

CABINET MEMBER FOR EDUCATION, CULTURE AND LEISURE SERVICES

**Venue: Town Hall, Moorgate
Street, Rotherham.**

Date: Tuesday, 20 July 2004

Time: 9.00 a.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Best Value Review of Lifelong Learning (Pages 1 - 45)
4. Green Spaces Best Value Improvement Plan (Pages 46 - 54)

The following item is likely to be considered in the absence of the press and public as being exempt under Paragraph 8 of Part 1 of Schedule 12A to the Local Government Act 1972:-

5. Legal Consultancy - Leisure Facilities and Joint Service Centre PFI Project (Pages 55 - 57)

The Chairman authorised consideration of the following item to enable Members to be informed of the current situation.

6. Nominations for Wales Educational Foundation

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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- 1. Meeting:** Cabinet Member and Advisers
Education, Culture and Leisure Services
- 2. Date:** 20 July 2004
- 3. Title:** Best Value Review Lifelong Learning
- 4. Originating Officer:** Peter Dickson
Team Leader Best Value Review, Resources
and Information
Extension 2620

5. Issue:

This is the final summary report (attached) arising from the Best Value Review of Lifelong Learning. This constituted a Year 4 Review within the Best Value Performance Plan 2003/04.

6. Summary:

The Report sets out the findings and recommendations arising out of the Best Value Review of Lifelong Learning. The Review examined and made recommendations relating to the activities and services that contribute to the planning, delivery and development of lifelong learning activity within and across the Council. The recommendations arising out of the Review have been developed to form an Action Plan. This sets out the Council's lifelong learning objectives and incorporates a comprehensive series of key activities that have been identified as being essential to achieving the objectives set out in the Report.

7. Clearance/Consultation:

The Report and Action Plan have been circulated to members of the Review's Project Team. ECaLS Management team and the Corporate Management Team have also considered the Report.

8. Timing:

For immediate consideration.

9. Background:

The Report identifies areas for improvement and development within the age profiles into which the Review was divided:

0-4 Provision

- Build upon existing practice including diversity in the voluntary sector
- Children's Centres to operate from one site base, wherever possible, to avoid fragmentation
- Evaluate and discuss with parents/carers notions of 'formal schooling' and link this with 'Quality in Action'

- Maintain and improve on the expansion of childcare places
- Maintain the impact of improved financial planning and levels of funding
- Continue to monitor and evaluate the impact of moving to a single point of entry to mainstream schools
- Maintain free part-time childcare places for 3 year olds in line with developments introduced for Children's Centres
- Develop training for all providers with an emphasis on equalities and diversity
- Continue and expand co-ordinated programme of affordable, training for parents/carers to access training and work opportunities under the Sure Start Programme
- Develop and implement an action plan for the delivery and implementation of Children's and Young People's Services including the strategic location of Children's Centres and related Performance Management Systems

4-14 Provision

- Study Support Programme and similar initiatives to be effectively monitored and clearly inform individual School Development Plans within the context of the development of Extended Schools
- Monitor and evaluate attainment at Key Stage 1;
- Continue to implement action plans through the Education Development Plan (EDP) on achievement particularly at the end of Key Stages 2, 3 and 4
- Continue the roll out programme in respect of the integrated Education Management System (EMS)

14-19 Provision

- Promote developments in 14-19 provision and contribute to transforming the learning experience of all young people in Rotherham and ensure commitment to learning post-16
- Work with all partners to build upon key developments using Objective 1 funding
- Work with all partners to create innovation and cohesion in the 14-19 curriculum

16-24 Provision

- Continue to build upon good partnership working with an emphasis on careers guidance work and re-engagement practices
- Develop practical employment opportunities and an enterprise culture in all schools, building on the success of Rotherham Youth Enterprise
- Successfully implement the Education Maintenance Allowance (EMA) in Rotherham

Adults

- Implement the action plan for Adult Community Learning to transform all areas of weakness into strengths
- Develop all schools to become 'Extended Schools' and include provision for Neighbourhood Learning Centres to deliver community-based guidance and other services
- Ensure an effective system to track learners and embed tracking in learning providers' practices
- Ensure a quality assurance system to ensure tracking is taking place
- Encourage joined-up partnership working to meet the needs of those aged 50 plus in respect of employment, education, training and health programmes

All services covered by the Review

- Ensure that effective strategies continue with regard to the development of a Catalogue Service and that schools are proactive in these arrangements

- Ensure that a schools dimension is embedded in Procurement Strategy Documentation
- Ensure that training for schools on Best Value is continued and refined to meet identified needs
- Ensure that there are effective procedures for determining levels of service delegation; that schools can play an active partnership role and that the Schools Forum is taking a leading role in these developments
- Ensure that schools continue to be consulted on the effectiveness of service provision
- Ensure that the LEA continues to be proactive in its consultation with regard to resource deployment and that the Schools Forum takes a leading role in such consultation
- Further extend and develop the Portfolio of Services to Schools in conjunction with RBT to give as wide a choice as possible for good, quality-assured service providers
- Continue and extend training for schools in procurement activities, building upon current good practice
- Ensure that continuous improvement by means of the EFQM Excellence Model is embedded in service business planning
- Ensure that effective contributions are made towards the establishment of a Corporate approach to performance management and development
- Extend effective avenues for consultation using the 'Power of Collaboration' as a development opportunity

10. Argument:

Creating and supporting lifelong learning as a means to secure sustainable employment and progression, improved quality of life and providing learners from all backgrounds with the information, advice, guidance and support required to participate in lifelong learning, are fundamental to the Council's Community Strategy. Rotherham's Corporate Plan has as its first Corporate Priority a commitment to 'Investing in People'. The Council has stated a commitment to promoting the fullest and highest possible educational achievement for all its citizens to create skills for life and skills for work. This provides support to the Community Strategy through activities to increase the educational attainment of children from early years and the foundation stage through Key Stage 1 and 2, with a focus on Key Stages 3 and 4. The Lifelong Learning Best Value Review will allow the Council to target further improvements to support this priority whilst recognizing the important role played by and links with partnership organizations in the Local Strategic Partnership to deliver lifelong learning through the Neighbourhood Renewal Strategy.

11. Risks and Uncertainties:

The Report highlights those areas that would benefit from more effective support and planning and draws attention to many activities and initiatives that are well advanced such as the establishment of Children's Centres, the development of Children and Young People's Services and the Extended Schools agenda. In most instances, these activities support several corporate objectives. The Review recommendations are designed to be both robust and prepare the Council well for future inspection.

12. Finance:

The Review has been concerned to highlight the extent to which the Council's current and future planned activities and initiatives will further contribute to the achievement of Best Value in the development and extension of lifelong learning opportunities, rather than identify significant financial savings. Suggested improvements concentrate on more efficient, more effective and customer-focused service delivery, with the aim of raising levels of school and service performance and levels of learners' achievement and attainment. Those recommendations that do have cost implications are likely to be contained within base budgets. The Council has embarked upon a review of Children and Young People's Services under the Executive Director, Children and Young People's Services Development. This in itself will result in budgetary changes but these should be contained within existing base budgets for education and social services and the new aligned budget for Children and Young People's Services.

13. Sustainability:

The Review has been informed by a desire to contribute to the development, enhancement and promotion of lifelong learning activities that promote a better quality of life for everyone, now and for future generations and through a recognition that learning, the economy and social well-being are interdependent; therefore the recommendations reflect this.

14. Wards Affected:

All.

15. References:

Contained within the Summary Report and Action and Improvement Plans attached.

16. Presentation:

The Review recognizes the benefits to the Borough of a continued commitment to the development of a range of activities and initiatives that support lifelong learning and makes recommendations to develop services to bring further improvements to the way that these activities and initiatives are planned, organized and delivered.

17. Recommendations:

- 1. That the Report be accepted.**
- 2. That the recommendations contained within the Action and Improvement Plan be endorsed.**
- 3. That the Report be referred to the Lifelong Learning Opportunities Scrutiny Panel and that the Lifelong Learning Opportunities Scrutiny Panel continues to monitor the implementation of the recommendations contained in the Action and Improvement Plan.**



**Best Value Review
Lifelong Learning**

Summary Report

Peter Dickson
June 2004

Contents

1. Executive Summary
2. Lifelong Learning
 - 2.1 A Definition
 - 2.2 The Council's Approach
3. Review Objectives
 - 3.1 Review Profile
 - 3.2 Services Covered
4. Desired Outcomes
 - 4.1 0-4 Years
 - 4.2 4-14 Years
 - 4.3 14-19 Years
 - 4.4 16-24 Years
 - 4.5 Adults
 - 4.6 50+
 - 4.7 Cross-Cutting (All Phases)
5. Best Value Principles: Challenge, Compare, Consult, Compete
6. Outline of Findings and Outcomes
7. Costs
8. Performance Management
9. Option Appraisal
10. Main Recommendations
11. Action and Improvement Plan

1. Executive Summary

The Best Value Review of Lifelong Learning was carried out between April and December 2003. The latter part of this period saw the beginnings of a transformation of services for children and young people with the bringing together of education, care and health services under the umbrella of Children and Young People's Services. These advances have taken place alongside other significant developments, including the following:

- The introduction of the Foundation Stage;
- The Government Green Paper on 14-19 'Opportunities and Excellence' and establishment of a local 14-19 Strategy;
- The development of a comprehensive Portfolio of Services for schools;
- The development of business transformation activities with RBT (the Council's strategic partner) and progression of a Catalogue Service;
- The inspection of Adult Community Learning by the Adult Learning Inspectorate and consequential adoption of an Action Plan;
- The re-organisation of provision for pupils with Special Educational Needs and establishment of the Behaviour Improvement Programme;
- The Council's acquisition of Beacon Status for its work in Removing Barriers to Work; and
- The Council's Best Value Review of Regeneration and drafting of a Regeneration Plan.
- The external inspection of Young People's Services.

which have themselves in turn informed the Review.

There are a number of key recommendations arising out of the Review:

- Establish Children and Young People's Services which build upon existing good practice and operate from key locations across the Borough providing a 'one service' multi-agency approach on single sites
- Maintain the impact of good financial planning and levels of funding which support the expansion of free childcare places for 3 year olds and one point entry to schools
- Continue and expand the co-ordinated programme of affordable, accessible training for parenting skills
- Continue to implement action plans through the EDP on achievement particularly at the end of Key Stages 2 and 3
- Promote developments in 14-19 provision and contribute to transforming the learning experience of all young people in Rotherham to ensure a commitment to continued learning post-16
- Continue to build upon good partnership working practices in the post-16 sector
- Help to implement the action plan for Adult Community Learning provision
- Support the 'Extended Schools' agenda and look to the establishment of Neighbourhood Learning Centres
- Further extension of the Portfolio of Services to Schools
- Continued development of the Catalogue of services for schools'
- Help to ensure that continuous improvement is embedded in service business planning for all service areas covered by the Review

2. Lifelong Learning

2.1 A Definition

Lifelong Learning can be defined as the process of enabling all the people of Rotherham to access learning appropriate to their own lives, the aim being to widen participation in learning, increase access to learning opportunities and work to remove barriers to learning.

2.2 The Council's Approach

Creating and supporting lifelong learning as a means to secure sustainable employment and progression, improved quality of life and providing learners from all backgrounds with the information, advice, guidance and support required to participate in lifelong learning, are fundamental to the Council's Community Strategy. Rotherham's Corporate Plan has as its first Corporate Priority a commitment to 'Investing in People'. The commitment is that the Council "...will promote the fullest and highest possible educational achievement for all our citizens to create skills for life and skills for work". It will focus on the following:

- Raising attainment at all key stages
- Improve staying on rates
- Improving performance on inclusion in schools

This priority provides support to the Community Strategy through activities to increase the educational attainment of children from early years and the foundation stage through Key Stage 1 and 2, with a focus on Key Stages 3 and 4. The programme of activities therefore, to deliver this priority is as follows:

- Improving Early years (Foundation stage) attainment
- Improving attainment at Key stages 3 and 4
- Vocational Pathways Programme
- Improving Performance on inclusion in schools

The Lifelong Learning Best Value Review will allow the Council to target further improvements to support this priority whilst recognizing the important role played by and links with partnership organizations in the Local Strategic Partnership to deliver lifelong learning through the Neighbourhood Renewal Strategy.

3. Review Objectives

The objectives of the Review are as follows:

1. To determine and promote a recognition of lifelong learning that is positive, begins in early years and is maintained throughout an individual's lifetime, and that supports social and economic regeneration, encourages personal development and improves the quality of life, by means of:
 - Raising aspirations and levels of achievement;
 - Ensuring access to quality advice and guidance about available pathways; and
 - Ensuring effective pathways are in place.
2. To increase participation and attainment rates by ensuring that users and potential users:
 - are fully aware of the range of learning opportunities available;
 - are at the heart of the learning enterprise; and
 - are consulted on future developments.
3. To ensure the provision of competitive and effective lifelong learning opportunities and to improve performance by:
 - Ensuring a greater degree of customer focus;
 - Extending best practice;
 - Providing better quality services within existing budgets;
 - Better co-ordination of provision and improved lines of communication; and
 - Better use of management information systems and engagement with Performance indicators.
4. To improve the quality of life for people in disadvantaged areas and deprived communities by the provision and promotion of high quality learning schemes, specifically targeting under represented groups including:
 - People with disabilities;
 - Older people;
 - People from black and minority ethnic communities; and
 - Women.

3.1 Review Profile

0-4 Years
4-14 Years
14-19 Years
16-24 Years
Adults
50+
Cross-Cutting

3.2 Services Covered

Early Years Services
Inclusion Support Services including Special Educational Needs (SEN) and Education Welfare Service (EWS)
Services to Schools
School Improvement Service
Informal learning including Community Arts, Community Learning, Basic Skills, Partnerships

4. Desired Outcomes

4.1 0-4 Years

- i. Inform and support the development and implementation of Children's Centres;
- ii. Evaluate the impact of funding to support the introduction of education opportunities in schools and in the voluntary and private sector in the term prior to reaching the age of 3 years;
- iii. Evaluate the impact of funding to support one point entry into mainstream schools;
- iv. Affirm the availability and quality of overall pre-school provision; and
- v. Contribute to the development and extension of arrangements to support parenting skills; and
- vi. Support the development and implementation of Children's Centres and progress towards Children and Young People's Services.

4.2 4-14 Years

- i. Report on and support the range of available taster opportunities from 4-14 which highlight and inform future education and employment opportunities;
- ii. Increase best practice in respect of the advice and guidance available across all schools; and
- iii. Raise aspirations and attainment of all pupils with particular reference to under-achieving and excluded groups.

4.3 14-19 Years

- i. Develop, support and inform a clear and coherent 'big picture' of 14-19 provision in Rotherham; and
- ii. Recognize the potential implications and impact of the wider review of the organization of 14-19 provision involving the Local Education Authority (LEA) and Learning and Skills Council (LSC).

4.4 16-24 Years

- i. Examine the partnership working, collaboration and impact of re-engagement on potential education and employment opportunities in the context of Entry to Employment; and
- ii. Examine the strengths, opportunities and weaknesses of careers and guidance provision in the context of barriers and returners;

4.5 Adults

- i. Help to support and move forward the Action Plan for Adult and Community Learning, the aim being for a positive inspection report for 2003;
- ii. Help to define and affirm the role of Adult and Community Learning and how this fits in with the wider remit of lifelong learning;
- iii. Increase levels of re-engagement with and encourage the development of increased access and opportunities to re-enter learning; and
- iv. Further clarify and improve opportunities for progression along the lifelong learning pathway;

4.6 50+

- i. Recognise the changing age profile and economic demands of the Rotherham community over the next decade.

4.7 Cross cutting (All Phases)

In addition, it was also determined that the Review assists across all age phases in a cross-cutting fashion to:

- i. Inform the development of arrangements for a catalogue of services to schools;
- ii. Inform and strengthen the development of the RBT strategic partnership;
- iii. Help determine the levels of service delegation to schools;
- iv. Look at the impact of resource deployment vis a vis core and traded services;
- v. Increase best practice in respect of the general advice and guidance given to schools across all phases and with particular reference to the procurement of goods and services; and
- vi. Help secure continuous improvement in the delivery of those services covered by the Review, having regard to the Best Value principles of economy, efficiency and effectiveness, exploring the range of options for service delivery and a thorough engagement with appropriate performance indicators.

5. Best Value Principles: Challenge, Compare, Consult, Compete

Best Value Reviews must address the 4 C's as above.

Challenge was facilitated by means of identified opportunities using a combination of quantitative and qualitative research methods:

- Service areas underwent European Foundation for Quality Management (EFQM) self-assessment which challenged current practices, policies and methods of working and reference was made to the outcome of these assessments during the course of the Review;
- The composition of the Review Project Board enabled full and frank discussion between participants. Several members of the Board were from outside the Services reviewed and three were external to the Council. This enabled questions to be raised on a wide range of issues challenging why and how services are provided;
- Focus Group meetings were held at which a number of groups, organisations and individuals gave their views. Representation across the age ranges and from traditionally under represented groups, ensured that a wide audience was able to be given an input to the Review;
- The Corporate Performance and Development Unit were involved as a critical friend and led challenge sessions;
- A joint challenge workshop was held in conjunction with the Regeneration Best Value Review Team.

Comparison has been made with other local authorities through extensive desktop research in respect of service provision, operation and performance management. The identification of performance against statistical and geographical neighbours suggested new ways of delivering better services and best practice:

- Financial and performance information was gathered from a number of sources including OFSTED, the Audit Commission and Improvement and Development Agency (IDeA). A review of performance against the Council's statistical or comparator authorities as well as geographical neighbours was also undertaken;
- Information was drawn from a variety of regional sources involving other local authority service providers, ensuring a consistency of approach and the sharing of best practice;
- Best Value visits to a number of other local authorities, including one statistical neighbour, chosen for their high level of performance identified under the Comprehensive Performance Assessment (CPA) scheme, facilitated service and performance comparison and acknowledged best practice.

Consultation with a range of stakeholders including schools, parents, service users and the wider business community was undertaken as follows:

- Results from the Annual Schools' Survey have been used to inform opinion of the Council's service planning, provision and delivery;
- Focus Group meetings have been held with customers, suppliers and intermediaries. These have ensured that the Review has stimulated a wider discussion around various Lifelong Learning issues. The groups were targeted at both users and providers and have informed the Review about current awareness, the quality and shortcomings of service provision and delivery and have made suggestions as to how these could be improved particularly in respect of the provision and delivery of learning opportunities for traditionally under represented groups and those in disadvantaged areas of the Borough;
- Workforce involvement has been facilitated via regular Review Team meetings and these have provided a focus for the exchange of suggestions about improvements to service delivery. EFQM assessments have been undertaken and a commitment to continuous improvement has further enabled service delivery and customer satisfaction to be discussed;
- Best Value visits to other high performing local authorities have enabled the sharing of Best Practice.

Competition has been evidenced by means of:

- A review of performance and comparison against top quartile performing authorities;

- Benchmarking data from other local authorities has enabled consideration to be given to new and sometimes innovative ways to deliver services;
- Reference to the EFQM Excellence Model and evidence of a commitment to ongoing continuous improvement.

6. Outline of Findings and Outcomes

The division of the Review into age profiles enabled the identification of areas of strength and weakness within the services that were selected as contributing to the development of lifelong learning. The Review however has not been concerned to chart progress but rather to investigate the extent to which the Council's current and planned activities will further contribute to achieving Best Value. By relating these activities to Best Value principles, the following outcomes have been developed:

Challenge:

The roll out of EFQM self-reviews has enabled service areas to focus on continuous improvement in service delivery, however, there is a need to ensure that these are embedded in service business planning and that Action Plans have clear definable links with Corporate, Programme Area and service area priorities. Clear links with the Best Value Review of Regeneration have been maintained and a common focus for future council priorities in respect of lifelong learning activity has been identified in accordance with the key themes of the Council's Corporate Plan.

Compare:

Visits to other local authorities, specifically those classified as high performing (3 or 4 stars in the CPA assessment exercise), have concluded that there are examples of good practice and models that can be adopted and extended to enhance existing services. For example, increasing and widening participation in adult learning would be facilitated by establishing Neighbourhood Learning Centres and these could link with the Extended Schools which themselves could be developed in conjunction with measures to establish Children's Centres and develop comprehensive Children and Young People's Services.

Consult:

The active engagement of traditionally hard to reach groups has been encouraged by means of Focus Group consultation and a joint challenge event with the Review of Regeneration has enabled the views of a wide range of stakeholders to inform future development particularly in respect of initiatives involving the Council's partners in the voluntary and private sectors.

Compete:

A review of performance data and a commitment to continuous improvement has assisted the identification of means by which the extension of the range of services provided to improve effective lifelong learning can be best achieved. The better use of management information, the co-ordination of provision and improved lines of communication along with the development and extension of the Portfolio of Services for Schools, procurement strategy and the establishment of a Catalogue Services for schools in conjunction with the Council's strategic partner, BT, will ensure effective competition.

7. Costs

It is impossible to quantify the total amount spent on 'Lifelong Learning' as support for the provision of lifelong learning opportunities is rooted in many areas of Council activity. The Review although wide-ranging and covering a number of services, did not include within its scope all service areas contributing to the delivery of lifelong learning as captured under the 9 strategic objectives contained within the Council's Corporate Plan.

Detailed resource and other costs are included in the Baseline Assessment. Baseline information includes data on staffing establishment, staffing costs, funding and spending for each of the service areas scoped as forming the basis for the Review. The age profiles into which the Review was divided has enabled focus to be given to areas of strength and weakness that require attention in order to deliver the improvements identified to enable the Review's outcome objectives to be realised. The Review has been concerned to highlight the extent to which the Council's current and future planned activities and initiatives will further contribute to the achievement of Best Value in the development and extension of lifelong learning opportunities, rather than identify significant financial savings. Suggested improvements concentrate on more efficient, more effective and customer-focused service delivery, with the aim of raising levels of school and service performance and levels of learners' achievement and attainment. Those recommendations that do have cost implications are likely to be contained within base budgets. The Council has embarked upon a review of Children and Young People's Services under the Executive Director, Children and Young People's Services Development. This in itself will result in budgetary changes but these should be contained within existing base budgets for education and social services and the new aligned budget for Children and Young People's Services.

8. Performance Management

The Review visited and examined other local authorities that are considered to provide demonstrable best practice in respect of their record on achievements in priority areas such as school improvement, community cohesion and regeneration. The Council's performance with regard to specific service areas and elements of provision is benchmarked against other authorities for instance in respect of attainment at Key Stages 2 and 3, spending per pupil in the primary and secondary phases and Rotherham compares favourable in some areas, less favourably in others. Information and documentation in respect of these and other comparators was gathered during the Baseline Assessment exercise.

It is acknowledged throughout the Review that difficulties arise in attempting to draw comparisons. Other authorities have a range of different structures and arrangements in place to support the lifelong learning process, making comparison problematic. Those examples of good practice such as measures to increase and widen participation in lifelong learning opportunities, which could be adopted and extended to enhance and improve existing services, have been documented in the Action and Improvement Plan.

9. Option Appraisal

Best Value legislation requires Reviews to address the following criteria:

1. **Challenge** why and how a service is being provided.
2. **Compare** the service with better performing organizations.
3. **Consult** with existing and potential service users on how the service can be improved; and
4. **Compete** with other providers as the means of securing efficient and effective services.

Challenge, compare and compete criteria themselves imply a range of possible options to be considered, which may apply to all or part of the range of services which contribute to the delivery of lifelong learning.

1. Cessation of service.
2. Transfer.
3. Externalisation without an in-house bid.
4. Market testing.
5. Partnership.
6. Joint commissioning with other local authorities.
7. Improved in-house delivery.

1. Cessation of service

This option would be appropriate only where a Review has shown that all or part of the service is no longer required. **The provision of services contained in this Review are all integral to the achievement of the Council's corporate priority objectives. In addition, a number of services are statutory.**

2. Transfer

This option would be appropriate only where a Review has indicated that all or part of the service should not continue to be provided by the Council. The Council would no longer be involved in the provision and delivery of the service and this would transfer to another provider in their present form. Because of the statutory nature of many services, such an option would not be suitable especially taking account of the range of service users. Transfer of provision would be necessary if services were externalised. Contract or partnership arrangements which already exist across many service areas provide a more suitable alternative means of possible delivery.

3. Externalization

This option involves the Council ceasing to be a direct provider of the service. Another provider takes responsibility for provision and delivery of the service but the Council remains the client under a formal contractual arrangement. This arrangement currently operates in respect of Adult Community Learning. Full externalization would be appropriate in instances where present provision and delivery is demonstrating reduced efficiency due to the falling off of workload or where improvement is unlikely. There must be adequate market opportunity to provide and deliver a service that fully meets the Council's strategic objectives and where real savings that are likely to be evidenced over continued in-house provision and costs would not exceed potential benefits over a realistic time scale.

4. Market testing

This option is difficult to fully consider given the lack of strong evidence to indicate a ready and realistic supply of alternative providers in the public, private and voluntary sectors. Suitability is not readily indicated due to the lack of an active and competitive supply market. ICT Services are already managed and delivered through the Strategic Partnership.

5. Partnership

This form of service provision and delivery is well evidenced in a range of the services Reviewed. The complexity and range of services that contribute to lifelong learning have enabled opportunities for other providers to work in partnership with the Council to enhance the value of service provision and delivery to develop and this has generally been very effective. The Rotherham Partnership and specifically its Learning

arm (RLP) has facilitated a platform to enable multiple agency collaboration (sometimes across Borough boundaries) from which to develop positive programmes and initiatives. Other corporate Council initiatives such as the joint venture with BT and the public-private PFI initiative have introduced additional expertise and capacity to help realise corporate objectives.

Partnerships bring a range of benefits to the lifelong learning process. In addition to generating new ideas and introducing a range of expertise, the collaborative principle generates the professional engagement necessary for transformation. A community of interests embracing the principle of collaborative working and informing an interdisciplinary and multi-agency drive will be essential to the Council's response to the Green Paper 'Every Child Matters' and the establishment of Children's Services.

6. Joint Commissioning

This particular form of partnership approach to service provision and delivery would be enabled where two or more local authorities agree to commission a service jointly, working together in partnership for shared objectives. The partners involved would need to agree on the form of the relationship and the service targets, which would be expected to be achieved. One illustration would be two or more LEAs joining together to, for example, deliver School Improvement or Educational Welfare Services. There are obvious benefits from this form of partnership operation, including those of economies of scale. There is undoubtedly a market for this form of service provision and delivery and a number of other LEAs offer a range of services to other LEAs. However, effectiveness of service delivery could be compromised by geographical location.

7. Continuously Improving In-House Provision

After careful consideration and examination of current service provision and exploration of a variety of options for alternative service delivery as detailed above, there is a strong case for retaining and developing the core services which currently facilitate the range of lifelong learning opportunities. Improving in-house provision is clearly a firm option for the continued provision and delivery of the wide range of services, which contribute, to the lifelong learning process. In the three year period since the publication of the OfSTED Inspection Report, there is clear evidence that demonstrable continuous improvement has been evidenced through the Joint Venture with BT and the restructuring and repositioning of the Council's services which has commenced and will be further developed as Children and Young People's Services are established will ensure that services are improved and become increasingly customer focused.

Many of the planned activities such as the establishment of Children's Centres and the development of Children and Young People's Services are well advanced; others such as Extended Schools are new initiatives that require further development. In most instances, the activities support several corporate objectives. For each priority or outcome identified, the specific task or recommendation will be detailed, together with the key steps or actions necessary for achieving the recommendation; the resources identified to carry forward the development and the means by which it will be monitored and reported. A target date and associated information relating to the means by which the success of the activity, the form of evaluation and links with other Review recommendations and Corporate Objectives will be also be detailed. All recommendations arising out of the Review have been incorporated within Service Business Plans for the corresponding area of activity.

10. Main Recommendations

The key recommendations arising out of the above findings are as follows:

0-4 Provision

- Build upon existing practice including diversity in the voluntary sector
- Children's Centres to operate from one site base, wherever possible, to avoid fragmentation
- Evaluate and discuss with parents/carers notions of 'formal schooling' and link this with 'Quality in Action'
- Maintain and improve on the expansion of childcare places
- Maintain the impact of improved financial planning and levels of funding
- Continue to monitor and evaluate the impact of moving to a single point of entry to mainstream schools
- Maintain free part-time childcare places for 3 year olds in line with developments introduced for Children's Centres
- Develop training for all providers with an emphasis on equalities and diversity
- Continue and expand co-ordinated programme of affordable, training for parents/carers to access training and work opportunities under the Sure Start Programme
- Develop and implement an action plan for the delivery and implementation of Children's and Young People's Services including the strategic location of Children's Centres and related Performance Management Systems

4-14 Provision

- Study Support Programme and similar initiatives to be effectively monitored and clearly inform individual School Development Plans within the context of the development of Extended Schools
- Monitor and evaluate attainment at Key Stage 1;
- Continue to implement action plans through the Education Development Plan (EDP) on achievement particularly at the end of Key Stages 2, 3 and 4
- Continue the roll out programme in respect of the integrated Education Management System (EMS)

14-19 Provision

- Promote developments in 14-19 provision and contribute to transforming the learning experience of all young people in Rotherham and ensure commitment to learning post-16
- Work with all partners to build upon key developments using Objective 1 funding
- Work with all partners to create innovation and cohesion in the 14-19 curriculum

16-24 Provision

- Continue to build upon good partnership working with an emphasis on careers guidance work and re-engagement practices
- Develop practical employment opportunities and an enterprise culture in all schools, building on the success of Rotherham Youth Enterprise
- Successfully implement the Education Maintenance Allowance (EMA) in Rotherham

Adults

- Implement the action plan for Adult Community Learning to transform all areas of weakness into strengths
- Develop all schools to become 'Extended Schools' and include provision for Neighbourhood Learning Centres to deliver community-based guidance and other services
- Ensure an effective system to track learners and embed tracking in learning providers' practices
- Ensure a quality assurance system to ensure tracking is taking place
- Encourage joined-up partnership working to meet the needs of those aged 50 plus in respect of employment, education, training and health programmes

All services covered by the Review

- Ensure that effective strategies continue with regard to the development of a Catalogue Service and that schools are proactive in these arrangements
- Ensure that a schools dimension is embedded in Procurement Strategy Documentation
- Ensure that training for schools on Best Value is continued and refined to meet identified needs
- Ensure that there are effective procedures for determining levels of service delegation; that schools can play an active partnership role and that the Schools Forum is taking a leading role in these developments
- Ensure that schools continue to be consulted on the effectiveness of service provision
- Ensure that the LEA continues to be proactive in its consultation with regard to resource deployment and that the Schools Forum takes a leading role in such consultation
- Further extend and develop the Portfolio of Services to Schools in conjunction with RBT to give as wide a choice as possible for good, quality-assured service providers
- Continue and extend training for schools in procurement activities, building upon current good practice
- Ensure that continuous improvement by means of the EFQM Excellence Model is embedded in service business planning

- Ensure that effective contributions are made towards the establishment of a Corporate approach to performance management and development
- Extend effective avenues for consultation using the 'Power of Collaboration' as a development opportunity

11. Action and Improvement Plan

The above recommendations will be developed to form an Action Plan. This will set out the Council's lifelong learning priorities. The Plan will incorporate a comprehensive series of key activities that have been identified as being essential to achieving the objectives set out at the head of this report. Many of the activities such as the establishment of Children's Centres and the development of Children and Young People's Services are well advanced; others are new initiatives that require further development. In most instances, the activities support several corporate objectives. For each priority or outcome identified, the specific task or recommendation will be detailed, together with the key steps necessary for achieving the recommendation and the attainability of the recommendation and relevance to the Council's Corporate Plan priorities. A target date and associated information relating to lead responsibility will also be given.

Lifelong Learning can be defined as the process of enabling all the people of Rotherham to access learning appropriate to their own lives, the aim being to widen participation in learning, increase access to learning opportunities and work to remove barriers to learning. Creating and supporting lifelong learning as a means to secure sustainable employment and progression, improved quality of life and providing learners from all backgrounds with the information, advice, guidance and support required to participate in lifelong learning, are fundamental to the Council's Community Strategy. Rotherham's Corporate Plan has as its first Corporate Priority a commitment to 'Investing in People'. The commitment is that the Council "...will promote the fullest and highest possible educational achievement for all our citizens to create skills for life and skills for work". It will focus on the following:

- Raising attainment at all key stages
- Improve staying on rates
- Improving performance on inclusion in schools

This priority provides support to the Community Strategy through activities to increase the educational attainment of children from early years and the foundation stage through Key Stage 1 and 2, with a focus on Key Stages 3 and 4. The programme of activities therefore, to deliver this priority is as follows:

- Improving Early years (Foundation stage) attainment
- Improving attainment at Key stages 3 and 4
- Vocational Pathways Programme
- Improving Performance on inclusion in schools

The Lifelong Learning Best Value Review and the Action and Improvement Plan drawn up following the Review, will allow the Council to target further improvements to support this priority whilst recognizing the important role played by and links with partnership organizations in the Local Strategic Partnership to deliver lifelong learning through the Neighbourhood Renewal Strategy.

Lifelong Learning

Action and Improvement Plan

Draft June 2004

Recommendations arising out of:

Best Value Review- Lifelong Learning 2003/04

i. To build upon existing practice, including diversity in the voluntary sector ii. To enable Children's Centres to operate from key locations throughout Rotherham based on the use of single sites wherever possible to avoid fragmentation of services Inform and support the development and implementation of Children's Centres							
Recommendations 0-4 (1)	Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
	<ul style="list-style-type: none"> Involvement of non-maintained sector in childcare provision on site where possible 		Dinnington-04/2005 Wath-09/2005 Remainder-04/2006	Sue Walker Mary Smith	Children and Young People's Board and Executive Group	EYCDP Budget	Dinnington, Wath, Greasbrough, Thrybergh/Dalton proposed Children's Centres- Planning groups to consider the involvement of voluntary or private provision in childcare
	<ul style="list-style-type: none"> Development of Children's Centres in 20% most disadvantaged wards. Centres based on existing school sites where possible by linking into existing and planned capital projects Sure Start funding for revenue and capital to expand on number of available places Mapping of accessible areas to determine/inform location Further consultation and data collection to refine 'reach' boundaries 	<ul style="list-style-type: none"> Children's Centres Implementation Plan Phase 1 09/2003 Aughton Early Years Centre/Rawmarsh Children's Centre Phase 2 03/2005 Rotherham Central Sure Start/Maltby Sure Start/Arnold Early Years Centre/Wath Victoria Neighbourhood Nursery/Dinnington Primary School Phase 3 03/2006 Swinton and Brampton/Dalton and Thrybergh/Greasborough 	Sue Walker	Children's Centres Steering Group and Local Planning Groups to report to Children and Young People's Board and Executive Group	Children's Centres Sure Start Budget	Children's Centres established in identified areas	
Evaluation		Progress on Children's Centres Implementation Plan					
Links to other Recommendations		0-4(4) ii; 0-4(4) i; 0-4(6) Early Years and Childcare Development Plan; Children's Centres Implementation Plan Corporate Priorities 1 (Investing in people); 5 (A Place Which Cares); 9 (A Quality Service Provider)					
Risk Assessment							

Recommendations 0-4 (2)	i. To evaluate and discuss with parents/carers notions of 'formal schooling' and links with 'Quality in Action' ii. To maintain and improve on the expansion of childcare places Evaluate the impact of funding to support the introduction of education opportunities in schools and in the voluntary and private sector in the term prior to pupils reaching the age of three years					
Outcome / Target	Evaluate the impact of funding to support the introduction of education opportunities in schools and in the voluntary and private sector in the term prior to pupils reaching the age of three years					
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
<ul style="list-style-type: none"> linked to schools and providers to raise awareness Early Years and Childcare officers to continue with development work with schools and other providers Bid to Child Development Centre (CDC) at Rotherham District General Hospital for funding for additional post 	<ul style="list-style-type: none"> Establishment of network of informal discussion groups Early Years and Childcare officers to continue with development work with schools and other providers Bid to Child Development Centre (CDC) at Rotherham District General Hospital for funding for additional post 	<ul style="list-style-type: none"> 04/2005 Ongoing 03/2004 	<ul style="list-style-type: none"> Sue Walker 	<ul style="list-style-type: none"> Service Development Plan 	<ul style="list-style-type: none"> EYCDP Budget 	<ul style="list-style-type: none"> 25% of school and providers set up discussion groups
<ul style="list-style-type: none"> Foundation Stage Increased support for 0-4 year olds in public care Participation of SEN Support Services in the Early Support Pilot Programme (ESPP) with Department of Health to improve delivery of services to disabled children under 3 	<ul style="list-style-type: none"> Planned increase of Learning Support Services in the Increased support for 0-4 year olds in public care Participation of SEN Support Services in the Early Support Pilot Programme (ESPP) with Department of Health to improve delivery of services to disabled children under 3 	<ul style="list-style-type: none"> Ongoing Ongoing 04/2004 	<ul style="list-style-type: none"> Ann Clegg Katy Hawkins Ann Clegg 	<ul style="list-style-type: none"> Service Development Plans 	<ul style="list-style-type: none"> ISS Budget LAC Budget ISS Budget 	<ul style="list-style-type: none"> Greater range of provision Increased take up of places Greater diversity and integration
Evaluation	SLTPI 11/LPSA IDeA 135					
Links to other Recommendations	0-4 4(2); 0-4 (5); 0-4 (1) i.; 0-4 (4) i.; 0-4 (5) Early Years and Childcare Development Plan Corporate Priorities 1 (Investing in People); 9 (A Quality Service Provider)					
Risk Assessment						

Recommendation 0-4 (3)	To maintain the impact of improved financial planning and levels of funding by reference to statistical and geographical comparators and informed by reference to the Annual Schools' Survey data					
Outcome / Target	Evaluate the impact of funding to support one point entry into mainstream schools					
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
<ul style="list-style-type: none"> To maintain the impact of improved financial planning and levels of funding by reference to statistical and geographical comparators and informed by reference to the Annual Schools' Survey data 		Ongoing	Graham Sinclair Pete Hudson	SLT	ECaLS Budget	Improved access to provision Equality of provision across Borough, particularly in more economically deprived communities Non-maintained sector provision sustainability
Evaluation	Annual Schools Survey Satisfaction Survey					
Links to other Recommendations	0-4(1) i ; 0-4(4) i ; 0-4(6) Early Years and Childcare Development Plan; EDP(2) Corporate Priorities 1 (Investing in people); 9 (A Quality Service Provider)					
Risk Assessment						

i. To maintain free part-time childcare places for 3 year olds in line with the developments introduced for Children's Centres ii. To develop training and development for all training providers including an emphasis on equalities and diversity Affirm the availability and quality of overall pre-school provision							
Recommendations 0-4 (4)	Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
		<ul style="list-style-type: none"> Maintenance of statutory function to provide free part-time places for all three year olds whose parents want it 	Ongoing	Sue Walker	Service Plan Action Plan	ECalS Budget	Availability of free part-time places for all three year olds whose parents want it
		<ul style="list-style-type: none"> Appointment of bi-lingual information/outreach worker to engage in development and awareness raising with minority ethnic children and their families 	04/2004	Aileen Chambers	Service Plan Action Plan	Children's Fund Budget	Appointment made
Evaluation	SLTPI 11/LPSA BVPI 192 Annual evaluation of Service Plan/Termly evaluation of Action Plan						
Links to other Recommendations	0-4(1) ii; 0-4 (6); 0-4(5) Early Years and Childcare Development Plan; Children's Centres Implementation Plan Corporate Priorities 1 (Investing in people); 5 (A Place Which Cares)						
Risk Assessment							

To continue and expand the co-ordinated programme of training for parents and carers to access training and work opportunities under the Sure Start Programme						
Recommendation 0-4 (5)	Contribute to the development and extension of arrangements to support parenting skills					
Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
<ul style="list-style-type: none"> Continuation of the provision of the high levels of training in place in partnership with local training providers 		04/2005	Paula Williams	Service Plan Action Plan	Sure Start Budget	All funded providers have a Training Plan in place 20% rise in numbers of private providers attending training
Evaluation	BVPI 192 Annual evaluation of Service Plan/Termly evaluation of Action Plan					
Links to other Recommendations	0-4(2) ; 0-4(4) ii; 0-4(6) Early Years and Childcare Development Plan; Children's Centres Implementation Plan Corporate Priorities 1 (Investing in people); 5 (A Place Which Cares); 9 (A Quality Service Provider)					
Risk Assessment						

Recommendation 0-4 (6) Outcome / Target	To develop and implement an action plan for the delivery and implementation of Children and Young People's Services, including the strategic location of Children's Centres and related Performance management systems with due regard to the availability and use of community centres Support the development and implementation of Children's Centres and progress towards Children and Young People's Services					
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
<ul style="list-style-type: none"> • Appointment of Acting Executive Director CYPS Development • Establishment of CYPS Board and Executive Group • Establishment of 'Engine Room' officer group • Staff relocation to Norfolk House • Formulation of budget for all CYPS • Development of common understanding of locally determined aims and objectives • Safeguarding Board • Development of integrated services pathways • Establishment of priorities for change • Review of Pathfinder/schools work 	<ul style="list-style-type: none"> • Appointment of Acting Executive Director CYPS Development • Establishment of CYPS Board and Executive Group • Establishment of 'Engine Room' officer group • Staff relocation to Norfolk House • Formulation of budget for all CYPS • Development of common understanding of locally determined aims and objectives • Safeguarding Board • Development of integrated services pathways • Establishment of priorities for change • Establishment of CYPS Board and Executive Group • Establishment of Scrutiny arrangements for CYPS 	<ul style="list-style-type: none"> • 01/2004 • 04/2004 Initial • 10/2004 Shadow • 04/2006 Full • 09/2004 • 01/2004 • 04/2004 	<ul style="list-style-type: none"> • Di Billups • Sue Hare • Cath Saltis/ • Caroline Webb 	<ul style="list-style-type: none"> • Children and Young People's Board to meet monthly • Children and Young People's Executive Group will meet monthly 2 weeks after Board • Children and Young People's Board to meet monthly • CYPB Scrutiny Working Party have agreed that reporting arrangements will be directly to PSOC 	<ul style="list-style-type: none"> • CYPS Budget under development • Nil 	<ul style="list-style-type: none"> • Strategic Partnership established • Acting Executive Director Services Development appointed • Staff relocation continuing • Formation of aligned budgets • Greater integration of services • Safeguarding Board to be established • Establishment of joint working practices • Shared objectives and vision
Evaluation	Progress on Children's Centres Implementation Plan					
Links to other Recommendations	0-4(1) ii; 0-4(4) i. Early Years and Childcare Development Plan; Children's Centres Implementation Plan Corporate Priorities 1 (Investing in people); 5 (A Place Which Cares); 9 (A Quality Service Provider)					
Risk Assessment						

To ensure that the Study Support Programme and other similar initiatives are effectively monitored and that they clearly inform individual School Development Plans especially within the context of the development of Extended Schools						
Report on and support the range of taster opportunities from 4-14 which inform future education and employment opportunities						
Recommendation 4-14 (1)	Actions					Success Criteria
Outcome / Target	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria	
<ul style="list-style-type: none"> Work with schools and other organisations to ensure that Study Support is embedded in school development plans Support schools in attaining the Quality in Study Support Kite mark The Try Line Centre will work with schools to provide assessments following the 10 week Playing for Success Programme Continued development of University of the First Age Academy of Youth Partnership. Fellowship training will contribute to schools' capacity to be self-improving 	<p>08/2005</p> <p>Ongoing</p> <p>07/2004</p> <p>Ongoing</p>	<p>Sue Shelley</p> <p>Sue Shelley/ Maggie Steele</p>	<p>Annual Report to SLT</p> <p>Development Plans Portfolio of Evidence</p>	<p>DfES/LEA Standards Fund/ Rugby Club</p>	<p>Programmes written into EDP and SIPs</p> <p>4 centres scheme recognition</p> <p>10 week programme delivered to: 170 KS2 pupils 130 KS3 pupils</p> <p>Each fellow attends 80% of training sessions All delivered 10 hrs of Out of Hours Learning within each school year</p>	
Evaluation	Annual Report SIPs/EDP (2)					
Links to other Recommendations	Adults (2); Adults (3) EDP (2); Children's Centres Implementation Plan; Extended Schools Action Plan Corporate Priorities 1 (Investing in people); 2 (Investing in the Economy); 9 (A Quality Service Provider)					
Risk Assessment	Funding is time-limited and dependant on short-term external funds					

i. To monitor and promote the quality of children's attainment at Key Stage 1 within the context of developments in the Foundation Stage Profile						
ii. To continue to implement action plans through the EDP on achievement at the end of Key Stages 2, 3 and 4						
iii. To continue the roll out of programmes in respect of integrated EMS						
Recommendations 4-14 (2) and (3)	Raise aspirations and attainment of all pupils with particular reference to under-achieving and excluded groups and increase best practice in respect of the advice and guidance available across all schools					
Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
	<ul style="list-style-type: none"> Pilot year 2002/2003 for FSP data Data collected 2003/2004 allowing comparative data for value-added analysis to be collected 07/2005 	07/2004 07/2005	Karen Hopkins/ Sue Walker	Annex 2 EDP (2) School Improvement Plan (SIP) Cabinet Reports	ECaLS Budget	30 FS Units established FS Governors in all schools FS profile training for all HTs and FS Co-ordinators Quality in Action Self-Review in place
	<ul style="list-style-type: none"> EDP (2) Priority 1: Primary Education (Raising Attainment in Early Years towards Early Learning Goals) EDP (2) Priority 2: Key Stage 3 (Raising Attainment in Key stage 3) 	Ongoing	Catharine Kinsella	Annex 2 EDP (2) School Improvement Plan (SIP) Cabinet Reports	ECaLS Budget core funding plus external grant funding	EDP (2) and SIP agreed with all HTs and CGBs Significant progress in leadership and management and collaborative activities Rate of improvement at Level 5+ and Level 6+ above national rate for local and statistical neighbours
	<ul style="list-style-type: none"> Phase 1: 4 Live Modules (Admissions, incl. on-line applications; SEN; Transport; Early Years) Phase 2: Children and Young People's Services Children's Support Services (EPS; EWS incl. on-line attendance; ISS) Central Pupil Database (PULSE incl. weekly attendance data from schools) GIS (implementation for Transport and A&T) Information Sharing and Assessment: Feasibility study to investigate potential for wide access to EMS for Health and Social Services and reciprocal access to other databases Early Years modules management of Provider Function/Finance 	03/2004 09/2004	Dawn Rowley	ECaLS ICT Action Plan Cabinet Reports to monitor progress	ECaLS Budget	Modules Live Service integration Development of CYPs Increased pupil tracking and targeted early intervention Appointment of IRT Manager
Evaluation	LPSA targets for FS and KS3 and EDP (2) BVPI 194; BVPI 40; BVPI 41; Sheffield Hallam University evaluation of FS Units Post-OfSTED Action Plan and EDP (2) BVPI 181 ECaLS ICT Action Plan 2004/2005					

<p>Links to other Recommendations</p>	<p>0-4 (1)ii; 0-4 (6) EDP (2); ECaLS ICT Action Plan; Post-OfSTED Action Plan Corporate Priorities 1 (Investing in people); 5 (A Place Which Cares)</p>
<p>Risk Assessment</p>	

<p>Recommendations 14-19 (1)</p>	<p>Outcome / Target</p>	<p>Actions</p>	<p>Timescale/ Milestone</p>	<p>Accountable staff</p>	<p>Monitoring/ Reporting</p>	<p>Costs/ Resources</p>	<p>Success Criteria</p>
<p>i.</p>	<p>To aid the promotion of developments in 14-19 provision and contribute to transforming the learning experience of young people in Rotherham in such a way as to ensure that by the age of 16 they are committed to continued learning, be this in school, college or the workplace</p>						
<p>ii.</p>	<p>To work with all partners to build upon key developments using Objective 1 funding</p>						
<p>iii.</p>	<p>To work with all partners to create innovation and cohesion in the 14-19 curriculum</p>						
<p>Develop, support and inform a clear and coherent 'big picture' of 14-19 provision in Rotherham</p>							
<ul style="list-style-type: none"> Secure agreement on principles agreed in 'Excellence Partnerships' paper 			<p>04/2004</p>	<p>Karen Borthwick</p>	<p>RLP 14-19 Strategy Group to monitor progress-reporting three times per year</p>	<p>ECaLS Budget</p>	<p>3 14-19 Partnerships established with Action Plans in place to develop and deliver collaborative provision</p>
<ul style="list-style-type: none"> Develop 14-19 partnership cultures in the three areas Reflected in 'Excellence in Partnerships' 			<p>07/2004</p>				<p>Staying on rates in line with or above national averages</p>
<ul style="list-style-type: none"> Establish implementation plan for delivery 			<p>12/2004</p>				<p>Attainment rates at 16 and 19 in line with or above national averages</p>
<ul style="list-style-type: none"> Establish targets for 14-19 achievement, progression, retention and those not in education, employment or training (NEETs) 			<p>Ongoing</p>		<p>SL/SIS/Priority Leader meeting termly Cabinet bi-annually</p>		<p>All young people with access to at least 4 vocational options at KS4</p>
<ul style="list-style-type: none"> Monitor progress towards targets 			<p>09/2005</p>	<p>Karen Borthwick</p>		<p>ECaLS Budget</p>	
<ul style="list-style-type: none"> Further develop vocational cluster groups and Leadership Incentive Grant (LIG) groups to facilitate development and share best practice 							
<ul style="list-style-type: none"> Further develop links between specialist schools, Centres of Vocational Excellence in Further Education (CoVEs) and other areas 							
<ul style="list-style-type: none"> Each specialist school with an effective partnership with at least one work based learning provider, employer and further education college 							
<ul style="list-style-type: none"> Development of employer engagement into learning programmes using models developed through work with 'Tidy Education' and 'MetUK' 							
<p>Evaluation</p>							
<p>Links to other Recommendations</p>							
<p>Annual Review of EDP Priorities</p>							
<p>SLTPI 13; BVPI 181</p>							
<p>Adults (2)</p>							
<p>EDP (2); Children's Centres Implementation Plan; Extended Schools Action Plan</p>							
<p>Corporate Priorities 1 (Investing in people); 5 (A Place Which Cares)</p>							

Risk Assessment

Recommendation 14-19 (2)	To ensure that collaboration (following the 'Power of Collaboration' theme) informs access to all learning opportunities	Outcome / Target	Recognize the potential implications and impact of the wider review of the organization of 14-19 provision involving the LEA and LSC	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
<ul style="list-style-type: none"> • Launch of 'Power of Collaboration' • National College for School Leadership (NCSL) pilot • Establishment of 3 Strategy Teams to build network of Collaborative Learning Communities • Establishment and development of links with CYPs and Extended Schools 				01/2004 02/2004	David Light	Children and Young People's Board and Executive Group	ECoLS Budget	Strategy Teams established Increased collaboration Improved target setting, performance monitoring and evaluation Raising standards and attainment
<ul style="list-style-type: none"> • Engagement of consultants 'rezolv' • Community School Leadership • Reallocation of resources to new collaboratives 				04/2004	David Light	Children and Young People's Board and Executive Group	ECoLS Budget	Increased collaboration Improved target setting, performance monitoring and evaluation Raising standards and attainment

Evaluation

Links to other Recommendations
 CC (6) iii
 EDP (2);
 Corporate Priorities 1 (Investing in people)

Risk Assessment

Recommendations 16-24 (1)	Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
		i. To continue to build upon good partnership working with an emphasis on re-engagement practices					
		ii. To develop practical employment opportunities and an enterprise culture throughout all schools particularly building upon the success of Rotherham Youth Enterprise					
	Examine the partnership working, collaboration and impact of re-engagement on potential education and employment opportunities in the context of Entry to Employment						
		Pilot single referral process in North West Rotherham	07/2004	Karen Borthwick/ Hazel Jones	SL/SIS/Priority Leader meeting termly Cabinet bi-annually	ECalS Budget	NEET figures in line with or above national average
		Evaluate and develop process Extend pilot to Children and Young Peoples Services	08/2004 09/2004				5A*-G performance in line with or above national average
	pilot in Clifton area	Monitor and evaluate effectiveness of process	07/2005 09/2006				10% increase in work related opportunities
		Roll out the programme	12/2004	Ann Clegg		ECalS Budget	Re-engagement Fewer exclusions
		Development of off-site work related learning package					
		to a small group of Y11 pupils not accessing school with involvement of Youth Service, Connexions, FE colleges, training providers and employers.					

- Extend and develop projects funded through Rotherham Enterprise Group: Post-16 options, Enterprise days, etc to all 17 Rotherham secondary schools
 - Further develop school-industry links
 - Roll out self-employment information pack to all Y11 pupils in Rotherham
 - Continue support for three youth enterprise centres and staff
- Evaluation** Annual Review of EDP Priorities/RYE Five Year Investment Plan BVPI 44; BVPI 45/ RYE Outputs Report 2003/4
- Links to other** 16-24 (2)
- Recommendations** EDP (2); Children's Centres Implementation Plan; Extended Schools Action Plan Corporate Priorities 1 (Investing in people); 2 (Investing in the Economy); 5 (A Place Which Cares)
- Risk Assessment**

Jackie Frost

Ongoing

Quarterly SRB reports

Match funding from Yorkshire Forward and Business Link SY for 50% SRB6 monies

Beacon Status 'Removing Barriers to Work' and 'Fostering Business Growth' Acknowledged individual project participant successes 'Business of the Year Award' 2003/4 and 'Young Entrepreneur of the Year Award' 2004

RiDO/EDS funds YPS funds

Delivery of outputs specified in Five Year Investment Plan for RYE/RMBC YPS

Recommendations 16-24 (2)	i. To explore effective partnership working in careers and guidance work, so that students are at the centre of career/curriculum access and not the institution ii. To implement the EMA successfully in Rotherham			
Outcome / Target	Examine the strengths, opportunities and weaknesses of careers guidance provision in the context of barriers and returners			
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting
				Costs/ Resources
				Success Criteria

<ul style="list-style-type: none"> • Complete pilot project in Old Hall/Kimberworth • Disseminate best practice • Promote the Careers Education and Guidance (CEG) quality award with all secondary schools/colleges and Pilot use of individual learning plans in Swinton and Aston Comprehensive Schools • Disseminate best practice 	<p>06/2004 07/2004 Ongoing</p> <p>06/2004</p> <p>07/2004</p>	<p>Karen Borthwick/ Jane Jones</p>	<p>SL/SIS/Priority Leader meeting termly Cabinet bi-annually</p>	<p>ECaLS Budget</p>	<p>Progression rates at 16 in line with or above national average</p>
<ul style="list-style-type: none"> • Establish working group to manage implementation • Develop and deliver an effective marketing strategy for EMAS • Develop an effective process for the delivery of EMAS • Monitor and evaluate the take up of EMAS • Develop and implement programme for 2004/2005 	<p>02/2004 07/2004</p> <p>09/2004 12/2004 01/2005</p>	<p>Jane Jones</p> <p>Alison Leone/ Angela Milton</p>	<p>SLT Meetings ECaLS Cabinet Member</p> <p>Reporting to LSC SY and National offices</p>	<p>DfES funding to support local LSC/partnership work</p>	<p>Local partnership working group established with LSC as lead Strategy developed through Local Engagement Plan Local base data Distribution of promotional material Help line contact number established</p>
<p>Evaluation</p>	<p>Annual Review of EDP Priorities SLPI 13 EMA Take-up</p>				
<p>Links to other Recommendations</p>	<p>16-24(1) EDP (2); Children's Centres Implementation Plan; Extended Schools Action Plan Corporate Priorities 1 (Investing in people); 2 (Investing in the Economy); 5 (A Place Which Cares)</p>				
<p>Risk Assessment</p>					

To implement the action plan for Adult Community Learning to transform all areas of weakness into strengths							
Help support and move forward the Action Plan for Adult and Community learning, the aim being for a positive Inspection Report for 2003							
Recommendation Adults (1)	Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
		<ul style="list-style-type: none"> Establish a robust Quality Assurance framework Establish a team to review quality procedures and practice including external representation to review the progress of the post inspection action plan 	05/2004	Helen Shaw	SMT Fortnightly QRT Fortnightly QRT Scrutiny Panel 3 times per year Cabinet	ECaLS Budget Supporting Grant Revenue from LSC	Minutes of meetings and action points evidenced by termly review Improved lesson observation grades by 15% between grades 1-3 Positive feedback from learners, 75% or above Support from providers with resources and staff training to build capacity to meet CIF criteria
Evaluation	ACL Self-Assessment Report; SAR Development Plans; SMT/QRT minutes ACL Re-inspection Action Plan						
Links to other Recommendations	Adult Community Learning Post-Inspection Action Plan Corporate Priorities 1 (Investing in People); 5 (A Place Which Cares)						
Risk Assessment	Short term external funding for staffing posts						

To develop all schools to become Extended Schools to include the concept of Neighbourhood Learning centres							
Help define and affirm the role of Adult and Community Learning and how this fits in the wider remit of lifelong learning							
Recommendation Adults (2)	Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
		<ul style="list-style-type: none"> Establish an Extended Schools Team (EST) and Touchstone Group Produce Development and Action Plans Agree options for supporting structures Agree strategic direction and links with CYPS, Collaborative Communities etc. 	<p>03/2004</p> <p>06/2004</p>	<p>Helen Longland</p> <p>Sue Shelley</p> <p>EST</p> <p>CYPS Team</p>	<p>Children and Young People's Board and Executive Group</p>	<p>ECalS Budget</p>	<p>Active participation</p> <p>Greater take-up of opportunities</p> <p>Strengthened partnership working</p> <p>Positive future Inspection Report</p> <p>Raising standards and attainment</p> <p>Community regeneration</p>
Evaluation	EST Development and Action Plan/EDP						
Links to other Recommendations	4-14 (1) EDP (2); Children's Centres Implementation Plan; Extended Schools Action Plan; Adult Community Learning Post-Inspection Action Plan Corporate Priorities 1 (Investing in People); 9 (A Quality Service Provider)						
Risk Assessment							

To explore the potential of using Extended Schools to deliver community-based guidance and other services							
Increase levels of re-engagement with and encourage the development of increased access and opportunities to re-enter learning							
Recommendation Adults (3)	Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
		<ul style="list-style-type: none"> Develop and implement communication strategy Develop and publicise toolkit Identify partners and stakeholders Establish staff development programme and quality assurance procedures 	Ongoing	Helen Longland Sue Shelley EST	Children and Young People's Board and Executive Group	ECaLS Budget	Active participation Greater take-up of opportunities Strengthened partnership working Positive future Inspection Report Raising standards and attainment
Evaluation	EST Development and Action Plan/EDP						
Links to other Recommendations	4-14 (1) Adult Community Learning Post-Inspection Action Plan Corporate Priorities 1 (Investing in People); 8 (A Place With Active, Involved Communities)						
Risk Assessment							

Recommendations Adults (4)	i. To ensure that the LEA develops a system to track learners and to ensure that tracking is embedded in learning providers' practices ii. To ensure a quality assurance system is in operation to ensure tracking of learners is taking place Further clarify and improve opportunities for progression along the lifelong learning pathway					
Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
<ul style="list-style-type: none"> • Purchase and implement a new management information system (AQUA) • Train staff in the input, retrieval and analysis of learner data • Visit each learning provider to ensure quality systems are in place and requirements of data collation are adhered to 		04/2004	Helen Shaw	Termly to RMBC by providers Reporting to LSC SY and National offices	ECaLS Budget supported by LSC grant monies	Improved performance monitoring and evaluation 100% returns from providers within allocated timescales More effective targeting of opportunities Ability to analyse equality and diversity targets 90% of targets to be met
Evaluation	SLTPI 10 ACL Self-Assessment Report; SAR Development Plans; SMT/QRT minutes ACL Re-inspection Action Plan					
Links to other Recommendations	Adults (3) Adult Community Learning Post-Inspection Action Plan Corporate Priority 1 (Investing in People)					
Risk Assessment						

Recommendation 50+ (1)						
Outcome / Target						
To encourage joined-up partnership working to meet the needs of the 50+ sector in respect of employment, education, training and health programmes						
Recognize the changing age profile and economic demands of the Rotherham Community Learning over the next decade						
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
<ul style="list-style-type: none"> Fund first step, none accredited learning activity from directed ACL funding 		08/2004	Helen Shaw	SMT Fortnightly QRT Fortnightly QRT Scrutiny Panel 3 times per year Cabinet	ECaLS Budget supported by LSC grant monies	Widening participation Strengthened partnership working Meeting of equal opportunities targets agreed with LSC Increase in commissioning of ACL provision in targeted geographical areas and with identified target groups
Evaluation	ACL Self-Assessment Report; SAR Development Plans; SMT/QRT minutes ACL Re-inspection Action Plan					
Links to other Recommendations	Adults (1) Adult Community Learning Post-Inspection Action Plan Corporate Priorities 1 (Investing in People); 2 (Investing in the Economy); 4 (A Place for Everyone); 5 (A Place Which Cares); 8 (A Place with Active, Involved Communities)					
Risk Assessment	Staff on short term contracts using external funding sources					

To progress the development of a catalogue of services for all Rotherham schools and ensure that schools are aware of these arrangements and encouraged to make effective use of the service once established							
Inform and promote the development of arrangements for a catalogue of services for schools							
Recommendation Cross-Cutting (1)	Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
		<ul style="list-style-type: none"> Establish links with RBT/BT new business team and discuss requirements Commission catalogue of services through appropriate means Promote catalogue to schools using variety of consultation methods Evaluate effectiveness of catalogue 	Autumn term 2004	Rebecca Lungchi/ RBT	SLT meetings quarterly CMT bi-annually RBT/CMT Board	ECaLS Budget	Better informed schools Catalogue published with all schools using this to procure service Schools' effective application of Best value principles and OFSTED recognition of this Strengthened partnership working Increased satisfaction of schools with LEA services and sustainable uptake
Evaluation	Annual Schools Survey Satisfaction Survey following publication of Catalogue						
Links to other Recommendations	CC (2) ii; CC (5) Post-OfSTED Action Plan; Best Value Performance Plan (BVPP) Corporate Priority 9 (A Quality Service Provider)						
Risk Assessment							

Recommendations Cross-cutting (2)	i. To ensure that a schools dimension is embedded in the Procurement Strategy documentation and that schools are kept up to date and informed of progress and developments in the identification of potential savings ii. To ensure that training for schools on Best value is continued and refined to meet identified needs iii. To ensure that the Council's development of Joint Service Centres is fully aligned with the development of Children and Young People's Services					
Outcome / Target	Inform and strengthen the development of the RBT strategic partnership					
Actions						
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
<ul style="list-style-type: none"> • Maintain effective links with Procurement Team • Procurement Team to investigate schools' needs and raise awareness of services available • Intranet development for school access • Ensure schools' needs are fed into appropriate plans 	<ul style="list-style-type: none"> • Procurement Team to investigate schools' needs and raise awareness of services available • Intranet development for school access • Ensure schools' needs are fed into appropriate plans 	07/2004	Rebecca Lunghi	SLT bi-annually RBT	ECalS Budget	<ul style="list-style-type: none"> • Better informed schools • Strengthened partnership working • Increased participation of schools in buy-back • Schools accessing intranet and corporate contract savings
<ul style="list-style-type: none"> • Determine training needs and audience • Consult with audience • Plan programme • Maintain and further develop links with other authorities 	<ul style="list-style-type: none"> • Determine training needs and audience • Consult with audience • Plan programme • Maintain and further develop links with other authorities 	04/2004 APSE Training Seminar 06/2004	Rebecca Lunghi	SLT Autumn term	ECalS Budget	<ul style="list-style-type: none"> • Better informed schools • Exposure of services to the pressure of market competition • Strengthened partnership working • APSE Sharing best practice
<ul style="list-style-type: none"> • Establishment of Joint Service Centre Project Board • Agree Terms of Reference 	<ul style="list-style-type: none"> • Establishment of Joint Service Centre Project Board • Agree Terms of Reference 	01/2004	Graham Sinclair	ECalS Cabinet Member PSOC	ECalS Budget	One Council approach
Evaluation	Annual Schools Survey					
Links to other Recommendations	CC (1); CC (5); 0-4 (1) ii; 0-4 (6) Post-OfSTED Action Plan; Best Value Performance Plan (BVPP) Corporate Priority 9 (A Quality Service Provider)					

Risk Assessment						
<p>Recommendation Cross-cutting (5)</p>	<p>i. To further extend and develop the Portfolio of Services to Schools in conjunction with RBT to give as wide a choice as possible of good and quality assured service providers</p> <ul style="list-style-type: none"> To continue and extend training for schools in procurement activities, building on current good practice <p>Increase best practice in respect of the general advice and guidance given to schools across all phases with particular reference to the procurement of goods and services</p>					
Outcome / Target	<p>Actions</p>	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria
<ul style="list-style-type: none"> Determine suitable services for inclusion within the catalogue 	<ul style="list-style-type: none"> Determine suitable services for inclusion within the catalogue 	<ul style="list-style-type: none"> Summer term 04 	<ul style="list-style-type: none"> Rebecca Lunghi/ RBT 	<ul style="list-style-type: none"> SLT- quarterly CMT- bi annually 	<ul style="list-style-type: none"> ECalS Budget 	<ul style="list-style-type: none"> Improved catalogue documentation with all schools using catalogue to procure services
<ul style="list-style-type: none"> Determine SLA/SLE services to be promoted within Portfolio 	<ul style="list-style-type: none"> Determine SLA/SLE services to be promoted within Portfolio 	<ul style="list-style-type: none"> Training Seminars 04/2004 06/2004 09/2004 				
<ul style="list-style-type: none"> Consult with schools on level of information/structure within 	<ul style="list-style-type: none"> Consult with schools on level of information/structure within 					
<ul style="list-style-type: none"> Co-ordinate portfolio development/ release with catalogue 	<ul style="list-style-type: none"> Co-ordinate portfolio development/ release with catalogue 	<ul style="list-style-type: none"> 04/2004 06/2004 	<ul style="list-style-type: none"> Rebecca Lunghi 	<ul style="list-style-type: none"> SLT- quarterly 	<ul style="list-style-type: none"> ECalS Budget 	<ul style="list-style-type: none"> Needs-led documentation Better informed schools Strengthened partnership working Sharing best practice
<ul style="list-style-type: none"> Determine training needs/audience Consult with audience Plan programme Maintain and further develop links with other authorities 	<ul style="list-style-type: none"> Determine training needs/audience Consult with audience Plan programme Maintain and further develop links with other authorities 					
Evaluation	<ul style="list-style-type: none"> Annual Schools Survey Satisfaction Survey following publication of Catalogue 					
Links to other Recommendations	<ul style="list-style-type: none"> CC (1); CC(2) ii; CC (3/4) Post-OfSTED Action Plan; Best Value Performance Plan (BVPP) Corporate Priority 9 (A Quality Service Provider) 					
Risk Assessment						

Recommendations Cross-cutting (6)	i. To ensure that continuous improvement by means of the EFQM Excellence Model is embedded in service business planning ii. To ensure that effective contributions are made towards the establishment of a Corporate approach to performance management and development iii. To extend effective avenues for consultation using the 'Power of Collaboration' as a development opportunity					
Outcome / Target	Help secure continuous improvement in the delivery of those services covered by the Review, having regard to the Best Value principles of economy, efficiency and effectiveness, at a price customers are prepared to pay, exploring the range of options for service delivery and a thorough engagement with appropriate performance indicators					
Actions						
	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Costs/ Resources	Success Criteria	
<ul style="list-style-type: none"> • Continue support for teams using the EFQM model for self-assessment • Hold discussions with Corporate Planning on Council requirements • Ensure Programme Area contributes to Corporate framework and timescales 	Ongoing	Corporate Team/ Rebecca Lunghi/ SLT	SLT- quarterly SMTs- six weekly	EcaLS Budget	iIP status achieved One Council approach Improved target-setting, PI monitoring and evaluation and clear understanding of initiatives to measure the impact on pupil and other attainment	
<ul style="list-style-type: none"> • Continue to contribute to Performance Management discussions • Implement 'performance plus' within EcaLS • Ensure consistency and quality of performance information produced 	Ongoing	Rebecca Lunghi	SLT- quarterly SMTs- six weekly CM&A- quarterly LLOSP- quarterly CMT- quarterly	EcaLS Budget	Progression of 'One Council' approach Positive OFSTED Inspection Report Improved performance monitoring and evaluation Effective integration of P Plus by managers	

•	Establishment of Partnership for Learning Debate Forums within projected Collaboratives	04/2004	David Light		ECaLS Budget	Partnership established
•	Evaluation	Evaluation of performance Plus implementation BVPP- district Audit inspection				
•	Links to other Recommendations	14-19 (2) Best Value Performance Plan (BVPP) Corporate Priority 9 (A Quality Service Provider)				
•	Risk Assessment					

ROTHERHAM BOROUGH COUNCIL - REPORT TO MEMBERS

1. **Meeting:** Education, Culture and Leisure Cabinet Member and Advisers
2. **Date:** 20th July, 2004
3. **Title:** Green Spaces Best Value Improvement Plan
4. **Originating Officer:** Phil Gill, Green Spaces Manager - Culture, Leisure and Lifelong Learning, ext. 2430
5. **Issue:** The Best Value Improvement Plan for Green Spaces Final Report is presented to ECALS Cabinet Member and Advisers for information.
6. **Summary:** An improvement action plan has been prepared, based on the recommendations of the Best Value Review of Green Spaces completed in 2003. Subject to approval by full Cabinet, this will be adopted and implemented as soon as possible.
7. **Clearance/Consultation:** The Improvement Plan has been seen and commented on by the Corporate Performance Development Team, and has been agreed by elected Members on the Best Value Review Team.
8. **Timing:** The final report of the Review was completed and agreed in April 2003. Completion of the Improvement Plan was delayed pending confirmation of funding for a key action. The Plan now needs to be formally approved and adopted as soon as possible.
9. **Background:** The Best Value Review of Green Spaces gathered evidence regarding the existing quality of service and the needs of the community through a process of consultation, challenge and comparison. Competition is applied to establish best value in several parts of the service, including grounds maintenance.

The Improvement Plan identifies five principal desired outcomes based on analysis of findings within the review. These are:-

- a) Accessible, good quality green spaces across the Borough, including green-flag awarded sites;
- b) More responsive grounds maintenance with measures to tackle problem areas and to increase biodiversity;
- c) Improved actual and perceived public safety in green spaces;
- d) Increased levels of use of green space services;
- e) More efficient and responsive customer service.

The Green Spaces service is within the Cultural Services Block which was subject to Regular Performance Assessment (RPA) late in 2003. The Improvement Plan shows links with recommendations in RPA. All such recommendations and consequent actions, including those in this Improvement Plan, will be incorporated into new integrated business plans for Leisure and Green Spaces.

10. **Argument:** The Plan will support service improvement because it sets out a clear framework within which such developments can be planned to achieve step change in the quality and efficiency of Green Space services. It also provides targets against which the success of consequent actions can be measured.
11. **Risks and Uncertainties:** At this stage it remains uncertain whether revenue funding to support the long-term development of an urban park ranger service will be identified. It is not yet known whether tendered prices for the new grounds maintenance contract will be within current budgets. The proposed grading of sites and consequent re-targeting of resources is subject to widespread consultation and agreement.
12. **Finance:** Additional revenue budgets would need to be secured to develop and sustain an urban park ranger service. Bids to capital programme are proposed to secure match for external funding to support site improvements. Otherwise, and subject to the risks and uncertainties above, it is anticipated that improvements will be financed primarily through efficiency savings and redistributing resources.
13. **Sustainability:** A fundamental purpose of this review has been to identify a more sustainable approach to green space provision. This includes setting service standards that can be maintained over a long time period and across the borough.
14. **Reference:** Green Spaces Best Value Improvement Plan (Annex 1)
15. **Ward Affected:** All Wards
16. **Presentation:** This Best Value Improvement Plan sets out the Council's commitment to ensuring that the people of Rotherham have good access to attractive, safe and well-maintained green spaces. Its implementation, together with adoption of a Green Space Strategy and Playing Pitch Strategy will elevate the Service to confirm and enhance its status as a major contributor to quality of life in Rotherham.
17. **Recommendation:**

That the contents of Green Spaces Best Value Improvement Plan be noted by ECALS Cabinet Member and Advisers, and that officers take it forward for approval by Performance and Scrutiny Overview Committee and Cabinet.

Rotherham Metropolitan Borough Council



BEST VALUE REVIEW OF GREEN SPACES IMPROVEMENT PLAN

2003-2008

Best Value Review of Green Spaces - Improvement Plan

Desired Outcome 1: Accessible, good quality green spaces across the Borough, including green-flag awarded sites.	
Relevant Report Recommendations: G1, G2, G3, U5, S1, D1, D3	
Links to RPA Improvement Plan Recommendations:	
1(a)	Deliver increased contribution to corporate aims, especially health improvement, social inclusion and economic regeneration
1(e)	Progressively reduce physical and cost barriers to access and participation
1(f)	Develop a long term integrated plan covering all cultural services facilities and taking full account of provision in other sectors
1(h)	Make service aims clearer and more challenging by linking directly to community and corporate aims
3	Actively promote a clear vision of cultural services so that staff and public are aware of what the service intentions are for the people of Rotherham
8	Ensure that resources are focused according to priorities and adopting a more business-like approach to facilities management
10	Publish a clear customer charter for Cultural Services so the users know what service they should be getting
Relevant local performance indicators:	
LIB039	Area of parks and open spaces per 1000 head of population
LIB038	Number of playing pitches provided by the local authority per 1000 head of population
LIB036	Percentage of the area of parks and open spaces provided by the local authority that is accredited with Green Flag award status
LIB094	Area of Local Nature Reserve per 1000 head of population
LIB037	Number of playgrounds and play areas per 1000 children under 12

Action Required	Performance Measure	Current Performance	Target Performance	Action Manager	Target Date	Cost or Savings
a. Undertake audit of green spaces and associated facilities, and set local provision standards.	Status of audit	In preparation	Complete	Green Spaces Manager and Assistant Planner (Planning Service)	April 2004	<ul style="list-style-type: none"> Consultants fee (c. £38,000) Efficiency savings through improved management information
b. Grade green spaces to inform consistent and sustainable prioritising of capital and revenue spend	Percentage of green spaces over 0.2 ha assigned provisional graded	0	100	Green Spaces Manager and Assistant Planner (Planning Service)	Aug 2004	<ul style="list-style-type: none"> Potential capital receipts from sale of land Investment in development of higher grade sites - costs

Action Required	Performance Measure	Current Performance	Target Performance	Action Manager	Target Date	Cost or Savings
<p>c. Develop corporate green space strategy informing review of UDP and implementation of long term site development & rationalisation programme (including compliance with DDA and alignment to programmes in disadvantaged areas).</p> <p>d. Seek green flag accreditation</p>	<p>Status of strategy</p> <p>Number of sites awarded green flag status</p>	In preparation	<p>Pilot completed</p> <p>Consultation draft published</p> <p>Final Strategy approved and adopted</p>	<p>Green Spaces Manager and Assistant Planner (Planning Service)</p> <p>Green Spaces Manager</p>	<p>Dependent on completion of a. and b.</p> <p>Dec 2003</p> <p>Oct 2004</p> <p>April 2005</p> <p>Dec 2006</p> <p>Dec 2008</p>	<p>sought from central capital pot and external funding</p> <ul style="list-style-type: none"> Savings on management of lower grade sites Increased management costs at higher grade sites Minor cost of Inspection for Green Flag Accreditation
		0	3		6	

Desired Outcome 2: More responsive grounds maintenance with measures to tackle problem areas and to increase biodiversity

Relevant Report Recommendations: U1, U5, S3, S4, S7

Links to RPA Improvement Plan Recommendations:

1(c) Deliver consistently good levels of cleanliness and presentation at all cultural facilities, comparable to the best available locally in the public, voluntary or private sector

Relevant Best Value Performance Indicator: BVPI 178 Percentage of total length of footpaths and other rights of way which were easy to use by members of the public

Action Required	Performance Measure	Current Performance	Target Performance	Action Manager	Target Date	Cost or Savings
a. Procure grounds maintenance service with performance specifications for different grades and types of green space, and including increased monitoring by contractor, community and other alternative methods.	Status of new grounds maintenance contract	Specification being prepared	Contract documentation issued	Assistant Manager Green Spaces with Streetpride Landscape Manager	May 2004	<ul style="list-style-type: none"> Potential savings due to new contract monitoring methods Additional contract costs due to performance specification New employee/consultant costs for management plan production
b. Implement management plans for sites identified in green space strategy	Number of green spaces managed in accordance with management plan (note: contributes to achievement of Green Flag award)	5	8 12	Assistant Manager Green Spaces	April 2006 April 2008	<ul style="list-style-type: none"> Potential savings through more flexible maintenance specifications

Desired Outcome 3: Improved actual and perceived public safety in green spaces						
Relevant Report Recommendations: U2, U4						
Links to RPA Improvement Plan Recommendations:						
1(a) Deliver increased contribution to corporate aims, especially health improvement, social inclusion and economic regeneration						
9 Create and take up opportunities to ensure that the Cultural Services join up with other providers and key partners in areas such as health, crime and education to maximise benefits for local people						
Action Required	Performance Measure	Current Performance	Target Performance	Action Manager	Target Date	Cost or Savings
a. Deploy permanent urban park ranger service to complement existing countryside rangers and ILM team	Number of green spaces with regular ranger presence	3	10	Green Spaces Manager	Oct 2004	<ul style="list-style-type: none"> Estimated initial £125,000 revenue annum for additional rangers Sustained ranger team expansion subject to extension of temporary funding beyond March 2005 Costs for implementing motor-vehicle access controls dependent on scheme size
	Public perception of safety in green-space (mean score using MORL method)	68%	71%		Oct 2005	
	Public perception that children can play safely	59%	75%		Oct 2006	
b. Implement off-road motor vehicle prevention schemes in priority areas	Number of schemes implemented	0	2	Assistant Manager Green Spaces with Off Road Motor Vehicle Group	Oct 2005	
	Number of complaints p.a. about off-road motor vehicles in target areas (SY Police measure)		4		April 2004	
			6		April 2005	
			48		April 2006	
		53		March 2005		

Desired Outcome 4: Increased levels of use of green space services

Relevant Report Recommendations: U3, U7, D2, D4, D5

Links to RPA Improvement Plan Recommendations:

- 1(b) Increase participation by people from all key target groups and from areas of greatest identified need
- 6 Building on an understanding of need and in conjunction with other providers develop a promotion and marketing strategy for cultural services which focuses on outcomes

Implementatn started	In preparation	Status of marketing plan	Green Spaces Manager/ Sports Development Manager	Dec 2004	Marketing plan produced with consultants (overall budget £15K)
53%	53%	Percentage of all greenspaces at least weekly		Sept 2005	<ul style="list-style-type: none"> • Young People's Play improvements £210K (part NOF funded)
58%		Percentage aged 24 or under using greenspaces at least weekly		Sept 2007	<ul style="list-style-type: none"> • Skate park development £300K (part NOF funded)
54%	51%			Sept 2005	
58%				Sept 2007	
			Business Development Officer	April 2006	
20	13	Number of play areas conforming to Local or Neighbourhood Equipped Area Play standard (as defined by National Playing Fields Assoc.)			
5	1	Number of major skate parks	Business Development Officer	April 2006	
		Develop facilities (e.g. skate parks) and associated programme of user development			

Desired Outcome 5: More efficient and responsive customer service

Relevant Report Recommendations: S2,S6

Links to RPA Improvement Plan Recommendations:

5 Develop a better understanding of potential customers and their needs by monitoring and establishing the reasons for usage and non-usage of existing facilities and activities

Relevant Best Value Performance Indicator: BV/PI 119 Satisfaction with Cultural Services - Parks and Open Spaces

Action Required	Performance Measure	Current Performance	Target Performance	Action Manager	Target Date	Cost or Savings
a. Implement holistic site management of each key urban green space by Streetpride or Culture and Leisure depending on type of site	Number of key urban sites under holistic site management	0	40	Assistant Manager Green Spaces and counterparts in other Programme Areas	Apr 2005	<ul style="list-style-type: none"> New management structures within existing budgets Costs of RBT Connect to be identified as part of appraisal
b. Design and implement new complaints and comments handling and monitoring system for Green Spaces, including appraisal of RBT Connect.	Status of complaints handling system	In development	Implemented	Green Spaces Manager/ Sports Development Manager	Oct 2004	

By virtue of paragraph(s) 8 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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