

## **CABINET MEMBER FOR EDUCATION, CULTURE AND LEISURE SERVICES**

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

**Date: Tuesday, 26 October 2004**

**Time: 8.30 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. Minutes of a Meeting of the Cabinet Member, Education, Culture and Leisure Services held on 12th October, 2004 (copy herewith). (Pages 1 - 3)
4. Culture, Leisure and Lifelong Learning Improvement Action Plan (Steve Hallsworth, Business Manager, Leisure & Green Spaces) (report herewith) (Pages 4 - 36)
5. South Yorkshire Sports Partnership - The Works Project (Steve Hallsworth, Business Manager Leisure and Green Spaces) (report herewith) (Pages 37 - 42)
6. Date and Time of Next Meeting

**CABINET MEMBER FOR EDUCATION, CULTURE AND LEISURE SERVICES  
TUESDAY, 12TH OCTOBER, 2004**

Present:- Councillor Boyes (in the Chair); Councillors Austen and Rushforth.

An apology for absence was received from Councillor Littleboy..

**71. MINUTES OF MEETINGS OF THE CABINET MEMBER, EDUCATION, CULTURE AND LEISURE SERVICES**

Resolved:- That the minutes of the meetings of the Cabinet Member, Education, Culture and Leisure Services held on 21<sup>st</sup> and 28<sup>th</sup> September, 2004 be received.

**72. JOINT SERVICE CENTRE PROJECT BOARD**

Resolved:- That the minutes of a meeting of the Joint Service Centre Project Board held on 29<sup>th</sup> September, 2004 be received.

**73. BUSINESS VISION CENTRE**

Consideration was given to a joint report of the Partnership Implementation Officer and Principal Officer External Funding on current progress relating to the Business Vision Centre proposal and the procurement of a lead partner.

A report presented to Members had outlined the proposal for the Business Vision Centre and work which would be carried out by Digital South Yorkshire to develop the proposals and secure funding.

The proposal grew out of the work at the Centre for New Technology (CENT) and the digital learning work across South Yorkshire that has seen centres of vocational excellence being developed in Barnsley, Doncaster and Sheffield.

The Business Vision Centre proposal at Magna is to take forward this model of technology driven change and make it available to small and medium sized enterprises in South Yorkshire. It envisages a lead partner developing the concept and engaging with a series of business partners who can bring specialism in particular aspects of business change.

The proposed centre aims to provide a total solution to enable business growth, with no similar centre operating for the small to medium sized businesses.

Stage 2 of the development work is to procure a lead partner in order to further develop the project and maximise the funding opportunities available.

Resolved:- (1) That the progress in relation to securing external funding and partner organisations be noted.

(2) That the process for the engagement of a lead partner, including Official Journal of the European Union (OJEU) advertisement, be approved.

(3) That the cross programme working methodology including the engagement of Legal and Democratic Services be agreed.

**74. BUDGET MONITORING REPORT**

Consideration was given to a report of the Strategic Finance Officer containing details of the third Budget Monitoring Report for the Programme Area in 2004/05, with a current forecast to overspend against budget for the financial year by £10k (0.01%) in respect of Schools Transport Costs.

In addition, there are potential underlying pressures currently under investigation, as highlighted in the report.

Resolved:- (1) That the forecast outturn for 2004/05, based on actual costs to 31<sup>st</sup> August and forecast costs to the end of March 2005, be noted.

(2) That the potential underlying pressures which are currently being investigated regarding Recreation and Sport (Indoor Sport) and Schools HR buy-back income under the Strategic Contract with RBT, be noted.

**75. EXCLUSION OF THE PRESS AND PUBLIC**

Resolved:- That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 8, of Part 1 of Schedule 12A to the Local Government Act 1972.

**76. TENDER REPORT - ASTON SWALLOWNEST PRIMARY SCHOOL - NEW FOUNDATION STAGE UNIT**

Consideration was given to a report and Form CP5 of the Executive Director, Economic and Development Services which outlined details of a Contract for the construction of a new Foundation Stage Unit. The Unit will be constructed on a new site opposite the existing primary school and will include internal play areas, external hard/soft play areas, toilets, a kitchen/laundry area and a new entrance with car parking spaces.

A mini soccer pitch is also to be constructed adjacent to the Foundation Stage Unit, which will be available for Community Use. This will be reported on separately at a later stage.

The report set out the procurement strategy for construction related services, design features and a proposed programme of the work.

Resolved:- That the Target Cost of £483,437 and Guaranteed Maximum Price (GMP) of £512,437, as negotiated with Wildgoose Construction Limited, be accepted and a start made on site mid November 2004, subject to the conditions of contract being agreed.

(Exempt under Paragraph 8 – report contains financial information relating to a contract).

**77. TENDER REPORT - MALTBY HILLTOP SPECIAL SCHOOL**

Consideration was given to a report of the Executive Director, Economic and Development Services, which contained details of a contract for the removal of two temporary classrooms, construction of two new classrooms and a nursery classroom, with an office, kitchen and toilets, together with alterations within the existing building of the above school.

The Maltby Hilltop Special School project is part of the “Special School Review” which, following public consultation, approved a change in role for the three Moderate Learning Difficulty Schools and the two Severe Learning Difficulty Schools. The “Special School Review” sets out the future for Special Education Needs (SEN) pupils in Rotherham.

The report set out a proposed timetable of the works, design features and current spending profile (Form CP5).

Resolved:- That the Target Cost of £621,597.24 and Guaranteed Maximum Price (GMP) of £652,677.10 as negotiated with Wildgoose Construction Limited, be accepted and a start made on site on 25<sup>th</sup> October, 2004, subject to the conditions of contract being agreed.

(Exempt under Paragraph 8 – report contains contractual and financial information).

## ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	<b>Meeting:</b>	Cabinet Member and Advisers
2.	<b>Date:</b>	<b>26.10.04</b>
3.	<b>Title:</b>	Culture, Leisure & Lifelong Learning Improvement Action Plan
4.	<b>Programme Area:</b>	Education, Culture and Leisure

## 5. Summary

This report provides an update on the progress made by Cultural Services following the Regular Performance Assessment (RPA) carried out by the Audit Commission in January 2004.

## 6. Recommendations

1. **Officers return within 4 months to provide a further update**
  2. **Officers return to seek member agreement on Cultural Service's priorities and to agree key performance indicators for regular reporting in line with national, regional and local priorities**
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## 7. Proposals and Details

The RPA inspection of Cultural Services identified a broad range of achievements and successes, it also highlighted a number of areas the service should focus on in order to sustain the goal of continuous improvement. The table below identifies the areas for improvement and the progress made to date.

An improvement plan was established in January 2004 and is currently in it's 9<sup>th</sup> month of implementation. Progress is being made on all of the areas identified by the inspection.

Area for improvement	Progress
1. Better evidencing of service contribution to corporate aims	A draft framework of a Performance Management System is nearing completion. This will clearly identify service contribution by aligning all outcomes to corporate aims and setting appropriate performance indicators to provide evidence of impact.
2. Promote a clear vision of Cultural Services and develop a long term integrated plan covering all Cultural Services	A Cultural Services cross cutting team has been established. The group is acting as a conduit between managers and staff. Work to date has focused on establishing clear and agreed outcomes and identifying overlap in relation to cross cutting issues identified by the Audit Commission.
3. Develop an effective performance management system including a critical number of performance indicators and customer based performance targets	Consultants have been engaged. Draft framework will be complete by the end of October 2004 for members consideration
4. Develop a marketing strategy	Consultants have been engaged (DIVA). Initial work has identified needs in Leisure and Green Spaces. DIVA is now working with Libraries, Museums and Arts. Strategy to be in place by December 2004
5. Produce a work force development plan	Cultural Services has been identified by Corporate Human Resources to act as a pilot services for the implementation of the Council's Work Force Planning template. Work will begin in October 2004.
6. Ensure resources are focused on prioritise and adopt a more businesslike approach to facilities management including the development of an appropriate pricing strategy	The cross cutting team is leading on work to identify priorities and enable managers to begin to focus resources. Phil Rogers is leading on the production of a Cultural Services pricing strategy, for completion by November 2004.
7. Develop a better understanding of potential customers by developing customer relationship management (CRM) systems and identify and make	Scoping exercise has begun (RBT) and will be completed by the end of November.

better use of information already available in the council	
8. Delivering consistently good levels of cleanliness and presentation across all Cultural Facilities	This work has been a priority in leisure facilities for the newly appointed Area Managers. Improvements have been made but there is still work to do.
9. Further develop activity programmes and opening times to be more responsive to user and potential user demands and increase participation by people from target groups	A full review of all activities and opening times is underway in Leisure facilities. Users and non-users are being consulted as part of the process. This will be complete by the end of October and any necessary adjustments will be made within an appropriate customer notification time scales. Ongoing review of library opening times Museum opening hours being reviewed in advance of re-opening
10. Progressively reduce physical and cost barriers to access and participation	A DDA assessment of all facilities has been carried out. Libraries having new automatic doors fitted. New leisure facilities will be fully DDA compliant. Capital Strategies are being developed for Green Space and Libraries, Museums and Arts facilities.

## 8. Finance

The majority of the improvements have been achieved from within current budgets. However certain elements have required additional funding as identified in the table below.

<b>Issue</b>	<b>Action</b>	<b>Cost</b>	<b>Funding Source</b>
Developing a Performance Management Systems	<ul style="list-style-type: none"> <li>Provide Consultancy support (Sheffield &amp; Hallam University and Audit Commission)</li> </ul>	£25,000	Sport England. ODPM Capacity Building support.
Develop a Cultural Services marketing strategy	<ul style="list-style-type: none"> <li>Provide Consultancy support (DIVA)</li> <li>Establish a Marketing Budget</li> </ul>	£15,000	ODPM Capacity Building support.
Scoping exercise for a customer management systems in 4 leisure facilities	<ul style="list-style-type: none"> <li>Consultancy support (RBT)</li> </ul>	£20,000	IEG budget

## 9. Risks and Uncertainties

There is a need to develop Culture and Leisure Services particularly in terms of front-line delivery. Members have supported our plans to improve services via both the Parks Ranger initiative and in developing our Library Networks. Any future developments in these and other service areas will of course feed into the annual review process which is currently underway.

Officers are also involved in significant work in terms of attracting Capital Funding for our leisure facilities and our major town parks (Clifton and Boston) and this work will greatly influence the future development of cultural and leisure provision within Rotherham. It is important that these major external funding issues are achieved to allow the best possible service for the people of Rotherham.

There is also work progressing on an electronic management system for our leisure facilities and whilst this is still in the research and development stage some funding has been identified to allow this to progress to potential implementation stage. Once this work has been completed further work will be needed to service funding to fully develop the project.

## 10. Policy and Performance Agenda Implications

The Action Plan has extensive policy and performance implications.

1. **Alignment to Corporate Plan and LSP priorities:** A key element of the action plan is to enable the service to clearly demonstrate its contribution to both the Corporate Plan and Community Strategy. The development of a robust performance management system aligned to clear Cultural Service Outcomes, which are in turn aligned to outcomes identified corporately and in the community strategy, will form the basis of this work. Other identified improvements will ensure that service delivery produces the desired outcomes.
  2. **Alignment to cross cutting issues:** In aligning the outcomes of the relevant strategic documents, the action plan will ensure that all future service planning, delivery, monitoring and evaluation, will focus on cross cutting issues of sustainable development, equalities and diversity regeneration, health and crime. The service will be clear about where it can make a contribution to these areas and will be able to measure and demonstrate that contribution.
  3. **Contribution to CPA/Links to inspection:** This action plan is based on the recent RPA inspection of Cultural Services and as such reflects the recommendations made by the inspectors. The actions identified will not make any immediate contribution to the Council's CPA score in the short term. However it does have significant implications for the service in terms of ensuring an improved score on reinspection and therefore making a positive contribution to future CPA scores.
  4. **Link to BVPI's:** The development of a robust performance management system will improve the measurement, recording and use of all performance indicators. This will enable the service to plan more effectively, as well as identify areas of under performance and take positive action to improve.
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## **11. Background Papers and Consultation**

The Action Plan relates to the Audit Commission RPA report, which was reported to members in June 2004. It has been seen and commented on by the Corporate Management Team.

The Action Plan, including current status, is attached in Annex 1.

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## **Culture, Leisure and Lifelong Learning**

### **Service Improvement Plan – Cultural Services**

**March 2004**

**Update Sept 2004**

#### **Incorporating recommendations from:**

**Best Value Review – Sport and Leisure August 2001**

**Light touch inspection – Sport and Leisure December 2003**

**Regular Performance Assessment – Cultural Services March 2004**

**Recommendation 1 (3 Month Target)****1: Develop an improvement plan in line with the recommendations of the First Inspection of Sport and Leisure**

First Inspection Recommendation	1a) Deliver increased contributions to corporate aims, especially health improvement and social inclusion and economic regeneration. AND 1b) Increase participation by people from all key target groups and from areas of greatest identified need.					
Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
1. Further develop corporate understanding and commitment to Cultural Services as means to achieve Corporate priorities Regular reporting of: Aims/objectives Outcomes/Service Impact  a. Drafting outline rationale for cultural activity in line with Corporate Plan, demonstrating links/impacts on priorities  b. Develop a performance management plan to deliver and measure on above  c. Establish cross service working groups focusing on: children's services, inclusion and diversity, customer need and advocacy and marketing	1. Increase in the awareness and evidence of the impact of Cultural Services on Corporate Priorities. 2. Increase in overall participation levels in physical activities. 3. Measurable increase in levels of participation in Health / Inclusion focused activities amongst identified target groups & communities. 4. Measurable increase in levels of participation in LMA, focused on target user groups 5. Increased and sustained budgets for mainstream cultural activity	March 2004  September 2004	CL&LLMT	Report draft to delegated powers for agreement  Report via delegated powers for approval  Monthly feedback from teams to CL&LLMT	Plan published.  Performance management system in place and working – regular (monthly) management reports in place with quarterly delegated powers reports.  Teams in place with clear objectives set	Regular reporting established  Rationale and Performance Management systems currently being drafted  CLLL cross cutting group established
2. Establish 1 year action plan  3. Work towards a 3 year development plan to commence April 2005 a. Set targets for facilities & development in relation to target groups communities and corporate priorities b. Prioritise resources at targets		June 2004  Jan 2005 March 2005	Facility managers  Sports Development Officers	Managers report to Leisure & Green Spaces and Libraries, Museums and Arts Management Team (LGSMT) June 2004	1 year plans complete 3 year plans complete	One year action plans completed for 2004. 3 year plan being developed Target areas/groups still to be determined by CLLL
4. Prepare and submit Sport England application for pump prime funding to develop priority projects to increase participation/involvement in Leisure Facilities, Development and Green Spaces		Bid to be submitted by May 2004  Results of bid by Sept 2004	NB/ SH	Success of bid to be reported to working groups to allow resource planning.  Report to delegated powers march 2004	Successful bid  Utilisation of funds to develop services as per plan.	Initial application submitted to Sport England July 2004. Work to continue on the bid for a late November 2004 submission to Sport England.

## Cultural Services RPA Service Improvement Plan (March 2004)

Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
<p>5. Select at least three pilot sessions / schemes in which to develop physical activity participation within identified target groups</p> <p>6. Use pilots to design and implement measurement methodology to allow performance of activity to be factually analysed.</p>	<p>Planned by June 2004 Launch Sept 2004 Analysis Jan 2005 Report Feb 2005</p> <p>Completed July 2004 1<sup>st</sup> Report Feb 2005</p>	<p>JT</p>	<p>Report to SMT June 2004 Delegated powers July 2004</p> <p>SMT – Feb 2005 Delegated powers Feb 2005</p>	<p>Projects planned and delivered July – November 2004</p> <p>Successful analysis of 3 pilot studies completed by Feb '05 – issues raised to be utilised in planning all future work.</p>	<p>Pilot schemes under development: Active Always Fundamentals Disabilities</p> <p>Monitoring Toolkit under development. Commence once target groups and PI's in place (see pt 2 above) – aiming for December 2004</p>
<p>7. Further develop partnerships with key organisations (Primary Care Trust, Youth service, Youth Offending Team, BEM/Disability groups, Education, Rotherham Active in Later Life) to identify positive actions against target groups.</p> <p>a. Agree joint strategies b. Identify common objectives c. Share resources – consultation, delivery and measurement</p>	<p>Ongoing</p> <p>All joint Strategies produced June - Nov 2004</p>	<p>SH/JT/MH/PG GK/KR/SB/AP/ LA</p>	<p>Report to delegated powers by October 2004</p>	<p>Agreed joint working including: Shared objectives Roles &amp; responsibilities Consultation, delivery, measurement, etc</p>	<p>Continuing contribution to delivery of Valley Allotments Project in partnership with PCT.</p> <p>Sport &amp; Leisure partnership with PCT established May 2004.</p> <p>Link with Connexions developing</p> <p>Partnership with PCT developing Brinsworth Library</p>
<p>8. Young Peoples Services</p> <p>a. Set up or join existing meetings with Young Peoples Services to identify positive cultural activities for young people</p>	<p>Meetings to take place by June 2004</p> <p>First report by July 2004</p> <p>Action plan delivery begins Oct 2004</p> <p>Monitoring report produced Feb 2005</p>	<p>Lead Sports Development Officer/ Lead Facility Manager/ YOT officer</p> <p>AP/LA/KR/RR</p>	<p>Report to delegated powers Nov 2004</p> <p>Report to delegated powers March 2005 inc. future activity plan</p>	<p>Established joint working practices</p> <p>Increased number of initiatives in area of YP Sport / Active Recreation resulting.</p> <p>Increased access to cultural activity by target groups.</p>	<p>Met with Head of Youth Service to determine a suitable group/meeting for Leisure and Green Spaces to attend.</p> <p>Target end November 2004</p> <p>A separate 'Young People Providers Forum' was established June 2004.</p>

## Cultural Services RPA Service Improvement Plan (March 2004)

Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
<p>9. Youth Offending Team</p> <p>a. Set up or join existing meetings with Youth Offending Team (YOT) to identify positive sports / activities for young people at risk of being involved in crime or criminal behaviour.</p> <p>b. Develop links with the Safer Rotherham Partnership through Section 17 Lead Officers Group.</p> <p>c. Explore means to improve Police liaison across Cultural Services</p>	<p>Meetings to take place by October 2004</p> <p>First report by Nov 2004</p> <p>Action plan delivery begins Jan 2005</p> <p>Monitoring report produced March 2005</p>	<p>Lead Sports Development Officer/ Lead Facility Manager/ YOT officer</p> <p>AP/LA/KR/RR</p>	<p>Report to delegated powers Nov 2004</p> <p>Report to delegated powers March 2005 inc. future activity plan</p>	<p>Established joint working practices</p> <p>Increased number of initiatives in area of YP Sport / Active Recreation resulting.</p> <p>Increased access to cultural activity by target groups.</p>	<p>No progress to date</p> <p>Target date of October/November 2004 for representation at appropriate group</p>
<p>10. BEM / Disability Group</p> <p>a. Set up or join existing meetings with key partners to agree action plan for developing activities / participation in this targeted area</p>	<p>Meetings to take place by October 2004</p> <p>First report by Nov 2004</p> <p>Action plan delivery begins Jan 2005</p> <p>Monitoring report March 2005</p>	<p>Lead Sports Development Officer/ Lead Facility Manager/ BEM officer</p> <p>AP/LA/KR/RR</p>	<p>Report to delegated powers Nov 2004</p> <p>Report to delegated powers March 2005 inc. future activity plan</p>	<p>Established joint working practices</p> <p>Increased number of initiatives in area of YP Sport / Active Recreation resulting.</p> <p>Increased access to sport &amp; physical activity by target groups.</p>	<p>No progress to date</p> <p>Target date of October/November 2004</p> <p>Disability Sport &amp; Physical Activity Forum First meeting October 2004</p>
<p>11. Education</p> <p>a. Recruit to post of Physical Education and Sports Development Officer</p> <p>b. Develop PE, School Sport and Club Links Strategy (PESSCL) in line with Government Plans</p> <p>d. Develop DfES funded Continuous Professional Development Programme</p> <p>d. Link work of Sports colleges and School Sports Co-ordinator programme to RMBC Sports Development</p> <p>e. Ensure effective links to Education Development Plan</p>	<p>June 2004 (later if a teacher is appointed)</p> <p>July 2004</p>	<p>PE &amp; Sport Development Officer</p> <p>SH/GK/KR</p>	<p>Report appointment to SMT July 2004</p> <p>Report strategy to SMT &amp; delegated powers Sept 2004</p>	<p>PE &amp; Sport Development Officer in Post</p> <p>PESSCL Strategy produced</p> <p>Arts in Education Strategy</p>	<p>PE &amp; Sport Development Officer appointed April 2004.</p> <p>PESSCL Strategy in draft. Complete by December 2004.</p> <p>CPD Programme will roll out from October 2004.</p> <p>Regular meetings in place</p>

## Cultural Services RPA Service Improvement Plan (March 2004)

Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
12. Activities for Older People a. Set up or join existing meetings to agree action plan for developing activities / participation in this targeted area. Group to include Rotherham Active in Later Life Rotherham Old Peoples Group Age Concern Help the Aged Asian Males Senior Citizens Group	Meetings to take by October 2004 First report by Nov 2004 Action plan delivery begins Jan 2005 Monitoring report produced March 2005	Lead Sports Development Officer/ Lead Facility Manager/Health & Fitness Co-ordinator BEM officer AP/LA/KR/RR	Report to delegated powers Nov 2004 Report to delegated powers March 2005 inc. future activity plan	Established joint working practices Increased number of initiatives in area of YP Sport / Active Recreation resulting. Increased access to cultural activity by target groups.	No progress to date Target date of October/November 2004 Identifying an existing group to attend through the Health & Fitness Co-ordinator. Representation appropriate group October/November 2004 LMA supported Age Concern exhibition
<b>Evaluation</b>	• Number of opportunities/forums/papers created to offer feedback to members and other stakeholders • Numbers of people regularly taking part in physical activity • Numbers of people from target groups/communities regularly taking part in regular activity • Survey awareness of stakeholders				
<b>Risk Assessment</b>	<b>Not doing:</b> Inequalities relating to poor health and access continue. Failure of service to evidence contribution to corporate priorities. Failure of service to achieve primary goal of raising participation. Possible reduction in resources due to lack of evidence of impact.				

Cultural Services RPA Service Improvement Plan (March 2004)

1c) Deliver consistently good levels of cleanliness and presentation at all cultural facilities, comparable to the best available locally in public, voluntary or private sector.						
First Inspection Recommendation						
Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
<p><b>Improved front line service delivery</b></p> <ul style="list-style-type: none"> <li>Day to day operations</li> <li>External appearance of facilities</li> <li>Cleanliness &amp; housekeeping – internal &amp; external</li> <li>Responsive repairs and maintenance</li> <li>Improved access to service delivery information</li> <li>Staff knowledge &amp; awareness</li> </ul>						
<p>1. Quickly identify areas effected by lack of attention and address accordingly e.g.</p> <p>Set standards and establish procedures for</p> <p>a. Litter picking</p> <p>b. Answering the telephone</p> <p>c. Information displays</p>		<p>MH to work with current managers - Feb 2004</p>	<p>MH/CN LMAMT</p>	<p>MH report to SH beginning of March 2004</p> <p>Monitor through Mystery shop Senior managers to visit sites</p>	<p>Reduction in Litter in and around cultural facilities</p> <p>Telephone requests for information are dealt with according to established procedures</p> <p>Information on all facilities is available in each facility</p>	<p>Action Complete</p> <p>All Facilities now treating these as priority customer sensitive areas.</p> <p>System of periodic spot checks in place</p> <p>LIS Charter Mark award</p> <p>Facilities Management team is Improvement team. All but one Officer in post.</p> <p>Sport &amp; Leisure Networks identified. Service representation agreed (SLFMT Minutes 28/05/04)</p>
<p>2. Identify good practice both within the service and externally by:</p> <p>a. Establishing a Facility improvement team</p> <p>b. Further developing cultural networks, locally, regionally and nationally, in order to identify good practice</p> <p>c. Write and implement a continuous improvement plan based on Sport and Leisure industry specific improvement model (QUEST)</p>		<p>Improvement team in place April 2004</p> <p>May 2004 Implementation begins Sept. 2004</p> <p>Review plan Jan. 2005</p>	<p>MH / Area Facility Managers (AFM) LMAMT</p>	<p>Report to delegated powers May 2004</p> <p>Include as part of quarterly reports to delegated powers</p>	<p>Improvement plan established</p> <p>Cleanliness and presentation comparable with the best in public and private sector.</p>	<p>On target for Nov.'04 full implementation.</p> <p>Key document drafts produced.</p>
<p>3. Further develop the Facility Manual (Normal Operating Procedures – NOP and Emergency Action Plans - EAP) linked to best practice, Quest and ISRM pool safety award as appropriate</p> <p>a. Prioritise Health &amp; Safety, Customer Care, Finance and Cleanliness</p> <p>b. Initiate staff training</p> <p>c. Complete manual</p> <p>d. Complete staff training</p> <p>e. Implement &amp; monitor performance</p>		<p>March 2004</p> <p>March 2004</p> <p>May 2004</p> <p>June 2004</p> <p>Aug 2004</p> <p>Sept 2004</p>	<p>CN LMAMT</p> <p>CN CN/AFM</p>	<p>Report to delegated powers November 2004</p>	<p>Accurate and up to date manual in each facility</p> <p>Time table of review and reporting review in place</p> <p>All staff trained and familiar with procedures</p>	

Cultural Services RPA Service Improvement Plan (March 2004)

Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	
<p>4. Establish an effective communication system to facilitate speedy response to repairs and maintenance</p> <ul style="list-style-type: none"> <li>a. Agree roles and responsibilities</li> <li>b. Establish a service level agreement with Economic Development Services (EDS)</li> <li>c. Establish procedures for progress chasing repairs issues</li> <li>d. Establish a monthly reporting system</li> </ul> <p>5. Seek member approval for priority funding/response from EDS to repairs in frontline Cultural facilities.</p>	<p>April 2004</p>	<p>MH LMAMIT</p>	<p>AFM report monthly to MH</p> <p>Report quarterly to delegated powers starting June 2004</p>	<p>Timely response to repairs and maintenance.</p> <p>Efficient system for recording, chasing and reporting repairs and maintenance</p>	<p>Agreed that issues be reported monthly into Asset Management Team (AMT) meetings.</p> <p>Written protocol produced in consultation with Buildings Manager</p> <p>Repairs &amp; Maintenance progress / performance monitoring is being undertaken through AMT.</p> <p>Budget commitment pressures are now being flagged up</p>
<p>6. Review staffing levels at each facility to ensure they are sufficient to deliver required improvements/meet Public Library Standards</p> <ul style="list-style-type: none"> <li>a. Identify necessary staffing levels</li> <li>b. Produce briefing note PR to include funding required for any increased staffing cost.</li> <li>c. Identify break even figure for remaining S&amp;L facilities</li> </ul> <p>7. Implement any necessary staffing increases – dependent on achieving funding</p>	<p>MH produce briefing note March 2004</p> <p>Sufficient staff in place May 2004</p>	<p>MH KR/AP/SB</p> <p>MH KR/AP/SB</p>	<p>Report to delegated powers March 2004</p> <p>Review and report effectiveness to delegated powers Sept 2004</p>	<p>Duties required to ensure cleanliness, etc are carried out effectively</p> <p>Reduced no. emergency closures</p> <p>Improved staff morale</p>	<p>Review of staffing levels complete.</p> <p>Awaiting approval of additional employee expenditure as part of ½ year budget monitoring.</p>



Cultural Services RPA Service Improvement Plan (March 2004)

<p>8. Improve quality and availability of information available to customers</p> <p>a. Identify, review and distribute current information where appropriate</p> <p>b. Establish effective systems in each facility to display/distribute information</p> <p>c. Monitor and update</p> <p>d. Develop new information and systems as part of marketing plan</p>	<p>May 2004</p> <p>Engage Marketing Consultants March 2004</p> <p>Implement plan Sept 2004</p>	<p>MH Current managers JT LMAMT</p>	<p>LMAMT/MH &amp; CN to ensure current managers implement</p> <p>Report to SMT and delegated powers as appropriate as part of development process</p>	<p>Appropriate information readily available</p> <p>New and improved information readily available</p>	<p>Current information availability reviewed.</p> <p>Actions taken to ensure current information displays are up to date, neat and tidy.</p> <p>Work on agreeing framework for information availability / displays etc underway. AK leading</p> <p>Improved amount and quality of publicity material.</p> <p>Consultants "DIVA" working towards the Marketing Strategy.</p> <p>Procedures and Monitoring Toolkit in place by April 2005.</p>
<p>9. Further develop day to day management systems</p> <p>a. Produce facility logbook to record daily checks – cleaning, health &amp; safety, etc.</p> <p>b. Produce monthly Facility Managers report – identify range of targets/info to be recorded by AFM and reported centrally by Manager Sport &amp; Leisure Facilities</p> <p>c. Implement system</p>	<p>Feb 2004</p> <p>May 2004</p> <p>May 2004</p> <p>June 2004</p>	<p>MH LMAMT MH/AFM MH/AFM MH/AFM</p>	<p>LMAMT report to GK</p> <p>AFM report to MH/SH on monthly basis</p> <p>Include selected information in quarterly report to delegated powers</p>	<p>Regular and accurate system of reporting in place</p> <p>System used to quickly address short falls in quality and to make planned improvements.</p>	<p>Basic framework of daily checklisting complete.</p> <p>Monthly Managers report issues agreed.</p> <p>Programme of monthly manager 1:1's being implemented.</p>

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Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
10. Set service standards a. Produce a draft set of service standards for both customers and staff b. Consult with customers and staff over content of standards c. Publish and display standards d. Establish system for customers to feed back on achievement of standards e. Establish system for addressing short falls in standards f. Establish systems for celebrating consistent achievement of standards	May 2004 June 2004 July 2004 June 2004 June 2004 July 2004	MH/AFM LM/AMT	Include customer feedback as part of monthly reporting to MH/SH Include as part quarterly report to delegated powers as appropriate 6 monthly monitoring and review	Service standards agreed and communicated to staff and public Consistent achievement of service standards	Draft produced. Internal consultation complete. Draft now being prepared for customer consultation during Sept 04. Framework for consultation on issues under discussion – looking to expand Sports Advisory Group as a consultation group.
11. Explore how responsiveness to repairs & maintenance can be improved, including establishing a Technician post to carry out day to day repairs (L&GS) a. Identify cost and include in briefing note to PR b. Identify potential funding source	March 2004 March 2004	MH/PG	Report to SMT March 2004	Improved efficiency for day to day repairs and maintenance	Matters now being dealt with by EDS Facilities Management – Effectiveness of new arrangements reviewed at regular Premises Team meetings. Technician post not pursued. New Service Level Agreement with Asset Management Service introduced to improve responsiveness – to be reviewed in October 2004. Action withdrawn – insufficient funding

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<p>12. Set up regular ongoing satisfaction assessment.</p> <ul style="list-style-type: none"> <li>a. Further develop customer comments system</li> <li>b. Integrate into a regular consultation process including Mystery shopper arrangements</li> <li>c. Commercial &amp; promotional service visits to identify customer service issues</li> <li>e. User forums</li> <li>f. Analyse and act upon feedback</li> <li>g. Carry out consultation with staff and customers on 'CHARTER' in line with number 10. above</li> <li>h. Produce and promote customer charter</li> <li>i. Produce and promote staff charter</li> <li>j. Identify customer improvement issues and tie into budget planning/setting process.</li> </ul>	<p>Establish systems and time table for planning, implementation and evaluation June 2004</p> <p>Consult with staff and customers June 2004</p> <p>Implement Sept 2004</p>	<p>MH/AFM LMAMT</p>	<p>Include as part of monthly reporting to MH/SH/GK</p> <p>Include summary as part quarterly report to delegated powers as appropriate</p>	<p>Efficient and effective customer and staff feedback used to inform planning</p> <p>Reduced number of complaints and increased number of positive comments</p>	<p>Draft produced. Internal consultation complete. Draft now being prepared for customer consultation during Sept 04.</p> <p>Framework for consultation on issues under discussion – looking to expand Sports Advisory Group as a consultation group.</p> <p>Progress in LIS contributed to Charter Mark award</p>
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Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
13. Establish programme of recognition for improvements made by staff/team  a. Regular internal recognition/communication through email from senior managers b. Memos and letters of thanks/congratulations c. Promote through existing publications	June 2004  Create champion to sustain recognition June 2004	CN/DG LMAMT	Track through LGSMT/ LMAMT and staff feedback processes	Improved staff moral	Draft produced, currently out to consultation with staff.
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Analysis of complaints relating to front line service delivery</li> <li>• Analysis of response time to repairs and maintenance</li> <li>• Analysis of mystery shopping and management inspections</li> <li>• Comparison with the best available locally</li> </ul>				
<b>Risk Assessment</b>	<b>Not doing:</b> Without this work taking place facilities will continue to see declining usage and service will continue to under perform and therefore fail to provide value for money				

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1d) Develop activity programmes and opening times that are more responsive to user and potential user demands.

First Inspection Recommendation	Outcome / Target					
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
1. Review Cultural Services Facility programmes and opening times to provide best response to user and non user surveys  a. AFM review programming/opening times b. Carry out individual Facility user surveys c. Evaluate feedback from questionnaires placed in Rotherham Reachout d. Report findings e. Consult customers on identified changes f. Implement any identified changes g. Establish ongoing review process based on actual usage levels	Increase the range and quality of opportunities based on existing and potential user need.	May 2004 June 2004 July 2004  July 2004 July 2004 Sept 2004 Sept 2004	MH/AFM LM/AMT	Report findings and intended actions to MH/SH/GK May 2004  Report to delegated powers	Increased usage of facilities	Slightly behind timescale as a result of staffing difficulties in key Facilities Manager post  Consultation to be included as part of other issues – Sports Advisory Group  AFM review of pool programmes complete in North & Central areas  Libraries & Museum under review
2. Produce guidelines for developing 'target group' pilot projects (see recommendation 1, action 5 & 6 above)  a. Produce project registration form to enable AFM & SDO's to access L&GS and Sport England funding to deliver new projects b. Establish evidence collection, monitoring and evaluation procedures c. Establish reporting procedures d. Produce & Implement action plans		May 2004          Sept 2004	JT  MH/AFM/SDO	Monitoring and evaluation procedures built into project process  Monthly report to JT/MH  Include in quarterly report to delegated powers	Increased use of facilities by target groups	Project registration form complete. Need to implement as part of the monitoring Toolkit.  Interest form submitted to SE July 2004.  Monitoring Toolkit in place by April 2005.
3. To develop activity monitoring procedures  a. Establish monitoring systems b. Provide necessary training for all staff involved (assessor and recipient) c. Introduce gradually d. Integrate into planning and reporting procedures		Sept 2004	JT  MH/AFM/SDO	Incorporated into AFM/SDO reporting procedures to JT/MH	% of activities being assessed as satisfactory and above	Work commenced on the Monitoring Toolkit, that will complement the PI measurement process.  Monitoring Toolkit in place by April 2005.
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Survey users and non-users on appropriateness of activities/opportunities</li> <li>• Carry out 6 monthly quality analysis of activity/opportunity assessments in order to identify % scoring satisfactory and above</li> <li>• Customer satisfaction surveys - opening times</li> </ul>					
<b>Risk Assessment</b>	<b>Not doing:</b> Failure to achieve/attract required levels of participation. Continued decline in usage					

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<b>1e) Progressively reduce physical and cost barriers to access and participation.</b>						
<b>First Inspection Recommendation</b>	<b>Outcome / Target</b>					
	Current Leisure facilities have plan of action for DDA compliance. Establish a clear and effective pricing policy/strategy aimed at increasing participation from target groups. Establish clear purpose for discount card scheme (Rothercard) including clear expectations/principles, systems to measure and evidence impact.					
<b>Actions</b>	<b>Timescale/ Milestone</b>	<b>Accountable staff</b>	<b>Monitoring/ Reporting</b>	<b>Success Criteria</b>	<b>Status</b>	
<ol style="list-style-type: none"> <li>1. Work with EDS Asset Management Team to establish action plan based on DDA audit</li> <li>a. Work with asset management team to programme necessary structural improvements within time scales</li> </ol>	April 2004 and ongoing	MH/EF/AP/SB Gary Lindley	Include in quarterly report to delegated powers	Improvements towards DDA compliant	Outline project plan agreed with Buildings Manager (BM). BM to discuss with Disabled Access Officer and look to secure funding.  All libraries scheduled for improvement works	
<ol style="list-style-type: none"> <li>2. Develop a clear pricing policy/strategy in relation to identified outcomes e.g. target groups and customer base increase</li> <li>b. Engage staff, members and key organisations in consultation</li> <li>c. Investigate policies/strategies in 'beacon' Local Authorities</li> <li>d. Draft Strategy</li> <li>e. Seek member approval for pricing strategy to include – principles, expectations, impact</li> <li>f. Implement strategy</li> <li>g. Monitor and evaluate strategy</li> <li>h. Report impact</li> </ol>	July 2004 July 2004 Sept 2004 Oct 2004  April 2005 April – Sept 2005 Sept 2005	MH/SH LMAMT	Report to SMT Sept 2004  Report to delegated powers Sept 2004  Include in quarterly report to delegated powers	Pricing policy supports access of priority groups to RMBC facilities and opportunities	Phil R and Marie Hayes' team now leading on this.	
<ol style="list-style-type: none"> <li>3. Rothercard</li> <li>a. Meet with officers currently responsible for Rothercard</li> <li>b. Secure future role, purpose and fit with Sport &amp; Leisure priorities</li> <li>c. Develop pilot project with South Yorkshire Sport &amp; other South Yorkshire Authorities (Dearne Valley Area)</li> <li>d. Establish systems for promoting, monitoring and evaluating</li> <li>e. Report to members</li> <li>f. Integrate into market plan</li> <li>g. Implement / relaunch</li> </ol>	May 2004 May 2004 June 2004 October 2004 October 2004 Jan 2005	MH/CN Commercial & Promotional services (CaPS)	Report to SMT Sept 2004  Report to delegated powers Sept 2004  Include in quarterly report to delegated powers	Scheme enables service to monitor usage and track customers  Scheme is targeted at and accessible to target groups  Participation of target groups is increased as a result of card usage.	S. Yorks cross-boundary card use already in place.  Rothercard to be reviewed as part of the broader RMBC Smart Card proposals.	

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<b>Actions</b>	<b>Timescale/ Milestone</b>	<b>Accountable staff</b>	<b>Monitoring/ Reporting</b>	<b>Success Criteria</b>	<b>Status</b>
4. Ensure all new facility developments comply with DDA	Ongoing	SH/MH/LMAMT Business Development Team	Ongoing to SMT and delegated powers	All new facilities DDA compliant.	Actioned as part of working group for PFI. Access group closely involved
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• DDA plans are assessed as achievable</li> <li>• Surveys to identify impact of pricing policy</li> <li>• Surveys to identify impact of Rothercard</li> </ul>				
<b>Risk Assessment</b>	<b>Not doing:</b> Facilities do not meet DDA compliance by target date. Price continues to be a barrier to access and therefore adversely affects the aim of increasing participation				

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1f) Develop a long term integrated plan covering all Cultural Services' facilities and taking full account of provision in other sectors.						
First Inspection Recommendation						
Outcome / Target	<p>Establish an overarching/joint plan and targets for Cultural Services linked to Programme Area and Corporate Priorities.</p> <p>Establish a culture within all Services of working to plans.</p> <p>Establish regular reporting of progress against plans and targets.</p>					
Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status	
<ol style="list-style-type: none"> <li>1. Produce final draft of Sport and Recreation Plan               <ol style="list-style-type: none"> <li>a. Draft plan according to Sport England guidelines</li> <li>b. Consult with key partners</li> <li>c. Agree target groups, priorities and themes</li> <li>d. Report outcomes to members</li> <li>e. Publish and promote overarching plan in conjunction with Green Spaces Plan</li> </ol> </li> </ol>	<p>Final draft March 2004</p> <p>Consult March 2004</p> <p>Report to delegated powers 2004</p> <p>Publish final document April 2004</p>	RO/SH	<p>Annual review of plan reported to Delegated powers</p> <p>User forums</p> <p>Key partners</p>	Sports Strategy to be in place by April 2004.	Draft due for completion by end of September.	
<ol style="list-style-type: none"> <li>2. Review service Business Plan               <ol style="list-style-type: none"> <li>a. Review action plan in relation to Audit Commission recommendation</li> <li>b. Integrate into one overarching action plan</li> </ol> </li> </ol>	March 2004	SH/ LGSMT GK/LLMAMT	Report to Strategic Leader and Corporate team March 2004	Production of one plan that can be used to guide the service and which takes account of all key strategic documents internally and externally.	New corporate guidelines for service plans being developed by CEO. Will be implemented at CLLL level. First draft Oct/Nov 2004	
<ol style="list-style-type: none"> <li>3. Develop Sport and Leisure Service structure around geographical areas of the Borough (North, Central &amp; South) to better deliver service and meet Corporate priorities               <ol style="list-style-type: none"> <li>a. Appoint new posts – Area Facility Managers (AFM) and Area Sports Development Officers (SDO)</li> <li>b. AFM &amp; SDO to have joint responsibility for an area, including production of area plans – 1 &amp; 3 year (see rec. 1 action 2 &amp; 3)</li> <li>c. Designated Green Space Officer to contribute to area plan</li> </ol> </li> </ol>	<p>March 2004</p> <p>April 2004</p>	SH/ LGSMT	Report to SMT and delegated powers June 2004	Production of one plan that can be used to guide the service and which takes account of all key strategic documents internally and externally.	Draft structure developed and agreed with Strategic Leader. To be reported to SLT and Cabinet Member. Subject to confirmation of budgets. Appointment of posts complete!	
Evaluation	<ul style="list-style-type: none"> <li>• Share plans with stakeholders</li> <li>• Continually assess effectiveness of plan in identifying service priorities and focusing activity</li> </ul>					
Risk Assessment	<p><b>Not doing:</b> Continuation of fragmented service provision and reduced effectiveness of resources.</p>					



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<b>First Inspection Recommendation</b>	<b>1g) Develop an effective performance management system.</b>					
<b>Outcome / Target</b>	Robust Performance Management Systems in place.					
<b>SEE Rec. 2</b>	<b>Actions</b>	<b>Timescale/Milestone</b>	<b>Accountable staff</b>	<b>Monitoring/Reporting</b>	<b>Success Criteria</b>	<b>Status</b>
		Sept 2004	SH/GK	Report to SMT Sept 2004 Report to delegated powers Sept 2004	Robust system in place reviewed annually and adapted as necessary.	Working closely with Audit Commission and Leisure Institute Research Centre (LIRC). First draft complete by end of Oct 2004
<b>Evaluation</b>						
<b>Risk Assessment</b>						

<b>First Inspection Recommendation</b>	<b>1h) Make service aims clearer and more challenging by linking directly to community and corporate aims.</b>					
<b>Outcome / Target</b>	Agree clear service aims and objectives linked to corporate aims.					
<b>SEE Rec. 3 (also rec. 1a and outcome 1f)</b>	<b>Actions</b>	<b>Timescale/Milestone</b>	<b>Accountable staff</b>	<b>Monitoring/Reporting</b>	<b>Success Criteria</b>	<b>Status</b>
		March 2004	SH/GK	Report to SMT March 2004 Report to delegated powers March 2004	A clear aims and objectives owned and understood by all members of staff	Mapping to community corporate aims complete. CLLL and L&GS strategic objectives being finalised.
<b>Evaluation</b>						
<b>Risk Assessment</b>						

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<b>1i) Set customer-based performance targets for outcomes, participation, quality and cost that deliver current top 25 percent performance within the next 5 years.</b>						
<b>First Inspection Recommendation</b>						
<b>Outcome / Target</b>	Clear targets set for <ul style="list-style-type: none"> <li>• outcomes</li> <li>• participation</li> <li>• quality</li> <li>• cost</li> </ul>					
<b>SEE Rec. 2</b>	<b>Actions</b>	<b>Timescale/Milestone</b>	<b>Accountable staff</b>	<b>Monitoring/Reporting</b>	<b>Success Criteria</b>	<b>Status</b>
		April 2004 for key indicators Feb 2005 for all indicators	SH/GK	Report to SMT and delegated powers April 2004 and Feb 2005 accordingly	Clear targets established Targets regularly measured and reported Targets used to improve service access and delivery	Target setting will follow baseline exercise and will be complete by Feb 2005
<b>Evaluation</b>						
<b>Risk Assessment</b>						

<b>1j) Effectively monitor performance against targets.</b>						
<b>First Inspection Recommendation</b>						
<b>Outcome / Target</b>	Monitoring systems in place.					
	<b>Actions</b>	<b>Timescale/Milestone</b>	<b>Accountable staff</b>	<b>Monitoring/Reporting</b>	<b>Success Criteria</b>	<b>Status</b>
	<b>SEE Rec. 2</b>	Systems in place Sept 2004 Ongoing thereafter	SH/GK	Report to SMT and delegated powers Sept 2004	Systems in place Capacity to utilise and report exists	Pilot monitoring will take place from Dec 2004. Systems will be further developed from April 2005.
<b>Evaluation</b>						
<b>Risk Assessment</b>						

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1k) Link (targets) to staff performance and development.						
First Inspection Recommendation						
Outcome / Target	Staff performance & development linked to clear service aims/objectives/targets. Produce Work force plan.					
	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status
1. Integrate plans and targets into the RMBC Personal Development Review(PDR) process a. 1 year plans used as reference in PDR		Oct 2004	LGSMT LMAMT	PDR 6 month reviews	Success judged against targets contained in plans	New corporate PDR procedures being rolled out, including Employee Performance Plan with links to service objectives etc. Yet to be applied.
SEE Rec. 7		Sept 2004	LGSMT	Report to SMT and delegated powers on 6 monthly basis	Staff capacity is sufficient to meet service needs	
Evaluation						
Risk Assessment						

**Recommendations: 2 – 4 (3 Month Targets)**

Recommendation	2. Identify a small number of critical service performance indicators that will drive the service towards corporate priorities of the Council and work with the corporate improvement team to ensure that appropriate arrangements are in place to monitor and actively manage progress at both officer and political level.					
Outcome / Target	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status
<p>Performance indicators established and agreed with members.</p> <p>Recording and reporting systems established.</p> <p>Indicators provide an accurate assessment of service impact</p> <p>Performance Plus piloted in Cultural Services</p>			SH/GK	Report as above	<p>Indicators fit with and are embedded in CLLL and Corporate Performance Team</p> <p>Key strategic partners, where appropriate contribute to:</p> <ul style="list-style-type: none"> <li>Delivery</li> <li>Data collection</li> <li>Measurement</li> <li>Reporting</li> <li>Reviewing</li> </ul>	<p>Alignment complete</p> <p>Senior officers are meeting with Corporate team</p> <p>SMT are developing indicators</p> <p>Sharing of indicators will take place from Dec 04 – March 05</p>
<p>Engage consultancy support to guide process (Sheffield Hallam &amp; Sheffield University – LIRC)</p> <p>Establish Headline indicators based on Corporate priorities and Sport England guidance</p> <p>Establish Subsidiary indicators based on Corporate Priorities and local/partner need</p> <p>Establish type, method and frequency of data collection</p> <p>Develop survey instruments</p> <p>Determine recording and reporting schedules</p> <p>Carry out staff consultation and training exercises</p> <p>Trial activity in at least three pilot projects – adapt as necessary</p> <p>Additional</p> <p>Use consultancy to support identification of information gaps, and collection of information needed/base line data</p>		<p>March 2004</p> <p>March 2004</p> <p>April 2004</p> <p>Ongoing until Sept 2004 thereafter</p> <p>Headline indicators in place by March 2004</p> <p>All indicators and systems in place Sept 2004</p>	SH	<p>Report to SMT March 2004</p> <p>First report to delegated powers April 2004</p> <p>Report to delegated powers Sept 2004</p>	<p>Clear set of manageable performance indicators and management systems in place.</p> <p>Ability to clearly evidence service contribution to Corporate aims</p>	<p>Consultants have been engaged and work is progressing, slightly behind schedule.</p> <p>Completion expected by end of October.</p>
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Continually assess ability of service to manage the performance process</li> <li>• Continually assess the effectiveness of indicators in demonstrating service impact</li> <li>• Continually assess the ability of managers to use indicators to drive service improvement</li> </ul>					
<b>Risk Assessment</b>	<b>Not doing:</b> Failure to evidence impact of service and achieve best value					

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<p><b>3. Actively promote a clear vision of Cultural Services so that staff and public are aware of what the service's intentions are for the people of Rotherham, support this with clear objectives and targets for service components.</b></p>						
Outcome / Target	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status
<p>Agree clear service aims and objectives linked to corporate aims.</p> <p>Consolidate aims across service.</p> <p>Cascade 'Future Perfect' targets into whole service.</p> <p>Aims/objectives clearly support Corporate priorities.</p> <p>Staff will own/understand aims/objectives.</p> <p>Clarity about what are not priorities.</p>	<p>1. Review Community Strategy and new Corporate Plan</p> <p>2. Review Business Plan and Cultural Plan and ensure integration of aims/objectives/priorities</p> <p>3. See Recommendation 1f, action point 1 and 2</p> <p>4. Senior managers produce redraft of vision, mission, aims, objectives, target groups and themes linked to community/corporate/cultural aims, etc.</p> <p>a. Draft referred back to SMT/ SLT</p> <p>b. Share, improve and develop draft through various staff/team meetings</p> <p>c. Share and develop draft through various meetings with external partners/forums</p> <p>d. Seek member approval on mission, vision, aims and objectives</p>	<p>March 2004</p> <p>March 2004</p> <p>March 2004</p> <p>March 2004</p> <p>May 2004</p>	<p>SH/GK</p> <p>SH/GK</p> <p>SH/GK LMAMT</p> <p>SH/LGSMT</p> <p>SH/LGSMT GK/LMAMT</p>	<p>Tie into Corporate monitoring</p> <p>Report to SMT March 2004</p> <p>Report to Delegated powers April 2004</p> <p>Conduct Annual Reviews with staff, customers and key partners</p>	<p>Clear alignment with all strategic documents</p> <p>Clear vision for service that is shared and communicated with all interested parties</p> <p>Vision and direction is visibly communicated at Leisure &amp; Green Space sites Information on Vision and direction can be made available on request/website</p>	<p>Review complete</p> <p>Drafted and under review in conjunction with consultants and A Ward.</p> <p>Materials will be produced once the above has been agreed.</p>
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Regularly survey knowledge and understanding of staff, partners and public regarding service aims and priorities</li> <li>• Feedback relating to perception of achievement of vision, aims, objectives</li> </ul>					
<b>Risk Assessment</b>	<p><b>Not doing:</b> Continued lack of understanding of service priorities</p>					

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4. Identify and make better use of information already within the council to target programmes on those with greatest need.						
Outcome / Target	Clear identification and application of all relevant data.					
Develop strategic approach to Cultural Services for Young People , inclusion and diversity, consultation, advocacy and marketing						
Share best practice more effectively across Service areas.						
Actions	Timescale/Milestones	Accountable staff	Monitoring/Reporting	Success Criteria	Status	
<ol style="list-style-type: none"> <li>1. Establish a clear view of existing and future information relating to target groups and themes (e.g. Young People, Health, etc)               <ol style="list-style-type: none"> <li>a. Gather and review baseline information from other RMBC services, external partners, and organisations.</li> <li>b. Review existing baseline information L&amp;GS</li> <li>c. Identify gaps in information and develop strategies to fill.</li> <li>d. Establish own and others calendar and systems for ongoing consultation and feedback – related to service planning and reporting procedures.</li> <li>e. Use information to support target setting</li> </ol> </li> </ol>	<p>Information gathering complete by March 2004</p> <p>Systems to fill gaps established April 2004</p> <p>Information used to support target setting May 2004 and ongoing thereafter</p>	RO LMAMT	Report to SMT April 2004	Service is aware of all appropriate information and uses it to inform planning, set targets, and develop partnership working.	Process has begun but will continue through to Feb 2005	
2. Establish Information Post to co-ordinate activity		SH	Report to SMT and delegated powers May 2004	Post in place and used effectively to support senior Officers	Under review pending identification of resources.	
Evaluation	<ul style="list-style-type: none"> <li>• Regularly assess effectiveness of data gathering systems</li> </ul>					
Risk Assessment	<p><b>Not doing:</b> Inefficient use of time and resources collecting data that already exists. Setting targets based on inaccurate information. Missed opportunities in terms of accessing systems already set up to gather data</p>					

**Recommendations: 5 – 10 (6 Month Targets)**

Recommendation	5. Develop a better understanding of potential customers and their needs by using appropriate processes and systems to monitor and establish the reasons for usage and non-usage of existing facilities and activities.					
Outcome / Target	Develop a regular programme of consultation and feedback (as part of Rec.4 above and Rec. 6 below). Accurate information base of customer usage to inform planning and marketing.					
	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status
<ol style="list-style-type: none"> <li>1. Establish systems: for Immediate feedback – customer comments/complaints</li> <li>a. Ensure systems are visible at sites and actively promoted</li> <li>b. Establish systems to monitor and analyse comments/complaints</li> <li>c. Develop system for feedback to customers on actions taken</li> <li>d. Build into monthly managers report</li> <li>e. Use to inform short and long term planning</li> </ol>		June 2004	JT/MIH/PG LMAMT Senior Managers	Included as part of managers monthly reports  Include in quarterly report to delegated powers (as appropriate)	Customers feel able to make comments and those comments will be welcomed and responded to.  Reduction in the number of negative comments.	Preliminary proposals drafted. AL attending Local Government Ombudsman course on Complaint Investigation (11/04) to allow further development in line with good practice.
<ol style="list-style-type: none"> <li>2. Establish a Service Approach to Programme/event participant feedback by way of evaluation forms</li> <li>a. Ensure systems are actively implemented</li> <li>b. Information gathered centrally and used to inform quality of provision</li> <li>c. Use to inform short and long term planning</li> </ol>		June 2004  ongoing	JT LMAMT  Senior managers Information Officer	Feedback collated and reported to Senior Managers  Include in quarterly report to delegated powers (as appropriate)	Improvement in the quality of delivery  Increased participation	Monitoring Toolkit in place by April 2005.
<ol style="list-style-type: none"> <li>3. Planned/targeted surveys of user and non user</li> <li>a. Meet with Emma Hayes (RMBC Consultation Co-ordination)</li> <li>b. Identify existing opportunities and agree Service use/access (e.g. focus groups, Area Assem, Reachout and others)</li> <li>c. Identify Service specific needs</li> <li>d. Agree timetable/period for carrying out consultation</li> <li>e. Use to inform planning/target setting</li> </ol>		March 2004  Timetable established April 2004  Consultation carried out as appropriate	SH/GK  Senior Managers	Feedback collated and reported to Senior Managers  Include in quarterly report to delegated powers (as appropriate)	Regular feedback/information available to: inform planning improve quality of service delivery increase participation	Initial meeting has taken place. Further progress is awaiting development of Performance Management systems.

## Cultural Services RPA Service Improvement Plan (March 2004)

Actions	Timescale / Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
4. Invest in customer information management system to enable service to: a. Establish funding for information system b. Identify customer information – age, gender, post code, etc c. Track customers – activities they are taking part in d. Carry out direct marketing e. Identify participation levels f. Establish system in 3 Leisure Facilities to develop as pilot projects g. Further develop services/programmes suited to user needs	April 2004	MH Senior Managers	Feedback collated and reported to Senior Managers  Include in quarterly report to delegated powers (as appropriate)	Clear picture of usage and non usage  Ability to carry out direct marketing	Funding now secured for scoping. BT colleagues currently undertaking review of CRM requirements. Due for report completion end Oct 2004
5. Plan and deliver appropriate staff training relating to all of the above	Commencing June 2004 and ongoing thereafter	JT LGSMT LMAMIT	Report to SMT and CLLL Training Group as appropriate	Staff are able to carry out process efficiently and effectively	Incorporate processes in staff training April 2004. PDR and agreed training programme with LIRC
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Regularly assess effectiveness of data gathering systems</li> <li>• Assess usage of information analysis in terms of informing planning and improving usage</li> </ul>				
<b>Risk Assessment</b>	Securing necessary funding <b>Not doing:</b> Continued lack of appropriate information to monitor customer usage and non-usage. Continued decline in usage. Restricted ability to market to target audiences				



## Cultural Services RPA Service Improvement Plan (March 2004)

6. Building on an understanding of need and in conjunction with other partners, develop a promotion and marketing strategy for Cultural Services, which focuses on outcomes.					
Outcome / Target	3 year marketing strategy developed, implemented and evaluated.				
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria
1. Establish Marketing Strategy		July 2004	JT/PG	Report strategy to SMT August 2004	Clear brand for the service that is recognised and understood by users and non users
a. Identify support available from RMBC Commercial and Promotional Services (CaPS) resource		March 2004	JT/PG		
2. Engage Marketing consultants to		March 2004	LMAMT	Include in quarterly report to delegated powers Sept 2004	Increased use of sites and facilities Increased levels of participation across the Borough
a. Carry out market research – reasons for usage and non usage etc					
b. Establish the brand					
c. Establish marketing aims and objectives					
d. Research the market					
e. Identify campaign message and target audience					
f. Clarify evaluation criteria					
g. Develop an operational plan – taking account of other service planning					
h. Establish systems to measure impact of plan					
i. Develop and implement marketing strategy, including partner organisations		Strategy and resources ready to be implemented Sept 2004		Report impact to SMT & Delegated powers Feb 2005	Marketing strategy being broadened to encompass all of CLLL. Interim report with outline action plan submitted by Diva consultants. Further discussions with consultants pending to review time scales for amended brief.
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Distribution of marketing materials (how many, where and when)</li> <li>• Clippings from local media regarding elements of the Project</li> <li>• Perceived awareness of the Project within partner organisations (established through target response mechanisms such as emails, feedback on news sheet etc)</li> <li>• Level of enquiries to Project office (related to specific issues or target audiences)</li> <li>• Numbers of individuals accessing services</li> <li>• Sample of enquiries to identify where they have found out about the Project/service etc</li> </ul>				
<b>Risk Assessment</b>	Securing appropriate revenue to deliver an effective strategy <b>Not doing:</b> Reduced success in relation to targets aimed at increasing participation. Restricted ability to increase income generation. Uncertainty in developing service to meet potential demand and market opportunities				

## Cultural Services RPA Service Improvement Plan (March 2004)

7. Ensure that staff has the skills and capacity to deliver an improved service which meets need by planning, developing and actively performance managing staff to be able to fit future delivery requirements.						
Outcome / Target	Establish a formalised work force development plan. Develop the Capability of all Staff to carry out duties.					
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
1.	Meet with Phil Howe/Tracey Parkin (RMBC)	March 2004	SH/GK/JC	Report to SMT June 2004 and 6 monthly thereafter	Staff are well trained and feel confident in carrying out their duties	Outcome of Corporate work to develop strategy and template expected end Sept 04. Work to commence Oct 04.
a.	Discuss how to establish plan	Plan completed by Sept 2004				
b.	Carry out necessary actions – including staff consultation					
c.	Establish the plan					
d.	Integrate into PDR process					
e.	Monitor, Review and Report progress					
2.	Recruit new Staff –	April – May 2004	SH/MH/JT	Report to SMT May 2004	A quality service is being delivered supported by an appropriate staffing structure.	Complete Majority of Officers now in post 1 Asst Manager vacancy at HCL
a.	Area Facility Managers					
b.	Assist Managers					
c.	Fitness Suite Manager,					
d.	Senior Sports Development Officer					
e.	PE and Sports Development Officer					
f.	Sports Development Officer					
Evaluation	<ul style="list-style-type: none"> <li>Assessment of delivery of training provision against staff needs</li> <li>Assessment of staff evaluation relating to training provision</li> <li>PDR competency Framework</li> </ul>					
Risk Assessment	Securing necessary funding <b>Not doing:</b> Failure achieve necessary service improvements due to lack of staff capacity/competency					

Cultural Services RPA Service Improvement Plan (March 2004)

<p><b>8. Ensure that resources are focused according to priorities and adopting a more business like approach to facilities management without jeopardizing outcomes, by for example applying premium pricing and discounting appropriately.</b></p>						
Outcome / Target	Planned approach to making best use of resources to meet targets and priorities	Accountable staff	Monitoring/ Reporting	Success Criteria	Status	
<p>1. Identify effective practice in other Local Authorities as well as Private and Voluntary sectors</p> <p>a. Develop Sport &amp; Leisure Networks</p> <p>b. Communicate with 'good practice' local authorities to access ideas and approaches</p> <p>c. Consultancy support – LIRC &amp; Audit commission</p> <p>d. Use new appointments to bring ideas and abilities</p>	<p>Increase income generation in appropriate areas.</p> <p>Increase income from external revenue funding opportunities, particularly in Leisure Facilities.</p>	MH	Report to SMT	Good practice identified, adapted to need and implemented to effect necessary improvements	<p>New Officers have brought ideas, experiences and examples of good practice.</p> <p>Also see Action 2 Page 6.</p>	
<p>2. Develop planning process to clearly identify the prioritisation of resources according to focus groups (see Rec. 1a, action point 2 &amp; 3)</p> <p>a. Identify premium pricing activity/programming</p> <p>b. Identify external funding opportunities</p>		MH/LMAMT	<p>Reporting included in service planning structure</p> <p>Pricing changes reported to SMT and delegated powers</p>	<p>Increased usage of Facilities from both target and non target groups</p> <p>Increased income generation</p> <p>Increased levels of external revenue funding</p>	<p>No progress.</p> <p>Links to page 10 action 1 and page 11 actions 2 &amp; 3.</p>	
<p>3. Also SEE Rec. 1e) &amp; Rec.5</p>						
<p><b>Evaluation</b></p> <ul style="list-style-type: none"> <li>Analysis of impact of discount/premium pricing on usage and income</li> <li>Quarterly assessment of income against income targets</li> <li>Analysis of income achieved from external funding sources</li> </ul>						
<p><b>Risk Assessment</b></p> <p>Limited capacity to target resources. Time scales relating to review of pricing policy.</p> <p><b>Not doing:</b> Continued limited capacity to target resources. Restricted ability to meet priorities</p>						

## Cultural Services RPA Service Improvement Plan (March 2004)

Recommendation	9. Create and take up opportunities to ensure that the Cultural Services joins up with other providers, e.g. tourism, transport operators and key partners in areas such as health, crime and education to maximise benefits for local people.					
Outcome / Target	Objectives shared at key Strategic groups. Agreement reached on where resources can be maximised. Joint resources built into planning and delivery processes. Links to key strategies developed (eg EDP, Crime and Disorder Strategy)					
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
1. Develop appropriate strategic partnerships in order to maximise benefits a. Attend PCT strategic group b. Attend Youth Offending Team strategic group c. Co-ordinate PE and School Sport Strategic Group d. Identify other key groups/meetings and agree commitment to attend 2. Prepare guidelines for developing and evaluating partnerships		Feb 2004 and then ongoing May 2004 and then ongoing Ongoing - bimonthly May 2004	SH JT PE post SH/MH/JT/PG LM/AMT	Report to LGSMT & SMT Include in quarterly report to delegated powers (as appropriate)	Regular attendance at key strategic meetings Successful joint working Shared promotion of activity and impact	Attendance at joint meeting with PCT. Continued working with PCT on Valley Allotment Project. PCT Physical Activity Strategy Group attended by the Health & Fitness Co-ordinator who will feed in to the health & Fitness Forum to be established in October/November 2004 Business Manager Leisure & Green Spaces attending PCT Strategy Group.
<b>Also SEE Rec. 1f) action point 1</b>						
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>Evaluate success as part of joint steering group activity</li> </ul>					
<b>Risk Assessment</b>	Capacity, readiness and will of partners to engage <b>Not doing</b> Reduction in available resources. Reduced impact of opportunities. Restricted access to target groups and communities					

Cultural Services RPA Service Improvement Plan (March 2004)

<b>Recommendation</b>	<b>10. Publish a clear customer charter for Cultural Services, so that users know what service they should be getting.</b>					
<b>Outcome / Target</b>						
	<b>Actions</b>	<b>Timescale/ Milestone</b>	<b>Accountable staff</b>	<b>Monitoring/ Reporting</b>	<b>Success Criteria</b>	<b>Status</b>
<b>Evaluation</b>	SEE Rec.1c) , action points 10 and 12					
<b>Links to other Recommendations</b>						
<b>Risk Assessment</b>						

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	Cabinet Member and Advisors
<b>2.</b>	<b>Date:</b>	<b>26.10.04</b>
<b>3.</b>	<b>Title:</b>	South Yorkshire Sports Partnership – The Works Project Wards affected - All
<b>4.</b>	<b>Programme Area:</b>	Education Culture and Leisure Services

### 5. Summary

'The Works' is a unique project to be undertaken by the South Yorkshire Sports Partnership of which RMBC is the host organisation. The nature of the funding arrangements with Sport England (the funding body) are such that application for the suspension of Standing Order 44 is necessary.

### 6. Recommendations

**Members are asked to:**

- **note the work to be undertaken in this project and**
  - **approve the suspension of Standing Order No. 44 due to the unique nature and contractual requirements of this project.**
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## 7. Proposals and Details

RMBC is a member of the South Yorkshire Sports Partnership and is currently acting as the host organisation, in relation to the partnership finances. The Sports Partnership has recently made an application to Sport England to fund a project entitled 'The Works'. This is an innovative project aimed at using IT and music to engage young people in physical activity. Sport England has awarded £250,000, to the Partnership to pilot the project in Rotherham.

The project requires the procurement of services from a private organisation known as The Music Factory Entertainment Group. Suspension of Standing Order No. 44 is requested as:

1. The Music Factory Entertainment Group is the only organisation capable of providing the service, as it is a unique idea developed by them. No other organisation would be able to deliver the service and therefore the process of inviting tenders would be futile.
2. The Music Factory Entertainment Group is identified in the funding application as a partner and deliverer. Sport England has awarded the funding on the understanding that the Music Factory will deliver the service.
3. RMBC is not making any financial contribution to the project.

## 8. Finance

The funding for the project is made up of contributions from Sport England and from The Music Factory Entertainment Group. RMBC is not required to make any financial contribution

## 9. Risks and Uncertainties

The risks relating to this project are around delivery and outcome and do not relate to the financial issues identified in this report.

## 10. Policy and Performance Agenda Implications

The issue relates to procurement procedures and financial regulations and therefore does not have any implications for policy and performance.

## 11. Background Papers and Consultation

A Summary of 'The Works' project is attached as an appendix.

**Contact Name :** *Steve Hallsworth – Business Manager Leisure & Green Spaces.  
Tel. Ext 2483, email [steve.hallsworth@rotherham.gov.uk](mailto:steve.hallsworth@rotherham.gov.uk).*

# The Works

The urban fitness revolution for the next generation

## The Works Concept

'The Works' is a dynamic multi activity programme, which will provide an innovative approach to health, physical activity, sport and education in a way that will engage young people into a healthy and active lifestyle.

It will be designed, administered and managed via The Works training organisation that will provide fully qualified fitness instructors and the equipment required to deliver the project within schools and the wider community. The instructors will also be responsible for monitoring the effectiveness of the programme, as every participation of a Works session will be logged on a powerful online resource called the Workstation.

### The project will be delivered in several ways:

- The management, administration and training of the project will be the responsibility of The Works training organisation.
- Physical activity sessions in schools, as after schools clubs, and across the community tailored specifically to appeal to young people.
- The Workstation. A dual purpose website that acts as both a physical activity portal providing encouragement and motivation for The Works participants, and as an online resource providing statistics about levels of involvement in the project.
- High profile multi-activity physical fitness events on a regional level to introduce The Works concept to young people, the community, schools and the media.
- A marketing and advertising campaign focused within schools and specific youth media to promote The Works approach to physical activity.

However, if we are to be successful in promoting an active lifestyle to our nation's youth, then we have to look beyond what 'we' *believe* is right for them and find a way to deliver something which *feels* right to them. It has to be fun, it has to be funky, and it has to be engaging.

'The Works' project will deliver this by harnessing the fabric of youth culture, such as sports video games, MTV style TV; iconic sports heroes and urban street culture to connect young people to the real world of sport and physical activity.

The project is not just about skills and ability; it is not about who is faster, stronger, quicker, leaner. It's about inclusion and promoting a health and



fitness message to all young people, no matter what their background. It will promote healthy living and provide a gateway to sport and physical activity by connecting with a youth market in a way that they are accustomed to. 'The Works' will treat sport and physical activity as a product and young people as the consumers, with the ultimate objective of getting them to buy into it.

### **The key objectives are as follows:**

- The 'Works' project to be a vehicle to encourage the mass participation of physical activity and sport with young people.
- To provide a true representation of the effectiveness of the project.
- To provide every secondary school within the South Yorkshire region with a minimum of 3 sessions per week, per school.
- To create a training platform to deliver the 'Works' training into the next generation of fitness instructors.
- To develop a network of instructors who will monitor and administer the results of the programme.
- To provide an effective link between young people and private and public sector health clubs. Encouraging a cultural change amongst those providers who are currently only catering for the adult market.
- To show a progression into a healthy and active lifestyle through a better understanding of physical fitness and how you can partake in it.
- To deliver a marketing and advertising campaign, which presents the 'Works' approach to physical activity in a style that young people can relate to.
- To show clear pathways for young people to pursue physical activity, be that through sport, health clubs or as a career.
- To achieve sustainability through regular communication and motivation via the 'Workstation' website and in-school activities.
- To increase young peoples involvement in ICT via interactive use of the 'Workstation' website.
- To deliver a project that will be accessible and achievable to all young people whatever their ability level or personal background.

**The key elements driving this project are as follows:**

### **Entertainment**

The project has to be enjoyable otherwise the impact and participation will not last. Great attention needs to be paid to the presentation and entertainment elements of the project; it has to feel right to a youth market.

The Music Factory Entertainment Group, who has 20 years experience in delivering creative and engaging solutions to projects and events across the entertainment and fitness industries, will deliver this element of the project.

Not only do they have the creative, marketing, management and logistical capabilities to bring this project to life, but they also have a great understanding of the youth culture and fitness markets.

### **Education**

The project will pay close attention to providing a positive educational output from the events and resources by bringing added value to the curriculum. This will be achieved by working closely with the local LEA, South Yorkshire LSC and local health and social care coordinators. These relationships are already in place and working very well.

### **Health and fitness**

This is the core element of the project, an awareness of how to engage in an active life, along with the long-term benefits it will bring. Pure Energy will provide this vital fitness content and instruction. This organisation has many years experience in providing teacher, fitness and lifestyle training backed up with far reaching knowledge of health, fitness and sports science.

### **Sporting Progression**

This project will become a gateway to sport by showing young people the sporting and physical activity possibilities available to them through embracing a healthy lifestyle. Working closely with sporting bodies such as South Yorkshire Sport and Physical Activity Partnership will bring this dimension to the project by providing the expertise needed to enable young people to progress to a sporting life.

### **ICT**

The implementation of The Workstation not only provides an enhancement to the project, but also offers young people the opportunity to indirectly develop their ICT skills.

The design, architecture, programming and management of the ICT will be handled by the Tidy Multimedia team who have great experience and knowledge of delivering this kind of project.

## Conclusion

The 'Works' project is the brainchild of the Music Factory Entertainment Group, a company that has a proven track record for innovation and forward thinking solutions. What is presented here has the very real potential to provide a solution to an ever-growing problem of national concern. A solution that could be ultimately effective in dealing with the real problems of obesity within children and the lack of physical activity, which is currently undertaken.

The long-term impact of these issues both on children themselves and the National Health Service in general is widely written and commented on, and the problem is only going to get worse. As life becomes more automated and 'remote controlled' there is a very real need to engage young people in physical activity and an active life. Not only will the 'Works' project be exciting and fun for young people but it will also be sustainable and measurable allowing for the project to be constantly evaluated and updated.

The Government has a 'Game Plan' for sport and physical activity, a plan that is far-reaching and incredibly important for the future of sport and the health of the nation. The objective is to now make sure that the young people of today and tomorrow are focussed on this game and not just the virtual games that have them firmly rooted into an interactive lifestyle rather than an active lifestyle.