

## IMPROVING PLACES SELECT COMMISSION

**Venue:** Town Hall, Moorgate  
Street, ROTHERHAM.  
S60 2TH

**Date:** Wednesday, 19th July, 2017

**Time:** 1.30 p.m.

### A G E N D A

1. To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.
2. To determine any item(s) the Chairman is of the opinion should be considered later in the agenda as a matter of urgency.
3. Apologies for absence
4. Declarations of Interest
5. Questions from members of the public and the press
6. Communications
7. Minutes of the previous meeting held on 5th April, 2017 (herewith) (Pages 1 - 6)
8. Representatives on Outside Bodies and Sub-Groups (Officers to report)
9. Emergency Planning - Task and Finish Group Update (Officers to report)
10. Fire Safety on RMBC High Rise Properties (presentation herewith) (Pages 7 - 15)
11. Town Centre Masterplan (Presentation by Officers).
12. Cultural Strategy (report herewith) (Pages 16 - 30)
13. Date and time of the next meeting:-  
Wednesday, 20<sup>th</sup> September, 2017 at 1.30 p.m.

#### **Improving Places Select Commission: membership: -**

Councillors Albiston, Allen, Atkin, Buckley, B. Cutts, Elliot, Jepson, Jones, McNeely, Mallinder (Chairman), Price, Reeder, Sheppard (Vice-Chairman), Taylor, Julie Turner, Vjestica, Walsh and Wyatt.

Co-opted members:- Mrs. L. Shears, Mr. P. Cahill and Mr. B. Walker.

**IMPROVING PLACES SELECT COMMISSION****Wednesday, 5th April, 2017**

Present:- Councillor Atkin (in the Chair); Councillors Allen, Atkin, Buckley, Cutts, Jepson, Jones, Marles, McNeely, Reeder, Rushforth, Sheppard, Walsh, Whysall and Wyatt.

Apologies for absence were received from Councillors Beck, Mallinder Price, Taylor and Julie Turner.

**58. DECLARATIONS OF INTEREST**

There were no Declarations of Interest made at the meeting.

**59. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS**

There were no members of the public or press present at the meeting.

**60. COMMUNICATIONS**

Due to the absence of the Chair and Vice-Chair of the Commission, Councillor Atkin was voted in as Chair of this meeting.

**61. MINUTES OF THE PREVIOUS MEETING HELD ON 22ND FEBRUARY, 2017**

Resolved:- That the minutes of the previous meeting of the Improving Places Select Commission held on 22<sup>nd</sup> February, 2017, be approved as a correct record for signature by the Chair.

**62. EMERGENCY PLANNING TASK AND FINISH GROUP**

Councillor Wyatt, Chair of the Task and Finish Group, gave a verbal update on the work of the Group highlighting:-

Councillor Wyatt, Chair of the Task and Finish Group, gave a verbal update on the work of the Group highlighting that the Task and Finish Group had met with Councillor Alam as the Cabinet Member responsible for Emergency Planning.

Meetings were also held with an experienced Forward Liaison Officer and the Interim Head of Communications both provided the group with a wealth of information towards the review. The Head of ICT and Digital Services would be interviewed in the near future.

**63. HOUSING TENANT INVOLVEMENT STRATEGY - UPDATE**

Asim Munir, Tenant Involvement Co-ordinator, presented a progress report on the revised and updated Tenant Involvement Strategy which had been approved by the Housing Involvement Panel in February 2017.

The Strategy had been developed in partnership with Rother Fed who would continue to work with the Directorate on delivering some of the tenant involvement activity as part of the contract with them.

The report set out the methods that the impact of the Strategy would be monitored and evaluated.

The Tenant involvement menu of options had been reviewed and a new Housing Involvement Panel had replaced the Area Housing Chairs which gave tenants an opportunity to strategically influence housing Policies and Services. Work was taking place to widen and improve the ways in which tenants could communicate with the Service e.g. digital inclusion in order that under-represented groups could help to make a positive difference to the services they used.

The approach towards developing and updating the Strategy had been recognised as good practice through a blog which had been published on the Tpas website [www.tpas.org.uk/member-news/our-tenant-involvement-strategy-at-rotherham](http://www.tpas.org.uk/member-news/our-tenant-involvement-strategy-at-rotherham).

Discussion

Resolved:- (1) That the progress made to date be noted.

(2) That a further progress report be submitted in 12 months'. Asim Munir, Tenant Involvement Co-ordinator, presented a progress report on the revised and updated Tenant Involvement Strategy which had been approved by the Housing Involvement Panel in February 2017.

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The approach towards developing and updating the Strategy had been recognised as good practice through a blog which had been published on the TPAS website [www.tpas.org.uk/member-news/our-tenant-involvement-strategy-at-rotherham](http://www.tpas.org.uk/member-news/our-tenant-involvement-strategy-at-rotherham).

Resolved:- (1) That the progress made to date be noted.

(2) That a further progress report be submitted in 12 months'.

#### **64. ENGAGEMENT OF YOUNG TENANTS OF COUNCIL HOUSING - ROTHERFED SCRUTINY REPORT**

Asim Munir, Tenant Involvement Co-ordinated, co presented along with Sandra Tolley the Housing Operations Manager, the first scrutiny review undertaken by RotherFed, on behalf of the Council, to consider the engagement of young tenants in Rotherham Council housing.

It had been established that younger tenants, aged between 16 and 34, were on the whole more dissatisfied with their landlord's services through the 2016 STAR survey of tenants and residents.

The objectives of the Scrutiny Review were had been:-

To find out

- Why younger tenants were not engaging with their landlord
- How younger tenants would like to be engaged with Housing Services if at all
- Why some younger tenants were dissatisfied with Housing Services

To suggest how to

- Improve the engagement of younger tenants and their satisfaction with Housing Services
- Shape the future tenant involvement offer for younger tenants
- Potentially improve the STAR survey results for satisfaction of young tenants with their landlord

The Scrutiny Review Working Group had made ten recommendations:-

1. provide support to RotherFed in the development of a forum for younger tenants;
2. provide suitable training for all Council staff coming into contact with younger tenants particularly in the need to show mutual respect and empathy;
3. develop a menu of involvement opportunities for younger tenants and share this with both Council staff and tenants;

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4. review all Council documents, in particular those produced by Housing Services, to make them easier to understand for younger tenants. These should be tested out by young volunteers.
5. Evaluate the new tenant workshops being introduced in April 2017 with younger tenants and make improvements as necessary to the format and content;
6. Ensure that the tenancy support team approach is working well and increase awareness of this Service by making it clear what the benefits of the Service are to younger/new tenants;
7. Make sure that all younger tenants know who their Housing Officer is and how to contact them by:
  - (i) including points of contact for relevant teams in the new tenant packs and explaining the services they provide
  - (ii) introducing a system of notifying tenants of any changes to their Neighbourhood Housing Officer ideally through the newsletter or mail system
8. Consider the use of training sessions in schools to raise awareness of the implications of renting your own home including responsibilities and financial awareness;
9. Develop the Home Matters newsletter to make it more 'young person' friendly by incorporating a young tenants section or similar;
10. Review the social media used for engaging with tenants introducing ways of developing tenant consultations and keeping in touch with platforms such as Facebook and Twitter;
11. Develop a 'Tell Us Once' service for new Council tenants whereby they only have to inform one agency of their move. This information should then be shared with Council Tax, Benefits and Housing officers as appropriate;
12. Explore enhancing links with Children's Centres to monitor the number of Council tenants who are engaging with services and how they are signposted to services.

The report and its recommendations had been considered by the Housing and Neighbourhoods Senior Management Team who would work with RotherFed to continue working towards delivering against the Scrutiny Review recommendations. An action plan would be developed to monitor progress against the recommendations.

Resolved:- (1) That the RotherFed Scrutiny Review be noted.

(2) That an action plan be submitted in six months detailing progress against the recommendations.

**65. REVIEW OF SELECTIVE LICENSING**

Matt Finn, the Manager of the Community Protection Unit presented a progress report of the Selective Licensing Review.

The private rented sector was growing in response to the demand for lower cost housing outside of the social rented sector and the Council was committed to supporting and promoting private landlords to provide quality and affordable housing. The Authority introduced four selective licensing areas (Eastwood, Masbrough, Dinnington and Maltby South East) to help deal with problems caused by poor management of properties in the private rented sector.

The current designations would end in 2020. The Council would need to decide whether the designations had achieved or were on course to achieve their aims, whether the achievements could be sustained without licensing or whether additional licensing designations needed to be put in place to ensure the sustainability of improvements.

The report detailed the two key Performance Indicators aligned with improving standards in the private rented sector:-

Performance Measure 1 – Applications for licenses 4.5b(a) – The estimates had projected 1,254 privately rented properties within the licensing areas but it was clear that some areas had more properties than initially estimated (1,990). The performance of those over achieving areas was capped at 100% to ensure the overall performance was accurate.

Additional staff had been appointed at the beginning of the third quarter to enable more focussed enforcement to capture the remaining unlicensed properties. The performance objectives for 2016/17 had been met ahead of schedule by February 2017 with an outturn of 96% expected at the end of March.

Landlords of 76% licensable properties had applied for the scheme and it was anticipated that an objective of 95% could be achieved in 2017/18 with the dedicated enforcement resource.

Performance Measure 2 – Compliance with Selective Licensing Conditions 4.5(b) – This assessed licence and housing condition compliance rates after the properties had been inspected. 820 full property inspections had taken place (mid-March 2017). During the inspections 89% needed some level of improvement with 41% found to have serious risks to tenants. Only 11% were found to be in a good condition which did not require any further intervention.

**IMPROVING PLACES SELECT COMMISSION - 05/04/17**

70% of the properties were expected to be compliant at the end of the informal stages of enforcement, however, based on the inspection outcomes over the first year of the measure, the 2016/17 outturn was likely to be 85% of properties found to be compliant. This demonstrated that whilst housing conditions across the designated areas were generally sub-standard at the initial inspection, following the rigorous inspection and enforcement process, landlords were choosing to improve properties within a reasonable time scale.

Resolved:- (1) That the progress achieved be noted.

(2) That an annual review of the Select Licensing designations be submitted to the Cabinet each September.

(3) That further consideration be given to extending the scheme to other areas of the Borough where there was evidence to support it.

**66. DATE AND TIME OF THE NEXT MEETING**

Resolved:- That a further meeting be held on Tuesday 20th June, 2017, at 1.30 p.m.

# **Actions taken in managing fire risk at** **Beeversleigh and other Council** **Housing Stock**

Improving Places Select Commission  
Town Hall  
19<sup>th</sup> July, 2017



# Beeversleigh

- Beeversleigh is the only high rise block managed and owned by the Council.
- 12 storeys, 48 flats, both 1 and 2 bedrooms.
- 2 passenger lifts and 1 concrete stair case.
- Recent investment £1.7m
- Upgraded fire detection and a new sprinkler system
- No external cladding
- Current and up to date Fire Risk Assessment
- X2 visits/inspections from Fire Service

# Current provision of fire detection and safety

- x1 heat detector/sprinkler in every habitable room
- x1 smoke detector in the hallway, bedroom and lounge in every flat
- x1 strobe light in master bedroom
- x1 Hush button in hallway of each flat
- Heat detectors/smoke alarms automatically linked to Rother Care
- Fire call points in communal areas
- Weekly tests on communal fire alarms and regular cleaning of communal area

# Other Group dwellings

- x4 Council group dwellings - low rise
- Shaftsbury House, Wellfield Lodge, Dawsons Croft, Hampstead Green
- Re-inspected with existing FRA and updated
- Annual inspection programme, monitored via the Chief Executive's Office
- Works identified to commence immediately, expected delivery 8 to 12 weeks
- Any urgent repairs have been resolved
- Further inspections and assessments taking place with SYFS
- Rolling programme of FRA inspections

# External Wall Insulation

- 1000 houses benefited from External Wall Insulation.
- EWI in isolation is a combustible material
- **BUT** when installed in conjunction with the external render coating and the existing wall structure i.e. brick/concrete, it provides a fire barrier
- Class 0 rating - protects the surfaces from the spread of flames AND limits the amount of heat released from the surface during a fire
- Requested Fire Service to inspect products and installation methods – 1 storey buildings
- Building Control have signed off a statement elevating safety concerns re-EWI

# Budget

- HRA budget provision in place to carry out current FRA works

# Further actions

- Review sterile communal area policy
- Suited key system to all RMBC service doors and risers
- Evacuation/Stay Put policy to be reviewed
- Fire Safely training for staff to be refreshed
- Review location/information of residents with mobility issues
- Establish a Compliance Working group
- Review information given to tenants at sign up re- Fire Safety
- Review previous fires - lessons learned

## Further actions (cont...)

- Build on excellent working relations with SYFS
- Greater awareness amongst its residents regarding Fire Safety
- Continue to ensure every Council home has appropriate smoke detection
- Ensure gas safety compliance remains at 100%

# Questions?



## Summary Sheet

### Council Report

Improving Places Select Commission – 19<sup>th</sup> July 2017

### Title

Process for the development of a Cultural Strategy.

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

This report is a Key Decision and is included in the Forward Plan.

### Strategic Director Approving Submission of the Report

Damien Wilson, Strategic Director, Regeneration and Environment

### Report Author

Polly Hamilton  
Culture Sport and Tourism  
Regeneration and Environment Directorate  
Ext 22041  
[polly.hamilton@rotherham.gov.uk](mailto:polly.hamilton@rotherham.gov.uk)

### Ward(s) Affected

All

### Executive Summary

This report seeks approval of the process to develop a Cultural Strategy for Rotherham.

This is the main overarching document that will set the direction for culture, sport and tourism (including libraries, arts, heritage, parks, green spaces, leisure, sport, events, creative industries and the visitor economy) to 2025, in line with the Rotherham Plan. The strategy will enable Rotherham to set out its priorities for culture, sport and tourism, to embed culture within other plans, to get more out of its existing assets, and to position itself more favourably for future investment. This will enable the Council and its partners to draw in the resources needed to support the development of the offer and to reach new markets. This will contribute to the economic development of the borough, build civic pride and help to transform perceptions of Rotherham.

As well as commissioning external support to work with the Council on the project, the report recommends the establishment of a member-led working group and a new external partnership to oversee the strategy's development and implementation.

### **Recommendations**

It is recommended that the Improving Places Select Commission approve:

1. The commissioning of a Cultural Strategy for Rotherham.
2. The establishment of a Select Commission Review to develop the Council's expectations.
3. The establishment of a new external partnership to oversee the development of the strategy.

### **List of Appendices Included**

#### **Background Papers**

- Rotherham Economic Growth Plan 2015-25
- The Rotherham Plan – A New Perspective 2025
- Children and Young People's Plan – 2016-19
- Rotherham Health and Wellbeing Strategy 2015-18
- Safer Rotherham Partnership Plan 2016-19

#### **Consideration by any other Council Committee, Scrutiny or Advisory Panel**

No

#### **Council Approval Required**

No

#### **Exempt from the Press and Public**

No

## Title: PROCESS FOR THE DEVELOPMENT OF A CULTURAL STRATEGY

### 1. Recommendations

It is recommended that Improving Places Select Commission approve:

1. The commissioning of a Cultural Strategy for Rotherham.
2. The establishment of a new external partnership to oversee the development of the strategy.
3. The establishment of a Select Commission Review to develop the Council's expectations.

### 2. Background

#### 2.1 National Context

In March 2016, the Department for Culture, Media and Sport published **The Culture White Paper**, the first white paper for culture in more than 50 years. The paper has four areas of focus:

1. Everyone should enjoy the opportunities culture offers no matter where they start in life
2. The riches of our culture should benefit communities across the country
3. The power of culture can increase our national standing
4. Cultural investment, resilience and reform

The White Paper set out the value of culture in terms of:

- The **intrinsic** value: the enriching value of culture in and of itself.
- The **social** value: improving educational attainment and helping people to be healthier.
- The **economic** value; the contribution culture makes to economic growth and job creation.

The White Paper set out Government's commitment to ensuring that culture is an essential part of every child's education, both in and out of school. It also set out that culture is integral to the identity of local areas and has the potential to transform place. Furthermore, the Government is keen that more partnerships are formed between national and local levels to put culture at the heart of place-making.

The benefits of cultural investment in localities can be seen right across the country, not only in the physical manifestation of new capital infrastructure but in the regeneration of communities, particularly those affected by the decimation of traditional industries. Culture is seen as a key mechanism for rebuilding civic pride and confidence, as well as strengthening community cohesion.

These commitments have been translated into action in Rotherham through:

- the £7 million investment made by the Chancellor of the Exchequer towards the purchase and restoration of Wentworth Woodhouse
- the £1.2 million investment through the Great Place Scheme to support culture and place-making activity in Barnsley and Rotherham
- the support for the creation of the Rotherham Cultural Education Partnership which is being set up to support new opportunities for children and young people to engage in the arts.

## 2.2 Regional Context

The Sheffield City Region is located at the strategic heart of the country. It is comprised of the nine local authority areas of Barnsley, Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales, Doncaster, North East Derbyshire, Rotherham and Sheffield. There are currently nine sector groups, including two which relate to culture:

- Creative and Digital Industries
- Sport, Leisure and Tourism

The development of Rotherham's Cultural Strategy will enable the Council and its partners to contribute to these sector groups, build partnerships with other authorities and organisations on projects and issues of shared interest, strengthen Rotherham's role within the City Region and make the case for investment.

## 2.3 Local Context

Rotherham's first Cultural Strategy was produced in 1998 and a second in 2003. In 2010, the services were split up across different directorates and in 2014 financial constraints resulted in the removal of the Arts and Tourism Services.

In 2016, following the recommendation of the Commissioners, the Culture Sport and Tourism service was re-established by the Council. This recognises the value and importance of culture, leisure and greens spaces to local people. For example, in the Views of Rotherham consultation:

82% saw well-looked after parks and public spaces as a priority.

75% felt that having local places to go, such as museums and parks, is important.

72% valued a good range of things to do for teenagers.

67% thought that a bigger range of low cost leisure activities is important.

The re-establishment of the service for Culture, Sport and Tourism recognises the strategic importance of these sectors to:

- The economy of the Borough, supporting regeneration, better neighbourhoods and place-making, building talent and skills and driving the development of the creative industries and the visitor economy.
- Restoring civic pride, transforming perceptions of the Borough and rebuilding Rotherham's reputation.
- Social outcomes: strengthening community cohesion, building empathy, reducing isolation, improving quality of life and enabling personal growth.
- Enhancing health and wellbeing: encouraging physical activity, strengthening emotional resilience and positive mental health.

Rotherham has a compelling and unique story to tell about the importance of culture, leisure and tourism to helping the borough come to terms with its recent history. Equally, an ambitious vision will strengthen the role that culture, sport and tourism can play in shaping Rotherham's future – inspiring others and encouraging prospective funders to invest.

### **3. Key Issues**

3.1 The development of a Cultural Strategy is an important next step in shaping Rotherham's future and delivering the vision set out in the Rotherham Plan, particularly supporting the game-changing activities relating to:

- A place to be proud of
- Town centre
- Building stronger communities

As well as supporting approaches to:

- Skills and employment
- Improving people's health and wellbeing

3.2 The scope of the strategy will include the arts, libraries, events, attractions, play, sport, leisure, parks, green spaces, archives, museums, heritage sites, film and digital media. The strategy will seek to build on the work of the Rotherham Story, working with the Ambition Rotherham Place Board, with a view to considering how this can be shaped, strengthened and developed through the cultural, sport and tourism offer.

3.3 The strategy will include an overarching vision for how culture and sport can best be developed in Rotherham. It will include a set of principles with which to build a collective understanding of how to embed quality, excellence and innovation – both in terms of engagement and in terms of the development of a great offer which

strengthens Rotherham's unique identity, builds its distinctiveness and vitality and encourages regular participation from residents and visitors alike.

3.4 Finally, the strategy will work with the Rotherham Together Partnership and associated boards to develop cross-cutting approaches to:

- Place-making, tourism and economic growth (linking to the Economic Growth Plan 2015-25)
- Building confident and cohesive communities (linking to the Safer Rotherham Partnership and the Building Stronger Communities Plans)
- Children and Young People (linking to the Children and Young People's Plan and the Child-Centred Borough Strategy)
- Wellbeing, resilience and quality of life (linking to the Health and Wellbeing Strategy)

3.5 The brief for the consultants will include:

- A mapping and audit of existing provision, assets and engagement across the public, private and voluntary sectors.
- Partnership and stakeholder mapping
- Identification of key strengths and development opportunities
- Extensive consultation, building on what has already been done, identifying and filling gaps.
- Development and testing of the vision, key principles and priorities
- New action plans, both sectoral and cross-cutting.
- An evaluation framework and new performance measures
- A budget strategy and investment plan
- Publication of a strategy and summary document, in both written and digital formats.

## **4. Options considered and recommended proposal**

A number of options have been considered as follows:

### **4.1 Do not develop a Cultural Strategy.**

The advantage of this approach is that the Council only focuses on the development of its own operations through its Service Plan. It would not take on wider strategic responsibility for culture, sport and tourism which would mean limited scope for partnership and a diminished case for investment from national and regional sources.

### **4.2 Develop a Cultural Strategy without commissioning external support**

The main advantage of this approach is the saving of up to £40k. This would require greater input from Council officers and it would mean that specialist work, such as the detailed analysis of participation and how this compares to other areas would not be possible. The process would take longer, given the workloads of existing staff. It would potentially limit the ability to utilise the strategy in bids for external funding and short-term opportunities may be lost due to the longer process.

#### 4.3 Develop a Cultural Strategy with external support

This offers the optimum solution for delivering the strategy within a reasonable time-frame, making use of existing resources through the officer working group, and ensuring the Council gets the specialist expertise where needed. External consultants will also provide an independent and neutral eye, optimising the potential for engagement across all sectors in the consultation process. Involvement of experienced consultants will also ensure the development of a strategy which has the credibility with external funder stakeholders, such as Sport England, Arts Council of England, Heritage Lottery Fund and others. A good consultancy will also act as advocates for Rotherham, long after the work is complete, helping to build Rotherham's reputation across the country.

#### 4.4 The recommended proposal is for the development of a Cultural Strategy with external support.

### **5. Proposed Project Governance**

At present, the following proposals are under consideration:-

#### 5.1 A new external partnership – the Cultural Partnership Board

This would create a new thematic board to lead the strategy and to strengthen linkages with the Rotherham Together Partnership and related boards. This partnership will have an advocacy role both within the borough and at a regional and national level. The proposed Terms of Reference are similar to those of other partnerships and are outlined in Appendix A.

#### 5.2 Reporting of the new Cultural Partnership Board

It is proposed that the reporting mechanism for the Cultural Partnership Board should be considered within the organisational framework for the Rotherham Together Partnership and formal lines of communication will be established as part of the next stage of work. The strategy will include cross-cutting plans which link to most of the boards within the Rotherham Together Partnership. The Cultural Partnership Board would seek to ensure champions for cross-cutting themes - such as Economic Growth, Building Stronger Communities, Health and

Wellbeing, and Children and Young People - on the partnership board or within the related working groups.

### 5.3 Role of the Improving Places Select Commission

It is proposed that the Improving Places Select Commission oversee the development of the Cultural Strategy and ensure that it contributes to the delivery of the Council's strategic priorities.

## 6. Consultation

5.1 The Commissioner and the Cabinet Member for Culture and Neighbourhoods, Cabinet Member for Jobs and the Economy and Cabinet Member for Waste, Roads and Community Safety have all been briefed, and further consultation is ongoing.

5.2 Officers have consulted with colleagues in Finance and Customer Services, Human Resources, Public Health, Policy and Partnerships and the wider Regeneration and Environment Directorate. Consultation is also underway with Children and Young People's Services, Adult Social Care and Housing. An officer working group will be established to ensure that the Cultural Strategy takes account of, and is embedded in, the wider work of the Council.

5.3 As part of the strategy development process, the external consultants will be tasked with developing a robust consultation plan for local residents, the business community and regional and national stakeholders, ensuring that the final plan is co-created and 'owned' by those needed to deliver it.

5.4 In addition, a series of Member seminars will be offered to provide multiple opportunities to engage in different aspects of the strategy, from the development of overarching themes and principles, to the creation of detailed action plans.

## 6. Timetable and Accountability for Implementing this Decision

6.1 Following Cabinet approval, officers will procure an external consultant through a competitive tender process and they will be tasked with developing a detailed timetable to deliver the strategy by March 2018.

6.2 The Select Commission Review Group and the Cultural Partnership will both be established by September 2017.

## 7. Finance and Procurement Implications



7.1 The cost of the development of the strategy is likely to be in the region of £40,000. This will be resourced through existing budgets in Culture, Sport and Tourism which will only be available in 2017/18. However, negotiations are in progress with external funders to offset up to 50% of this cost. External funding is important not simply to reduce costs to the Council but also to strengthen buy-in from external stakeholders.

7.2 The procurement project will require an open competition tender process to be conducted in line with Standing Order 46 (Contracts values at £25,000 or more)

## **8. Legal Implications**

None arising directly from this report.

## **9. Human Resource Implications**

None

## **10. Implications for Children and Young People and Vulnerable Adults**

The development of the Cultural Strategy will support the development of improved services and activities for children, young people and vulnerable adults.

## **11. Equalities and Human Rights Implications**

The development of the Cultural Strategy will include consideration of how services, assets and activities can better support the needs and aspirations of those with protected characteristics.

## **12. Implications for Partners and Other Directorates**

12.1 The development of the Cultural Strategy will contribute to the development and delivery of the Rotherham Plan and a range of other borough plans and initiatives including:

- Rotherham Economic Growth Plan and emerging town centre masterplan.
- The Health and Wellbeing Strategy and the Aging Well plan.

- The Safer Rotherham partnership Plan 2016-19, strengthening the contribution of culture and sport to building confident and cohesive communities.
- The Children and Young People's Plan 2016-19, and working to deliver Rotherham's vision for a child-centred borough.

12.2 It will also support the delivery of the Council's Budget Strategy by:

- Identifying ways in which culture, sport and tourism can better embed Future Council principles and Service Design criteria, creating efficiency savings both directly and within other services.
- Supporting the Council's Digital Strategy, supporting 'channel shift', strengthening digital literacy and enabling communities and businesses to be better connected.

12.3 Officers from other Directorates will be invited to join an Officer Working Group to ensure that the Council has a joined-up approach to the development and delivery of the strategy.

### **13. Risks and Mitigation**

A more detailed risk register will be developed as part of the project. In the meantime, the key risks are as follows:-

#### **13.1 Time slippage**

The appointment of external consultants will help to address internal capacity issues which may prevent the project moving quickly. The consultants and officer working group will develop a detailed timetable at project inception stage and will work to ensure that each stage is properly resourced from the outset. The project manager will focus on ensuring delivery of the project outputs and milestones in line with the timetable.

#### **13.2 No buy-in from partners and stakeholders**

This will be mitigated by the consultation arrangements, the creation of a new Cultural Partnership, the Select Commission review process, member-led seminars, and officer working group. The brief for the consultants will include a focus on co-creation, ensuring that those involved in the delivery of the strategy have been fully involved in its creation.

#### **13.2 Over-ambitious strategy with insufficient resources for delivery**

The consultants will be tasked with working with the partnership to manage expectations and the brief will include the development of an investment plan to ensure that resources can be found to deliver key projects. Finance will be invited to join the officer-working group.

### 13.3 Under-ambitious strategy

An under-ambitious strategy will neither inspire the public and key partners nor will it serve to attract the resources needed to deliver it. Consultation with partners and stakeholders will be critical throughout the strategy development process to ensure that the vision is distinctive and imaginative and that key projects balance ambition with sustainability and financial resilience.

### **14. Accountable Officer(s)**

Polly Hamilton, Assistant Director, Culture, Sport and Tourism, Regeneration and Environment Directorate

**Rotherham Cultural Partnership Board  
Draft Terms of Reference – June 2017**

**1. Aims**

- 1.1 To provide governance and leadership in pursuing Rotherham's cultural priorities through the development and delivery of the Rotherham Cultural Strategy.
- 1.2 To lead by example in adopting a partnership ethos that stresses inclusivity and openness in its deliberations and which clearly drives action and improvement as a result of its decisions.
- 1.3 To consider strategic issues of key cultural significance to the borough and to provide leadership in relation to them.
- 1.4 To involve local businesses and people in the work of the partnership through a proactive approach to communication and engagement.
- 1.5 To advocate for and champion partnership working across the borough, including celebrating achievements.
- 1.6 To advocate for Rotherham on a local, city region, regional and national stage, lobbying relevant bodies on behalf of the borough.

**2. Specific responsibilities/objectives of the Rotherham Cultural Partnership Board**

- 2.1 To demonstrate effective, collaborative leadership on behalf of Rotherham's businesses, citizens, organisations and sectors.
- 2.2 To lead and drive delivery of Rotherham's Cultural Strategy
- 2.3 To develop, agree and oversee a Rotherham Cultural Strategy annual delivery plan, which will support implementation of the Rotherham Plan, Economic Growth Strategy and associated partnership initiatives.
- 2.5 To establish, and set clear parameters for, time-limited task groups, as required, delivering against specific priorities or other emerging issues.
- 2.6 To ensure that partner agencies' strategies and plans reflect the priorities agreed in the Cultural Strategy and assist in its implementation
- 2.7 To play a co-ordinating role in ensuring connectivity and complementarity between key strategic partnership-based groups and initiatives at a Rotherham and Sheffield City Region level.
- 2.8 To receive progress reports from the task groups; and to provide strategic input and challenge in response.

- 2.9 To be advised of emerging strategic issues and challenges by the RMBC Culture, Sport and Tourism Team and individual members; and to consider collectively their implications for Rotherham, providing collective leadership in response.
- 2.10 To periodically review the Board's priorities, membership, and working practices to ensure they remain appropriate and effective.
- 2.11 To ensure that the direction provided by the Cultural Partnership Board takes account of the breadth of stakeholder perspectives that exist in Rotherham.
- 2.12 To develop a communications and engagement plan that ensures a proactive approach to keeping stakeholders informed of progress and encourages input and feedback from the local business community to influence priorities.

### **3. Membership, representation and conduct**

- 3.1 The membership of Rotherham Cultural Partnership Board is made up of appropriate representatives of the private, voluntary and public sectors.
- 3.2 The membership reflects the breadth of cultural, leisure and tourism interests and growth sectors within the borough and the current economic priorities the partnership is pursuing.
- 3.3 The membership will include members working at a regional/national level, ensuring that Rotherham is able to strengthen its position as part of the regional/national cultural infrastructure.

3.4 Membership will be 10 – 16 representatives, including:

- Council: Cabinet Member for Culture and Neighbourhoods
- College and HE
- Voluntary and Community Sector
- Private Sector
- SCR/LEP
- Marketing and Communications Specialist
- Engagement Specialist
- Sectoral Experts from across the culture, sport, green spaces, tourism and creative industry sectors.
- Regional/national networkers/advisors
- Champions representing the interests of other Rotherham Together Partnership Boards, for example, Business Growth, Health and Wellbeing, Children and Young People, Safer Communities and Building Stronger Communities.

It is anticipated that members of the board will be recruited who can contribute expertise across a number of the above areas.

3.5 The responsibilities of a member include:

- (a) To act in the interests of Rotherham and the Rotherham Cultural Partnership Board, leaving aside organisational, personal or sectoral interests
- (b) To attend and fully and positively contribute to meetings
- (c) To provide a suitable deputy, if appropriate, in the event of unavailability
- (d) To ensure key decisions taken are fully supported within their own organisation
- (e) To share, where possible, the perspective of their organisation/sector in relation to issues discussed at the meetings
- (f) To act as ambassador and advocate for the Board and its priorities
- (g) To work with partners in a fair, cooperative and consensual manner
- (h) To declare any conflict of interest

3.6 Membership is for a three-year term. In the start-up phase, one-third of members will be asked to stand down after 2 years and on an annual basis thereafter to allow for new members to be recruited and ensure an ongoing refresh of the board.

3.7 Recruitment of board members will be by open, competitive process. Prospective board members will be asked to supply a CV, a statement of their commitment to the work of the Rotherham Cultural Partnership Board, a statement about the expertise that they can contribute; and 2 referees.

#### **4. Meetings**

4.1 Rotherham Cultural Partnership Board will meet on a quarterly basis, though the Chair may call additional meetings as and when required.

4.2 The schedule of meetings will be set annually.

4.3 Chair and Vice Chair will be from the cultural, leisure and/or tourism community and will serve for a 3-year term. There is no financial remuneration.

4.4 Meetings will be conducted in a respectful and inclusive manner to encourage debate and constructive challenge.

4.5 A quorum for meetings is half of the total membership, including the Chair or Vice Chair.

4.6 Papers for Rotherham Cultural Partnership Board meetings will be distributed a minimum of one week in advance. Additional items may be tabled at the meeting at the discretion of the Chair.

4.7 Non-members may attend the meeting with the agreement of the Chair.

4.8 Decisions are to be taken by consensus. Where it is not possible to reach consensus, a decision will be reached by a simple majority of those present at the meeting.

4.9 Minutes will be circulated in advance of the next meeting and approved at the meeting. Minutes of the meeting will be posted on the Rotherham Together website.

## **5. Secretariat support for Rotherham Cultural Partnership Board**

5.1 Secretariat support will be provided by the Culture, Sport and Tourism Team within RMBC.

5.2 Rotherham Council's Strategic Director for Regeneration and Environment will act as formal Secretary to the group, responsible at operational level for surveying its work and ensuring its decisions are carried out.

## **6. Boards/partnership bodies linked to the Rotherham Cultural Partnership Board**

6.1 The Rotherham Cultural Partnership Board reports to [to be decided at next stage].

6.2 The Chair of the Board and Strategic Director of Regeneration and Environment will represent cultural priorities at [name of Board].

6.3 Task Teams:

6.3.1 It is proposed that task groups will be established to lead on creating full delivery plans for the Cultural Strategy, chaired by a member of the Cultural Partnership Board. Task groups will co-opt other members as required to ensure that they have the appropriate expertise on board. The task groups will be established after the Cultural Partnership Board has been set up.

6.3.2 One of these is likely to be a Cross-cutting Task Team. This will cross-reference the work of the other task groups and other groups within the Rotherham Together Partnership. It will include specific action plans relating to the contribution of culture, leisure and tourism to:

- Place-making, tourism and economic growth (linking to the Economic Growth Plan 2015-25)
- Building confident and cohesive communities (linking to the Safer Rotherham Partnership and Building Stronger Communities Plans)
- Children and Young People (linking to the Children and Young People's Plan and the Child-Centred Borough Strategy)
- Wellbeing, resilience and quality of life (linking to the Health and Wellbeing Strategy)

6.3.2 It is envisaged that these task groups will last at least 2 years to ensure the Cultural Strategy is well on its way to delivery in this time.