are fair and accessible, and using feedback to identify barriers and improve practice.	Establish a process to ensure that data on applicants and people shortlisted is systematically collected and can be disaggregated by protected characteristic	Q2 26/27	Head of Human Resources
	Utilise the anonymised data to inform recruitment initiatives that address disparities in protected groups, as necessary	Q3 26/27	Head of Organisational Development
	Deliver inclusive training for recruitment panels	Q2 26/27	Head of Organisational Development
Ensure the refreshed Workforce Strategy emphasises inclusivity and workforce outcomes align with the Inclusion Strategy.	Refreshed Workforce Plan agreed and implemented	Q4 25/26	Service Director, Human Resources and Organisational Development
Explicitly link inclusion to wellbeing by embedding it in the workplace wellbeing programme and related initiatives.	Refresh the employee wellbeing programme	Q4 26/27	Head of Organisational Development
Increase staff involvement in diversity events to strengthen engagement and celebrate inclusion across the organisation.	Support staff networks to deliver internal events across the year	Ongoing throughout	Head of Organisational Development
	Identify opportunities to celebrate inclusion and achievements (e.g. introduce a Diversity and Inclusion Champion award at Big Hearts, Big Changes)	Ongoing throughout	Head of Organisational Development