

## **LIFELONG LEARNING OPPORTUNITIES SCRUTINY PANEL**

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

**Date: Monday, 20 December 2004**

**Time: 10.00 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. Declarations of Interest.
4. Questions from members of the public and the press.

### **PRESENTATION**

5. Better Learning: Better Life (Pages 1 - 19)

### **FOR MONITORING**

6. Budget Monitoring Report as at October, 2004 (Pages 20 - 22)
7. Performance Indicators Report (Pages 23 - 35)
8. Allotments Review Progress Update (Pages 36 - 39)
9. Schools PFI Project Update: Autumn Term 04 (Pages 40 - 48)

### **FOR INFORMATION**

10. Longdendale Update (Pages 49 - 50)
11. Habershon House Update (Pages 51 - 52)
12. Use of freeware/shareware in Libraries (Pages 53 - 55)

13. Culture, Leisure and Lifelong Learning Improvement Action Plan (Pages 56 - 88)
14. Minutes of a Meeting of the Performance and Scrutiny Overview Committee (Pages 89 - 92)

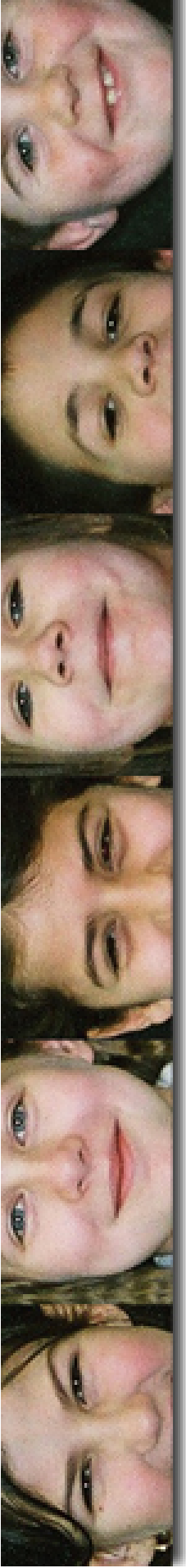
**The following item is likely to be considered in the absence of the press and public as being exempt under Paragraph 8 of Part 1 of Schedule 12A to the Local Government Act 1972:-**

15. Schools Music Service Update (Pages 93 - 99)

**Date of Next Meeting:-  
Monday, 24 January 2005**

**Membership:-**

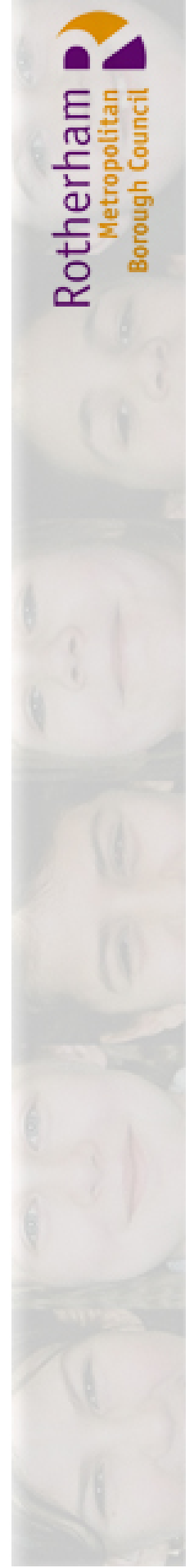
Chairman – Councillor St.John  
Vice-Chairman – Councillor \*License  
Councillors:- Barron, Burke, Hodgkiss, Kaye and Lee  
Co-optees:- Ms. C. Cox, Rev. A. Isaacson, Mr. P. Lennighan and Ms. S. Underwood Mr. T. Belmega, Mr. T. Brown, Kath Henderson, Mr. G. Lancashire, Mr. J. Lewis, Mr. L. Morton, Mr. S. Radford and Mr. K. Stoddart

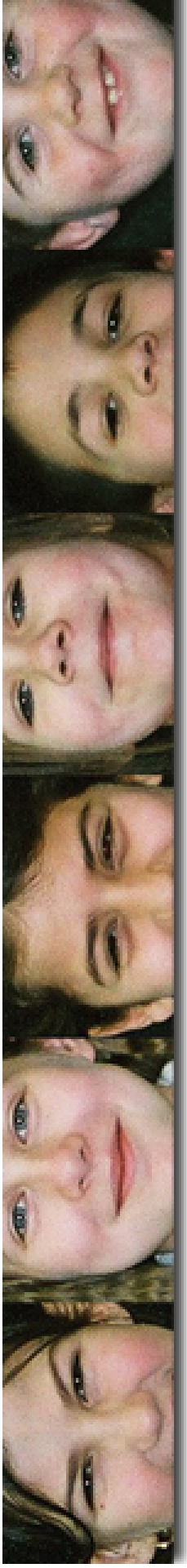


**LIFELONG LEARNING OPPORTUNITIES  
SCRUTINY PANEL**

**DECEMBER 2004**

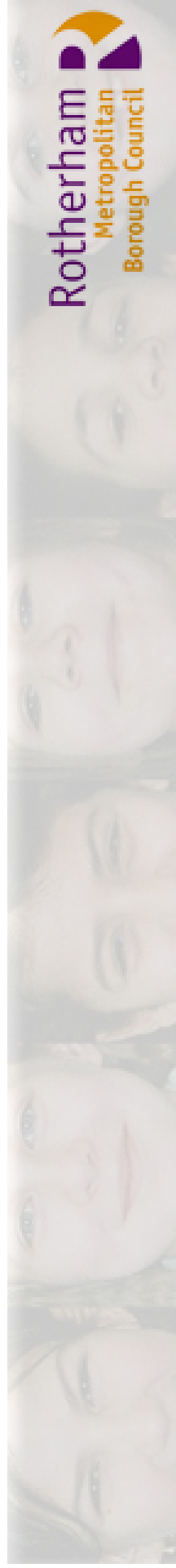
***BETTER LEARNING,  
BETTER LIFE***

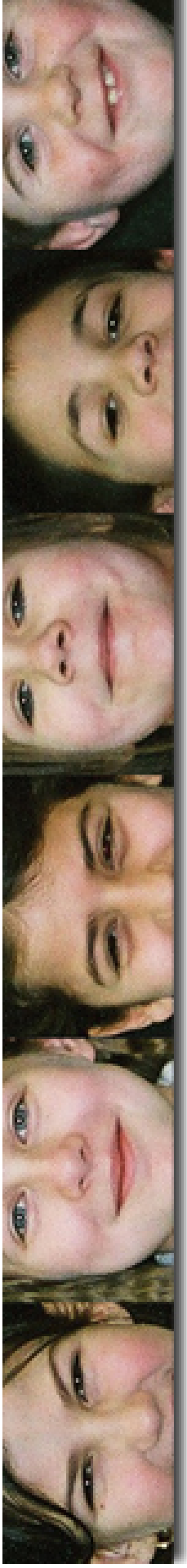




# ***DfES ~ Five Year Strategy for Children & Learners***

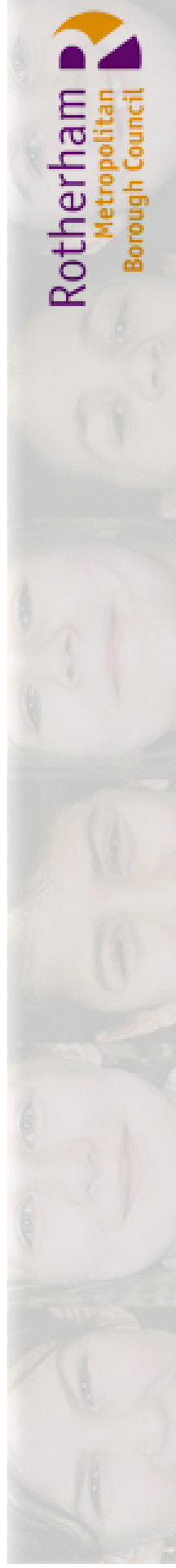
- ✦ **Children's Centres & "educare"**
- **Children's Services & extended schools**
- **Primary networks – support & challenge**
- **Secondary schools: specialist & autonomous**
- ✦ **Secondary partnerships & collaboratives**

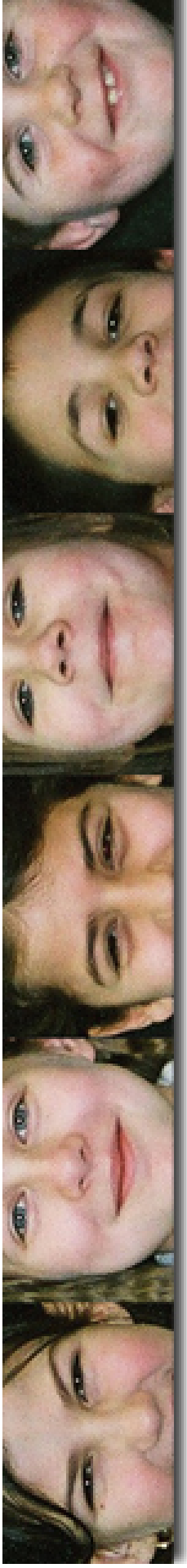




# ***DfES ~ Five Year Strategy for Children & Learners***

- ✦ **Broader curriculum –**
  - primary: foreign language, musical instrument, sport**
  - secondary: “within & beyond the classroom”**
- ✦ **Personalised learning (supported by e-learning)**
- ✦ **3-Year Budgets**



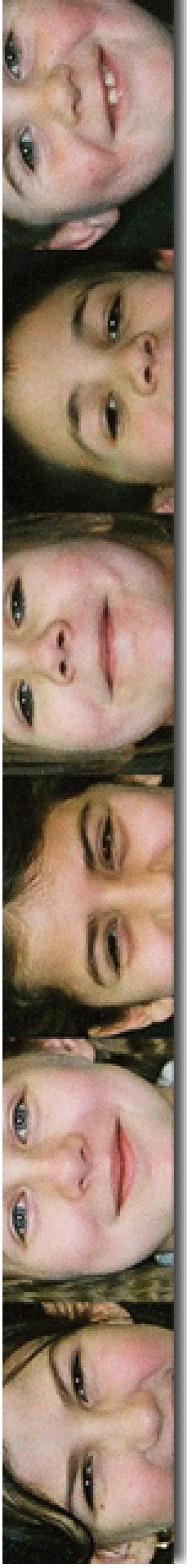


# ***Better Learning, Better Life***

## ***~ in Rotherham***

- ✦ **Raising Achievement**
- ✦ **Inclusive Learning Communities**
- ✦ **Enjoyment and Personal Development**

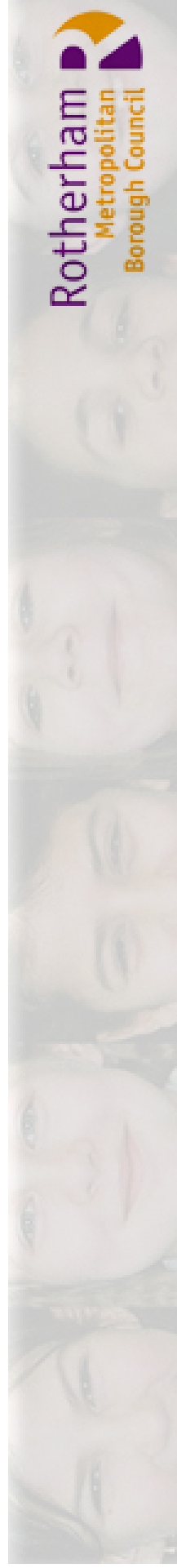


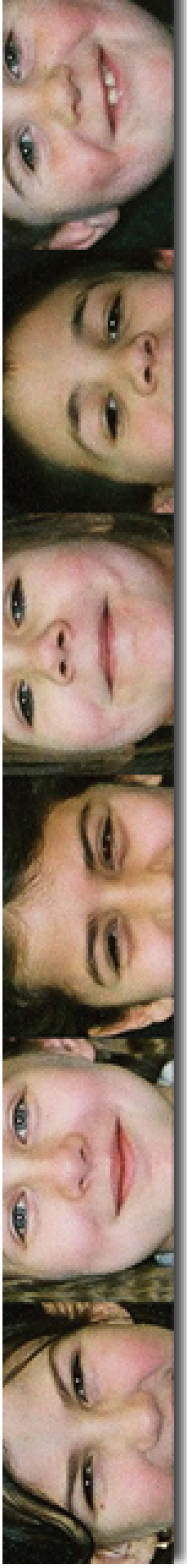


# ***Better Learning, Better Life ~ Future Together***

## **✦ Innovation & Integration:**

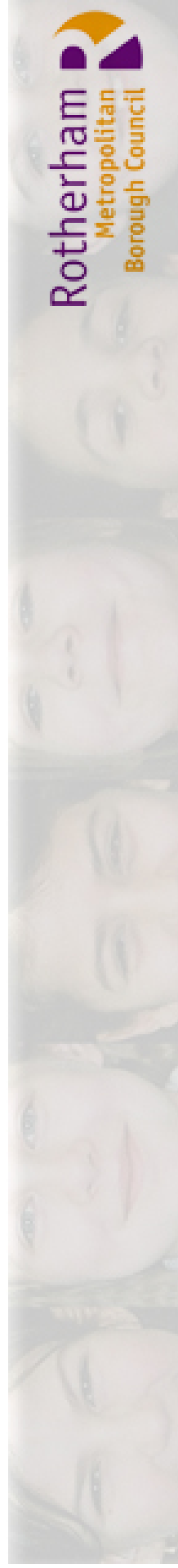
- Voice & influence of young people**
- Early years & childcare**
- Learning pathways to success**
- Packaged, personalised learning opportunities**
- e-Learning & virtual learning environment ~ RLG**
- Enterprise skills**
- Pupil, parent & business participation**



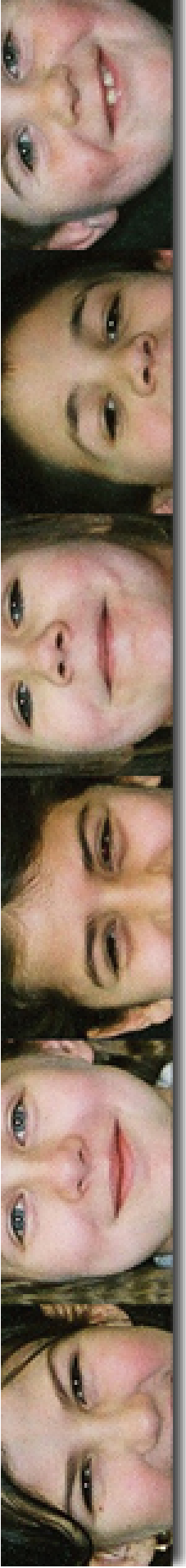


# **Better Learning, Better Life**

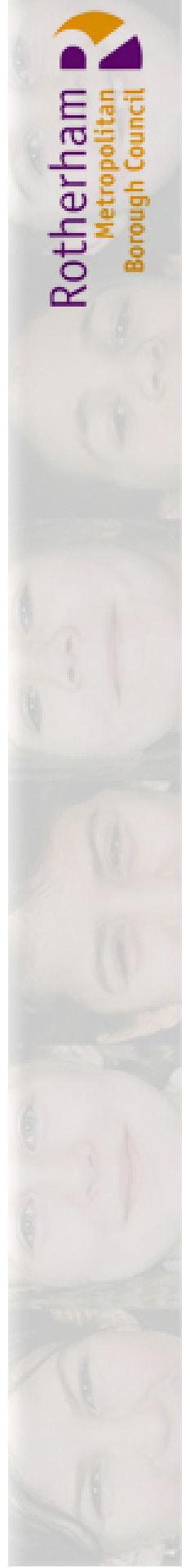
- ✦ ***Excellence through Partnership***
- ✦ ***Designing & Building the Future Together***
- ✦ ***“All of Us Matter in Rotherham”***

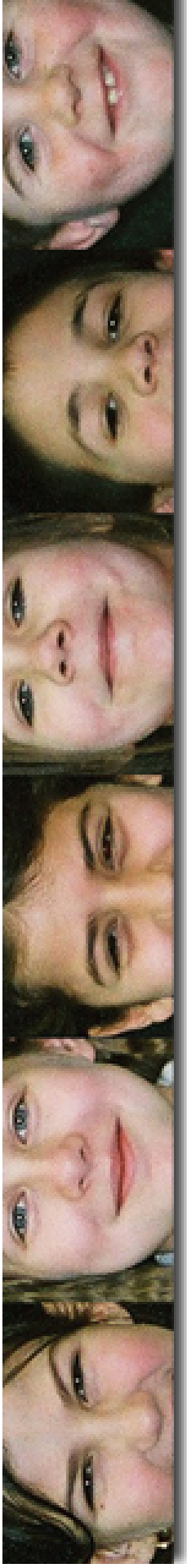






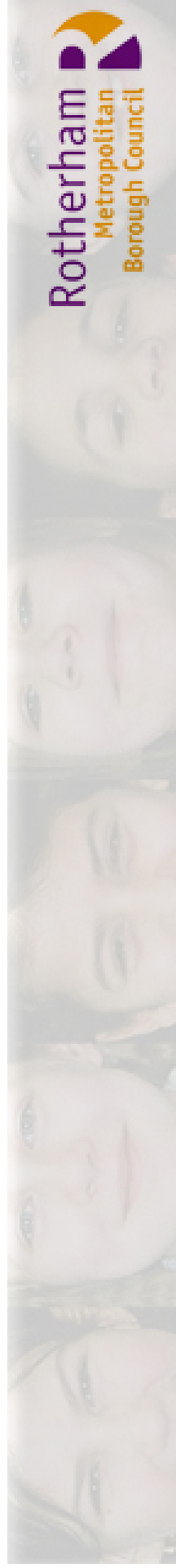
# *~ excellence through partnership*



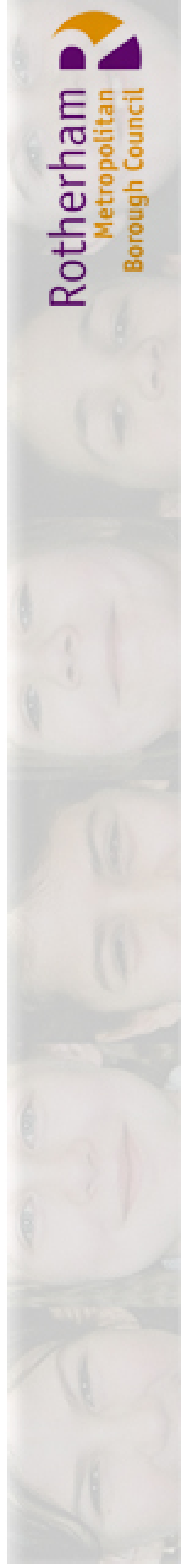
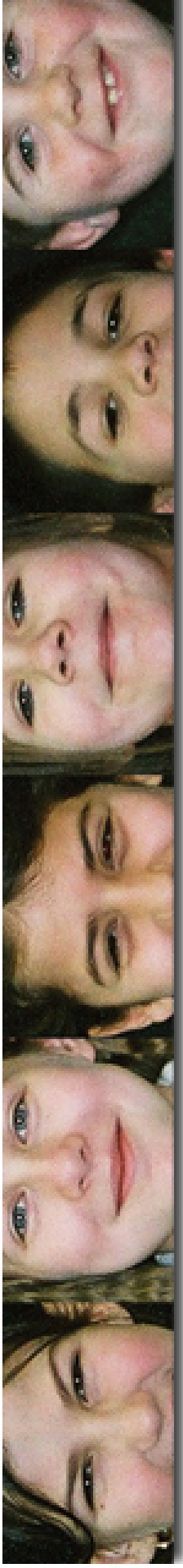
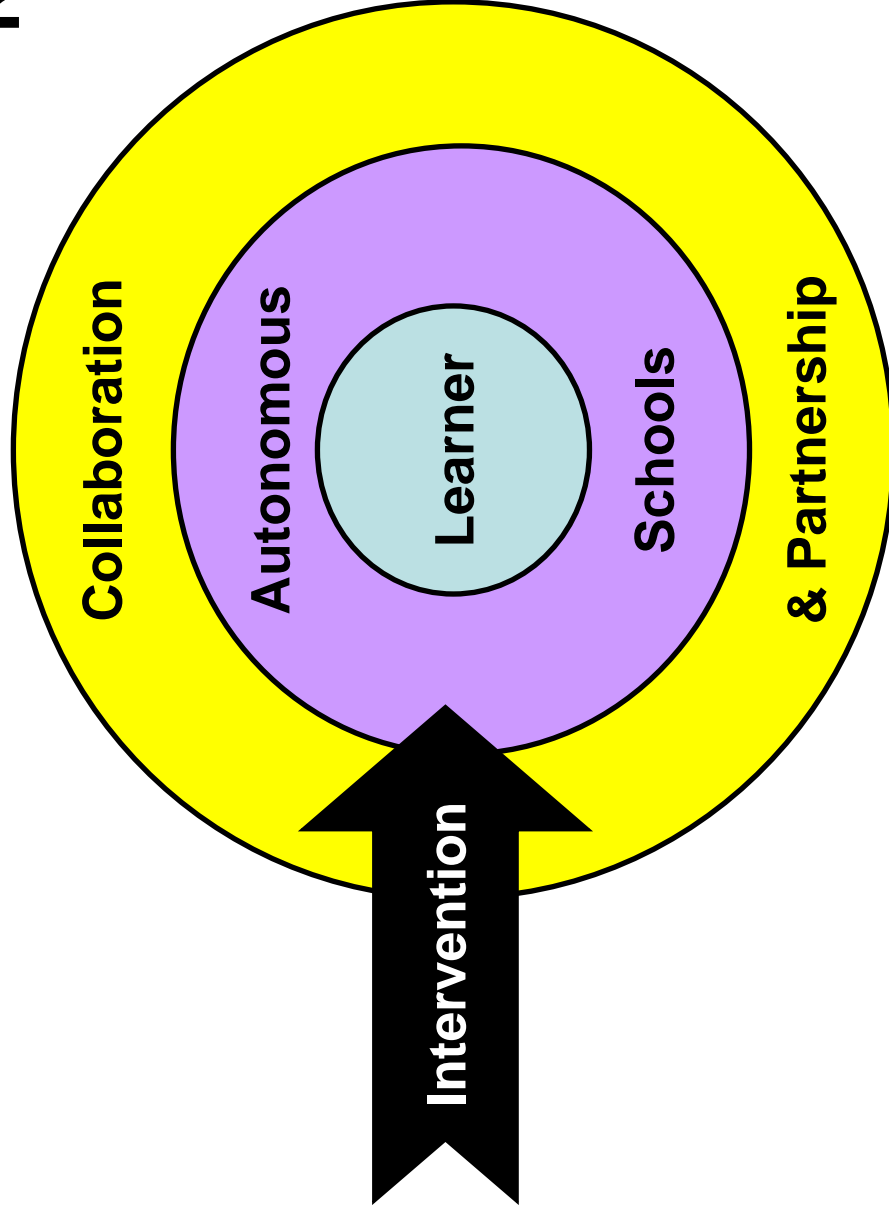


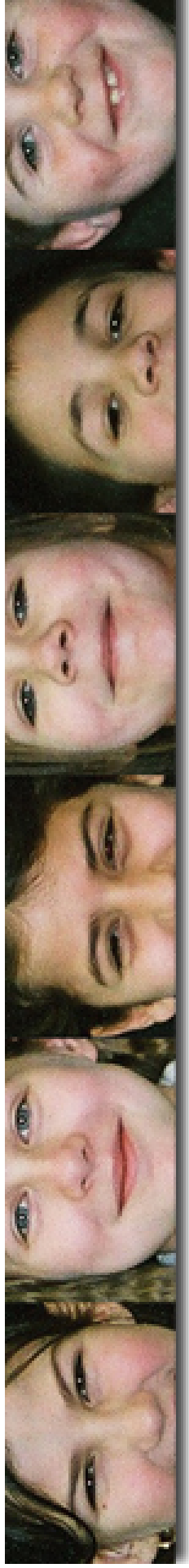
# ***Future Together ~ ~ excellence through partnership***

- ✦ **diversity of learners**
- ✦ **diversity of opportunities**
- ✦ **diversity of providers**



# Relationship With Schools

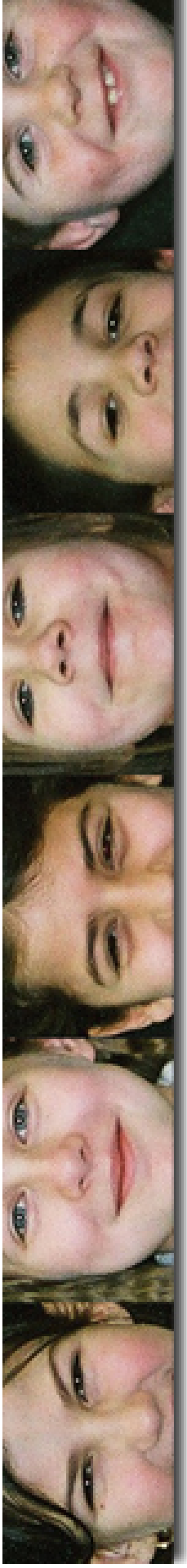




# **Better Learning, Better Life ~ Future Together**

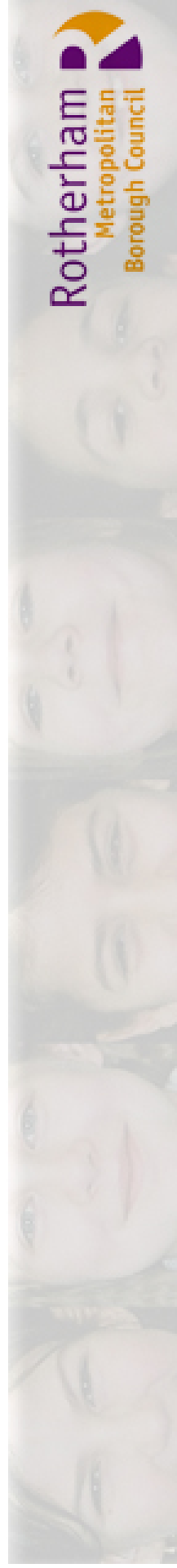
- ✦ **3 Children & Young People's Service areas co-terminous with social services, housing & health**
- ✦ **3 Interlocking 14-19 Rotherham Excellence Partnerships linking into the Rotherham Learning Partnership**
- ✦ **3 Schools' Collaboratives based on the same areas, ~ evolutionary move from 4 at present**
- ✦ **Strategic approach to specialist schools development**

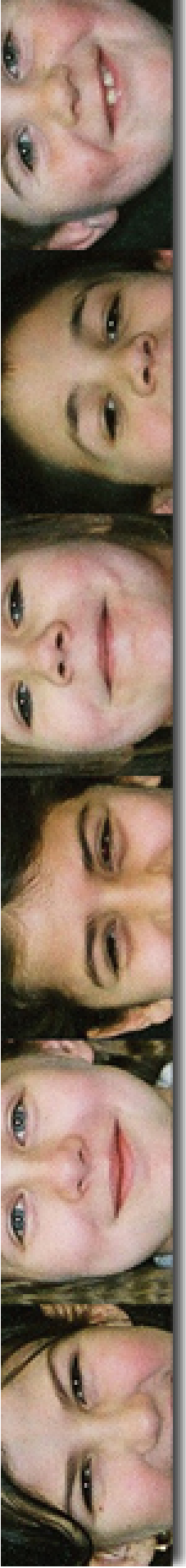




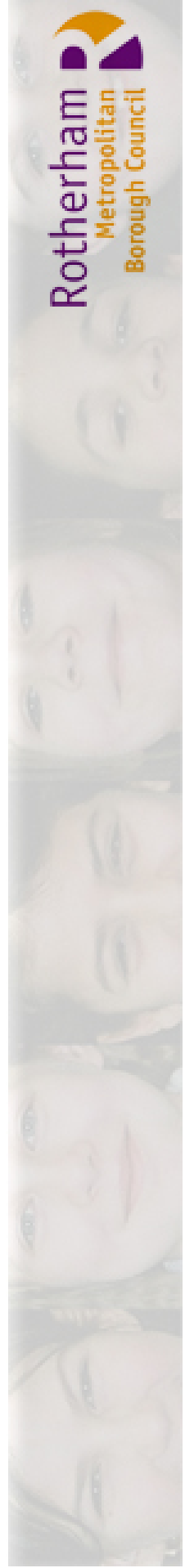
## ***Future Together ~ ~ excellence through partnership***

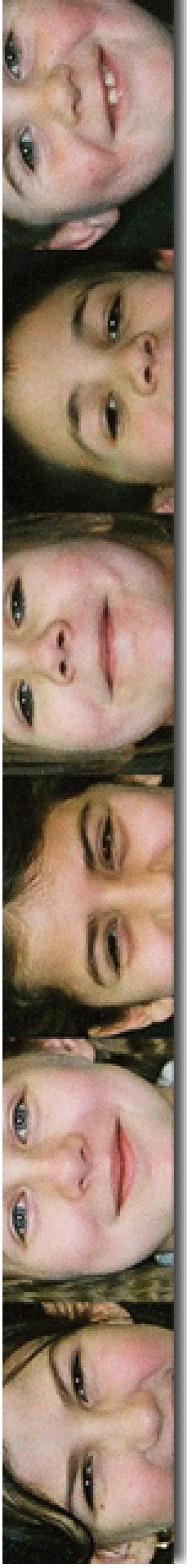
- ✦ **openness, honesty & trust**
- **building upon best practice & sharing expertise**
- **everyone playing their full & proper part**
- **decentralisation of decision-making & resources**
- ✦ **joint LEA / LSC effort to facilitate**





*~ designing & building  
the future together*

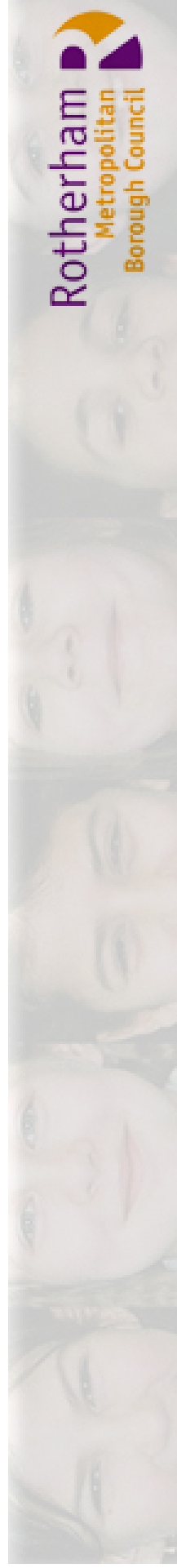


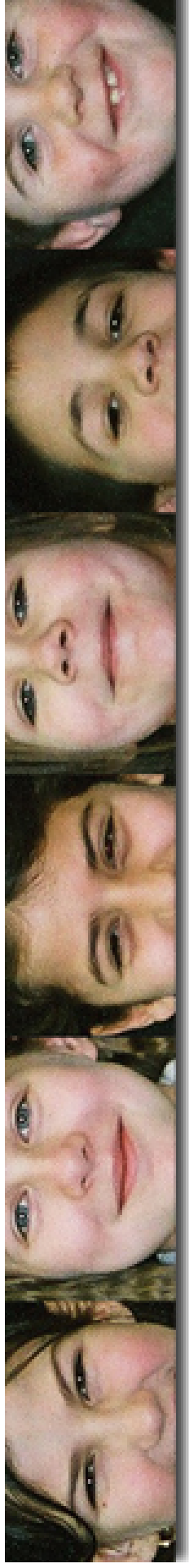


## ***~ designing & building the future together***

- ✦ **transformation of learning opportunities – designed & built around the aspirations of learners**
- ✦ **flexible progression pathways offering design-&-build choices for all students**
- ✦ **access for all across the Borough through world-class physical & e-learning environments**
- ✦ **co-ordination of capital investment strategies to secure better physical learning environments, more quickly**

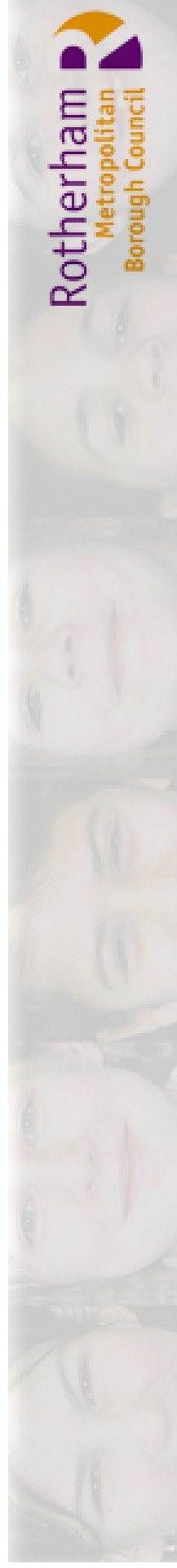
**Building Schools for the Future, College Investments, Town Centre Renaissance**



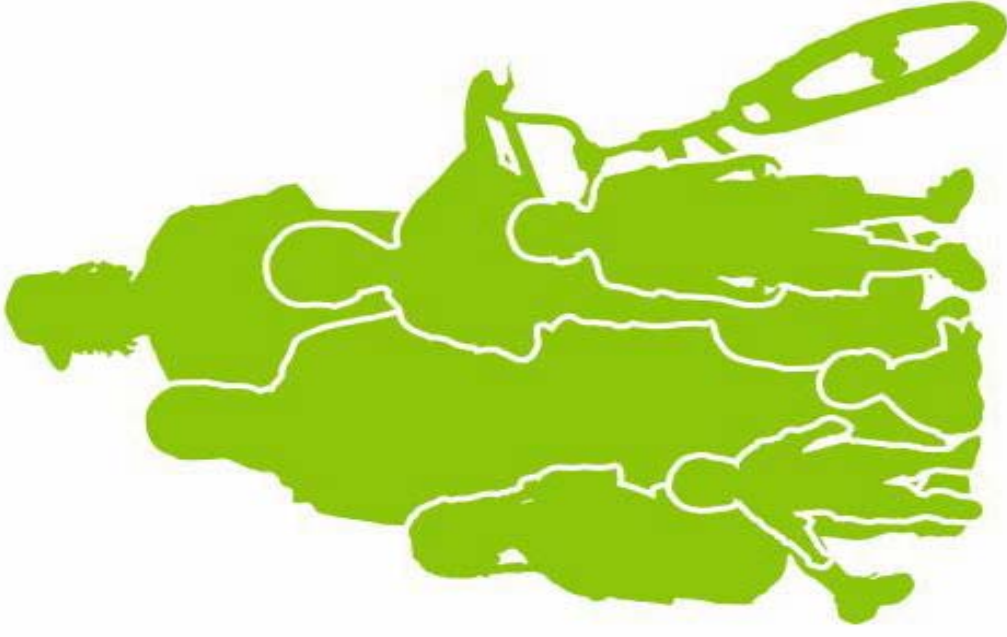


## ***~ designing & building the future together***

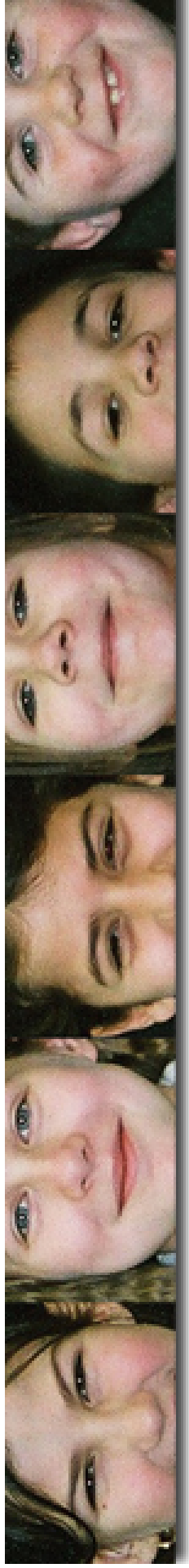
- ✦ **an emphasis on skills for life ~ numeracy, literacy, ICT, enterprise**
- ✦ **developing a richer curriculum & curriculum packages**
- ✦ **high quality, accessible student information, advice & guidance for all learners**





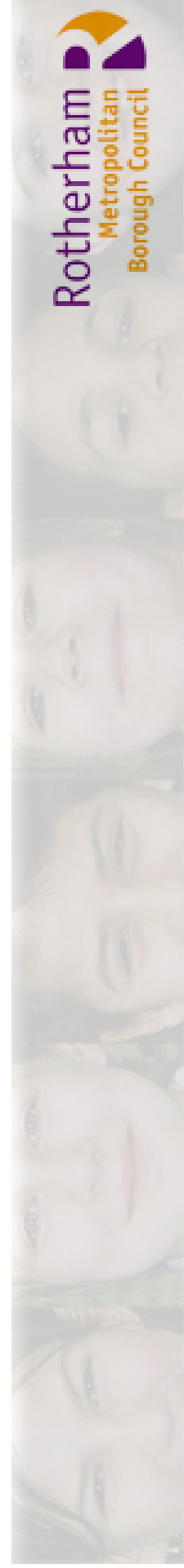


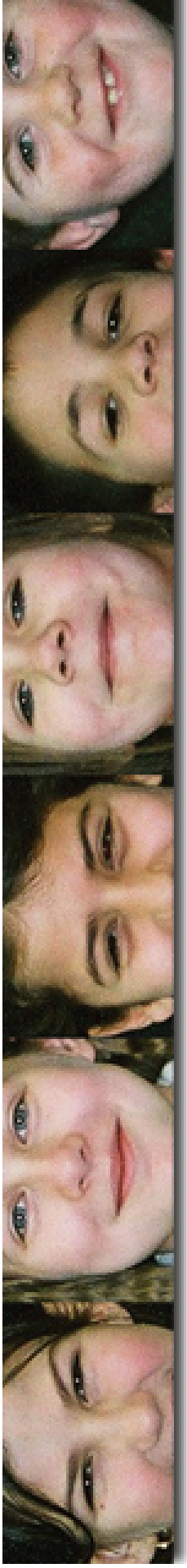
"All of us matter in Rotherham"



## **~ *all of us matter in Rotherham***

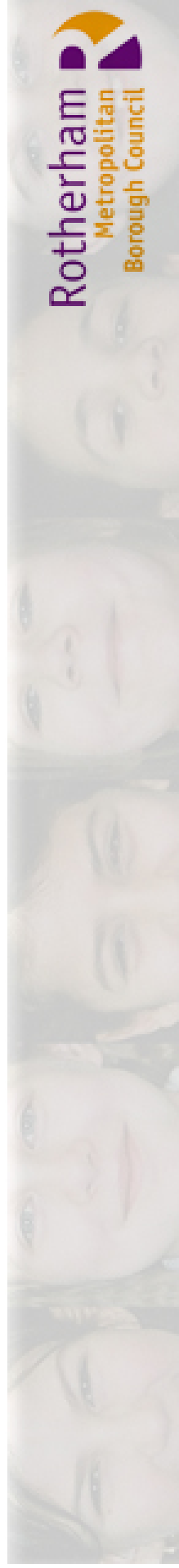
- ✦ **development of Children & Young People's Service**
- ✦ **education, social services, health, voluntary sector**
- ✦ **based on children's centres, extended schools and other joint service centres**
- ✦ **progress through a project-based approach before structural change**

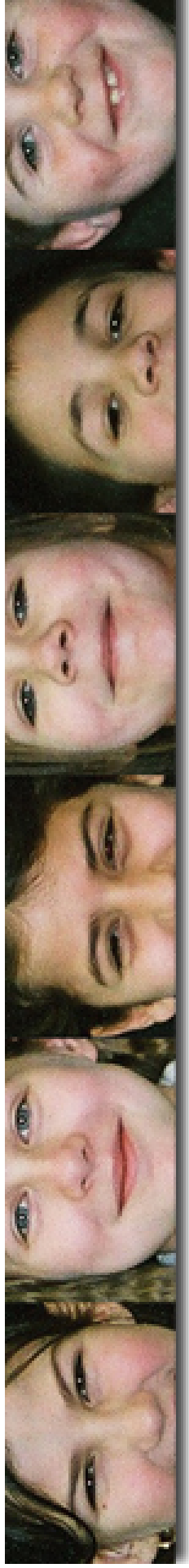




# **Better Learning, Better Life ~ Future Together**

- ✦ robust **structural** & **service delivery** arrangements
- ✦ effective **relationships** based on trust & confidence
  - between providers
  - between providers and learners, children & young people, parents, families and communities



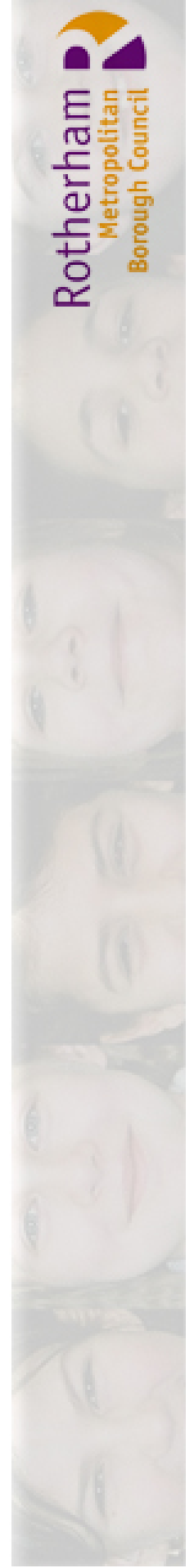
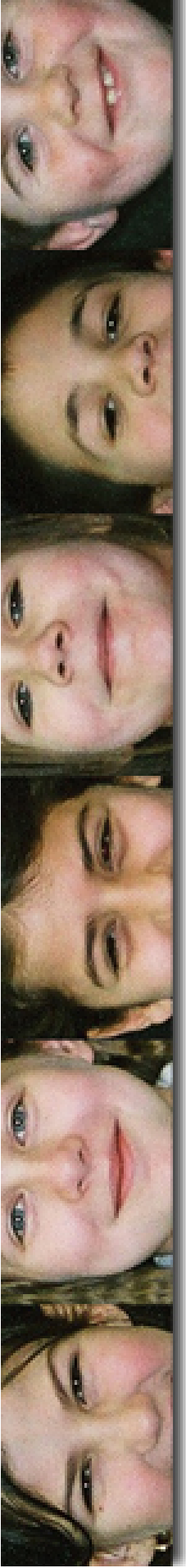


# **Better Learning, Better Life ~ Future Together**

**putting children and young people,  
learners, parents and families  
at the centre of everything we do**

***“fulfilling their potential, and our promise”***

# **BETTER LEARNING, BETTER LIFE**



<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
--

<b>1.</b>	<b>Meeting:</b>	<b>Cabinet Member and Advisors</b>
<b>2.</b>	<b>Date:</b>	<b>7<sup>th</sup> December 2004</b>
<b>3.</b>	<b>Title:</b>	<b>Budget Monitoring Report as at October 2004 (All Wards)</b>
<b>4.</b>	<b>Programme Area:</b>	<b>Education, Culture and Leisure Services</b>

- 5. Summary:** This is the fifth Budget Monitoring Report for the Programme Area in 2004/05, with a current forecast to overspend against budget for the financial year by £397k (0.25%).

This relates to budget pressures in both Culture and Leisure Services (£330k) and Education Services (£67k).

- 6. Recommendations:**

**Members are asked to note the forecast outturn for 2004/05 based on actual costs to 31<sup>st</sup> October and forecast costs to the end of March 2005.**

---

**7. Proposals and Details:** This is the fifth routine Education, Culture and Leisure Services Budget Monitoring Report for 2004/05.

The report forecasts a £397k overspend compared to budget. This relates to budget pressures in both Culture and Leisure Services (£330k) and Education Services (£67k).

The Culture and Leisure Services overspend primarily relates to continued pressure on sport and recreational facility budgets, as experienced in previous years (£380k). This is partly offset by a saving on the Library Service budget resulting from a moratorium on procurement spending and slippage in staff recruitment (£50k).

The Education Services forecast overspend relates to the under-recovery of income under on the schools' HR contract with RBT (£70k), Strategic Management costs relating to clarification of ICT support service arrangements (£137k) and increased costs from revised transport contracts (£10k). This is partly offset by slippage on the implementation of the new Greasborough PRU (£150k) due to difficulties in staff recruitment, and which will now be operational from January 2005.

The forecast outturn as at October (£397k) is an increase of £387k from the overspend shown in the September report (£10k). All possible action, detailed below, is being taken with a view to returning the Programme Area budget to a balanced position by the end of the financial year.

**8. Finance:** The current forecast as at 31<sup>st</sup> October is for the Programme Area to overspend the budget by £397k.

**9. Risks and Uncertainties:** Underlying risks presently identified and under evaluation are:

- Education Transport – A number of revised contracts exceeding the level of budgeted inflation were implemented from April 2004. Current forecasts indicate that this will result in a £10k overspend for the transport service.

Work to quantify potential savings from revised modes of operation and tighter implementation of transport policy is ongoing.

- Human Resources (Schools Traded Service) – Negotiations are ongoing with RBT regarding the treatment of income from Schools under the Strategic Contract.
- Recreation and Sport (Indoor Sports) – Management actions are currently focused on reducing overall Culture and Leisure costs to mitigate the forecast overspend in Recreation and Sport.
- The Programme Area is operating a vacancy management procedure with a view to identifying further areas of possible savings.

- Procurement of goods and services is being restricted to essential items only.
- 10. Policy and Performance Agenda Implications:** The forecast outturn as at 31<sup>st</sup> October shows an overspend (£397k) compared to the Programme Area and Corporate financial plan for 2004/05.
- 11. Background Papers and Consultation:** This report has been discussed with the Acting Executive Director of Education, Culture and Leisure Services and the Head of Corporate Finance.

**Contact Name:** Pete Hudson, Strategic Finance Officer, Ext. 2550,  
peter.hudson@rotherham.gov.uk



<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
--

<b>1.</b>	<b>Meeting:</b>	Cabinet Member and Advisers, Education, Culture and Leisure Services
<b>2.</b>	<b>Date:</b>	14 <sup>th</sup> December 2004
<b>3.</b>	<b>Title:</b>	<b>Performance Indicators</b> <ul style="list-style-type: none"> <li>▪ <b>Appendix A - ECALS 2004/05 Performance Indicator 2<sup>nd</sup> Quarter Report</b></li> <li>▪ <b>Appendix B - Performance Indicator Consolidated Action Plan</b></li> </ul> <p>[Wards affected – All]</p>
<b>4.</b>	<b>Programme Area:</b>	Education, Culture and Leisure Services

### 5. Summary

Appendix A outlines performance at the end of the 2<sup>nd</sup> quarter 2004/05 against targets with comparisons against 2003/04 actuals and 2002/03 All England top quartile authorities.

Appendix B provides members with updated summary information regarding action being taken to address performance in areas where there is a significant shortfall against targets.

### 6. Recommendations

1. That the Performance Report be received
2. That the Consolidated Action Plan to be approved

## 7. Proposals and Details

Twenty-four Performance Indicators are currently reported quarterly for Education, Culture and Leisure Services.

In the second quarter it has been possible to project the year-end outturn performance of 21 ECALS indicators, which are then broken down into 31 component parts, [e.g. a, b, c].

Members' attention is drawn to the "Risk" column, representing the probability of these components meeting their 2004/05 published target.

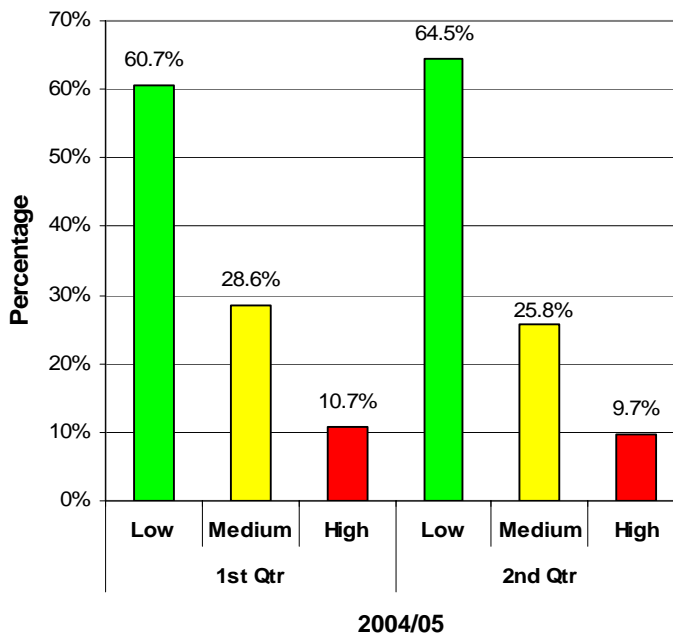
Where risk is highlighted as "High" action plans to address performance are in place. Appendix B - Performance Indicator Consolidated Action Plan provides members with a 2<sup>nd</sup> quarter update against original action plans.

Summaries of the risk assessments are shown below;

<b>Low Risk</b>	<b>64.5%</b>	<b>20 components</b>
No.3	% half days missed to absence – Secondary	BVPI 45
No.4	% half days missed to absence – Primary	BVPI 46
No. 6	% excluded pupils supplied with alternative tuition	BVPI 159 a,b,c,d
No.7	Average number of hours alternative tuition	SLTPI 12
No. 9	Number of childcare places created	SLTPI 22 a, b, c
No.10	Truancy patrols	SLTPI 1
No.11	Referrals to non- attendance panel	SLTPI 2
No.12	Meetings of pupil Discipline Committee attended	SLTPI 4
No.13	Contact by Exclusions Officer	SLTPI 5
No.15	Take up of free school meals	SLTPI 16
No.18	Number of swims	SLTPI 6a
No.20	Playgrounds conforming to national standards	SLTPI 9 a, b, c
No.21	Number of playgrounds provided	IDEA 37
<b>Medium Risk</b>	<b>25.8%</b>	<b>8 components</b>
No.1	SEN statements issued	BVPI 43 a, b
No.5	Schools with special measures	BVPI 48
No.8	% of schools with Serious Weakness	SLTPI 14
No.14	% of pupils with statements of SEN	SLTPI 15
No.17	Museum usage	BVPI 170 a, b, c
<b>High Risk</b>	<b>9.7%</b>	<b>3 components</b>
No.2	Permanent exclusions	BVPI 44
No.16	Visits to libraries	BVPI 117
No.19	No of books issued	SLTPI 8

In addition members attention is drawn to the following table which compares the 2004/05 2<sup>nd</sup> Quarter risk assessment percentages against the 2004/05 1<sup>st</sup> Quarter position.

**Performance Indicator Components by Risk Category**



## 8. Finance

There are no financial implications to this report. The relevant Service Leader and Budget Holder will address financial implications of the Action Plans. Members will be consulted where appropriate.

## 9. Risks and Uncertainties

In line with Corporate guidance all our performance indicators have a category of risk applied to them. The categories are High, Medium and Low reflecting the corporate traffic light system of Red, Amber and Green.

Risk is assessed by PI managers' projection of year-end performance, taking into account of any known internal or external influences, and comparing against published 2004/05 targets.

Action plans are in place to address performance where risk is High. These plans are progressed within teams and updates of progress will be presented to Members at the end of the second quarter.

## 10. Policy and Performance Agenda Implications

The report is structured around the Council's political priorities and performance indicators are shown in the relevant priority section, reflecting the Best Value Performance Plan.

A number of Performance Indicator's support and have an influence on inspections including OFSTED and the Comprehensive Performance Assessment. Members can

identify these indicators through the 'Links' column where coding references the appropriate alignments.

**11. Background Papers and Consultation**

- 2003/04 Education Culture & Leisure Performance Indicator Outturn Report
- ECALS Consolidated Action Plans 2004/05
- Best Value Performance Plan 2004/05

**Contact Name :**

Rebecca Lunghi      Principal Officer – Performance Management  
Tel: [82]2524      rebecca.lunghi@rotherham.gov.uk

Deborah Johnson      Senior Performance Officer – Information  
Tel: [82]2524      deborah.johnson@rotherham.gov.uk

ECALS - 2004/05 Performance Indicator 2<sup>nd</sup> Quarter Report

No	Definition	Ref.	Links	02/03 Top quartile	03/04 Actual	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr		Year End Proj.	04/05 Target	On Target	Qtr Direction	Risk H/M/L	Action Plan	Comments
						FIXED	CULM.	FIXED	CULM.	FIXED	CULM.	FIXED	CULM.							
1	% SEN statements in 18 weeks	BVPI 43	CPA RPI LPSA KPI	99%	82.3%	100%	100%	100%	100%	100%	100%	100%	100%	90%	✓	↔	M	✓	We have continued to exceed both parts of this target. Continued progress with this target has enabled us to maintain the 100% position for (a) and to further improve the target for (b). Work is still ongoing with Health colleagues to improve the time taken to submit advice.	
a	excluding exceptions			80%	58.3%	61.5%	61.5%	83.3%	68.4%					50%	✓	↑		✓		
b	including exceptions			0.9	0.97	2.2	2.2	1.34	1.61					1.34	X	↑	H	✓	Increase in exclusions from secondary schools, plans for targets to be set and action plan to address to be implemented.	
2	[Mariam Haque] Permanent Exclusions per 1000 pupils	BVPI 44	CPA KPI RPI	8.00%	8.7%	8.4%	8.4%	8.4%	8.4%					8.4%	✓	↔	L	X		
3	[Catherine Ratcliffe] % 1/2 days missed to absence – secondary	BVPI 45	CPA KPI	5.50%	6.2%	6.1%	6.1%	5.7%	5.7%					5.7%	✓	↑	L	X		
4	[Catherine Ratcliffe] % 1/2 days missed to absence – primary	BVPI 46	CPA KPI	0%	0%	0.7%	0.7%	0.7%	0.7%					0.7%	X	↔	M	✓	1Secondary School, Both School and LEA have produced Post OfSTED Action Plans	
5	[Catherine Ratcliffe] % schools with special measures	BVPI 48	CPA KPI																Unable to provide accurate predictions for the end of year .	
6	[Steve Walch] % permanently excluded pupils provided with less than 6hrs tuition	BVPI 159	CPA KPI	2%	0%	0%	0%	0%	0%					N/A	✓	↔	L	X	Q2 - Year end likely to be within target	
a				3%	1%	6%	6%	7%	7%					N/A	✓	↓		X		
b	6 to 12hrs tuition			7%	11%	4%	4%	5%	7%					N/A	✓	↓		X		
c	13-19 hrs tuition			75%	88%	90%	90%	88%	86%					N/A	✓	↓		X		
d	20hrs or more tuition			N/A	24.4	24.8	24.8	24.4	24.7					N/A	✓	↓	L	X	Unable to provide accurate predictions for the end of year .	
7	[Ann Clegg] Weekly average No. of hrs alternative tuition provided	SLTPI 12																	Q2 - Year end likely to be within target	
	[Ann Clegg]																			

ECALS - 2004/05 Performance Indicator Quarterly Report

Appendix A

No	Definition	Ref.	Links	02/03 Top quartile	03/04 Actual	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr		Year End Proj.	04/05 Target	On Target	Qtr Direction	Risk H/M/L	Action Plan	Comments
						FIXED	CULM.	FIXED	CULM.	FIXED	CULM.	FIXED	CULM.							
8	% of schools with Serious Weakness [Steve Waich]	SLTPI 14		N/A	1.4%	2.1%	2.1%	1.4%	1.4%					1.4%	0.7%	X	↑	M	✓	1 secondary school now removed due to closure, leaving 2 Primaries. Both LEA and Schools have produced Post OfSTED Actiojn Plans.
9	No. of childcare places created by	SLTPI 22		N/A	N/A															2004-05 Targets are extremely challenging but set inline with 2yr Government Funding Targets 2003-05.
a	Childminding places					79	79	39	118					240	240	X	↓	L	X	Section (b) also includes "392" carry-over from 2003-04.
b	Out of school places					24	24	64	88					200	200	X	↑	X	X	Targets introduced 2 <sup>nd</sup> qtr, represent 04/05
c	Children Centre Places					0	0	0	0					50	50	X	↔	X	X	
10	[Sue Walker] No. of Truancy Patrols	SLTPI 1		N/A	52	2	2	22	24					36	32	✓	↑	L	X	Government advises on additional patrol dates. Targets reflect LEA patrols.
11	[Catherine Ratcliffe] No. of referrals to non-school attendance panel	SLTPI 2		N/A	144	50	50	6	56					102	102	✓	↑	L	X	
12	[Catherine Ratcliffe] % of meetings of the Pupil Discipline Committee attended by the Director's representative for permanently excluded pupils	SLTPI 4		N/A	100%	100%	100%	100%	100%					100%	100%	✓	↔	L	X	
13	[Catherine Ratcliffe] % of contacts made by the Exclusions Officer to parents in the cases of permanent exclusions	SLTPI 5		N/A	100%	100%	100%	100%	100%					100%	98%	✓	↔	L	X	

\*Top Quartile relates to All England performance. Codes for Links: CPA – Comprehensive Performance Assessment, LSPA – Local Public Service Agreement, RPI – Rotherham Priority Indicator, KPI – Key Performance Indicator

KEY TO RISK LEVEL: L Low M Medium H High   Not Applicable - Corporate Indicator

No	Definition	Ref.	Links	02/03 Top quartile	03/04 Actual	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr		Year End Proj.	04/05 Target	On Target	Qtr Direction	Risk H/M/L	Action Plan	Comments
						FIXED	CULM. % of current position	FIXED	CULM. % of current position	FIXED	CULM. % of current position	FIXED	CULM. % of current position							
14	Pupils with statements of Special Educational Needs as a percentage of all children	SLTPI 15	KPI	N/A	3.09%	3.05%	N/A	2.72%	N/A					2.60%	✓	↑	M	✓	As expected a significant drop in the numbers of Statements has occurred during the Summer holidays and coupled with the reduced numbers of new Statements being produced has led to a good improvement on this target. It is anticipated that whilst progress will slow over the coming months due to fewer statements being ceased, this target will still be met.	
15	Take up of free school meals by those eligible	SLTPI 16	KPI	N/A	72.05%	70.17% [est.]	70.17% [est.]	66.78% [est.]	68.94% [est.]					73%	✓	↓	L	X	Estimated figures used. Overall total will increase when actual figures are complete. Initial figures – 2003/2004 63.63% final figure 72.37%	
16	No. of physical visits per 1,000 population to public library premises.	BVPI 117	CPA KPI	6,295	4966	1040	1060	2100					5000	6,000	X	↑	H	✓	Year end projection based on 2nd quarter figures Target figure is based on public library standard now acknowledged by DCMS as being set too high. Usage trend is upwards & action plan identifies further initiatives to increase usage	
17	No. of visits to museums per 1,000 population	BVPI 170	CPA a)KPI	744	257	65	80	145					320	420	X	↑	M	X	Clifton Park Museum closed for refurbishment.	
18	No. of those visits that were in person per 1,000 population	SLTPI 6a		522	232	59	59	118					236	400	X	↔		X	Opening delayed so targets now unachievable as based on longer opening period.	
	No. of pupils visiting museums & galleries in organised school groups			N/A	261	0	0	0					0	2500	X	↔		X	Targets to be reviewed 2 <sup>nd</sup> Qtr. Proposed revisions: a) 320 b) 236 c) 0	
	The No. of swims and other visits per 1,000 population			N/A	3293	803	861	1664					3300	3300	✓	↑	L	✓	Improvement programme being implemented to review programming to increase participation	

\*Top Quartile relates to All England performance.

ECALS - 2004/05 Performance Indicator Quarterly Report

Appendix A

No	Definition	Ref.	Links	02/03 Top quartile	03/04 Actual	1 <sup>st</sup> Qtr		2 <sup>nd</sup> Qtr		3 <sup>rd</sup> Qtr		4 <sup>th</sup> Qtr		Year End Proj.	04/05 Target	On Target	Qtr Direction	Risk H/M/L	Action Plan	Comments
						FIXED	CULM.	FIXED	CULM.	FIXED	CULM.	FIXED	CULM.							
19	No. of books and other items issued by the Authority's Libraries per head of population [G. Kilminster]	SLTPI 8		N/A	4.9	1.2	1.2	1.3	2.5					5.2	6.5	X	↑	H	✓	Action plan identifies further initiatives to increase book issues. Year end projection based on 2 <sup>nd</sup> quarter
20	% of playgrounds which conform to national standards for local; a unequipped play areas b equipped play areas c Larger neighbourhood equipped play areas	SLTPI 9		N/A	62.50%	12.66%	12.5%	12.5%	12.5%					13.75%	12.82%	✓	↓	L	X	Method of calculation has changed, not comparable with 03/04 1 play area re-categorised from LEAP to NEAP. This may mean that we may not now meet the target for LEAPs, but will probably be over the target for NEAPs. However, as a NEAP is a bigger play area, this should not be seen as being detrimental
21	No. of playgrounds and play areas provided by the Council per 1,000 children under 12 [Peter Cunningham]	IDEA 37		N/A	1.98	1.90	1.92	1.92	1.92					1.92	1.98	✓	↑	L	X	
22	Waiting times for people: a With appointments b Without appointments [Kirsty Booth]	Corp 1				90%	90%	N/A	N/A					95%	95%	✓	N/A		X	Calculated by random sample. Reception Service provided by RBT.
23	Replies to letters from members of the public within 10 working days [Kirsty Booth]	Corp 2				N/A [please see comment]	N/A [please see comment]	100%	100%					100%	100%	✓	N/A	X	X	Calculated by random sample. No letters from members of the public received in the sample week chosen by Corporate, [week commencing 15 <sup>th</sup> March].
24	Ave. no of working days lost to staff absence per FTE employee. [Sarah Stead]	Corp 3				3.18	3.14	6.32	6.32					12.64	9.9	X	↑		X	Target not particularly stringent at present. Work is planned to introduce much more support for Managers in this area and the target will come down significantly next time

\*Top Quartile relates to All England performance.



The following Performance Indicators are reported annually.

<b>Investing in People</b>	
BVPI 34	% of primary schools with 25% places unfilled
BVPI 38	5 or more GCSEs A*-C inc. English & maths
BVPI 39	5 or more GCSE's A*-G inc. English and Maths
BVPI 40	Level 4 in Key stage 2 – Maths
BVPI 41	Level 4 in Key stage 2 – English
BVPI 192a	Average days access to relevant training per practitioner delivering foundation stage education
BVPI 192b	Average No. of QTS teachers per 10 non-maintained settings
BVPI 181	14 year olds achieving level 5 Key Stage 3
BVPI 194	% of pupils in schools maintained by the LEA achieving level 5 or above in key stage 2
SLTPI 10	Adults (19+) engaging in learning activities
SLTPI 13	Participation rates of 16-18 year olds in education, training and employment
SLTPI 18	% of 3yr olds receiving a good quality, free, early years education - of those 3yr olds whose parents wish them to access a place
SLTPI 20	Average points score for KS1
SLTPI 22	No. of childcare places available per 1,000 population of children under 5 not in early education
<b>Place which cares</b>	
SLTPI 3	The % of pupils in excess of school capacity in Secondary Schools
IDEA 24	% school pupils who received drugs education during the year
IDEA 80	% of schools that have a drug education programme
<b>Place for Enjoyment</b>	
SLTPI 21	The adoption by the authority of a local culture strategy [Ex BVPI 114]
BVPI 118	% of library user satisfaction [Triennial Survey]
BVPI 119	% of residents satisfied with the Local Authority Cultural services [Triennial Survey]
IDEA 36	% area of the Authority's parks and open spaces which are accredited with a Green Flag Award.
IDEA 38	No. of sports pitches available to the public per 1,000 population
IDEA 39	Area of parks and green spaces per 1,000 head of population
IDEA 94	Area of Local Nature Reserve per 1,000 head of population
<b>Quality Service Provider</b>	
BVPI 33	Net Youth service expend per head age 13-19]
BVPI 193a	Schools' budget as a % of the funding assessment
193b	Increase on previous year schools' budget as a % of the increase in the schools' funding assessment
SLTPI 6b	Swimming Pools and sports centres - The net cost per swim/visit
SLTPI 7	The net cost per museum visit/use
SLTPI 17	Expenditure per pupil in LEA schools
SLTPI 19	Cost of Physical visit to public libraries
IDEA 40	Total net spending per head of population on parks and open spaces

Education, Culture & Leisure Services  
**Performance Indicator Consolidated Action Plan - 2004/05 2<sup>nd</sup> Quarter Update**

Performance Indicator	Data	Action required	Links	Risks	Action Manager	Resource	Target Date	Outcome	Update
<b>Number: 1</b> <b>BVPI 43a, b</b>	2003/04 Target: a) 85% b) 45%	<ul style="list-style-type: none"> <li>New Service structure to be implemented</li> </ul>	SEN Assess. Services Business plan	Structure to be in place	Marium Haque	Staff time	June 04	Effective & efficient service delivery.	Service re-structured and in place.
Definition: % of statements of SEN prepared within 18 weeks a) Excluding b) Including those affected by exceptions	2003/04 Actual: a) 82.3% b) 58.3%	<ul style="list-style-type: none"> <li>Training to schools on implications of delegation and the reduction in referrals for Assessment.</li> <li>Timeline alert system on EMS to be backed up with weekly alert system.</li> </ul>	SEN Strategic Plan Schools	Increase in referrals – reduction in performance	Marium Haque	Staff time	November 04	Increased knowledge on delegation with reduction in numbers of referrals.	Training booked for 8 <sup>th</sup> November. All schools informed
PI Manager:	2004/05 Target: a) 90% b) 50%	<ul style="list-style-type: none"> <li>Alerts to improve performance in timescale</li> </ul>	SEN Strategic Plan Capita	Alerts to improve performance in timescale	Marium Haque with SEN Officers	Staff time	July 04	Increased knowledge & awareness of assessments reaching deadlines.	Timeline alerts in place and in use
Action Plan Manager:	2002/03 Top Quartile:	<ul style="list-style-type: none"> <li>Reduction in overall caseloads for Case Officers via ceasing of high incidence statements.</li> </ul>	SEN Strategic Plan Schools Parents	Lack of reduction leading to poor performance	Marium Haque with SEN Officers	Staff time – saving on E08	April 05	Ability to improve quality of remaining statements & time to attend Annual Reviews providing guidance.	Numbers of statements have fallen by about 300. It is anticipated that this will continue.
		<ul style="list-style-type: none"> <li>Continued alert system for Health &amp; education services producing advice</li> </ul>	Every Child Matters SEN Strategic Plan NHS Schools EPS	Alert system to ensure advice on time and improving performance	Marium Haque with SEN Officers	Staff time	On-going	Improved performance with fewer statements considered as exceptions	Alerts given to EPS and Health colleagues. Training input to Health to be delivered at end of November.
<b>Number: 16</b> <b>BVPI 117</b>	2003/04 Target: 5,500	Actions to increase usage of libraries identified in Annual Library Position Statement and Cultural Services Service Improvement Plan March 2004	Community Strategy Corporate Plan Cultural Strategy	As detailed in Cultural Services - Service Improvement Plan	Elenore Fisher Manager Library and Information Service	£90,000 to increase opening hours to meet Public Library Standard	Increased usage reported year end 2004/05	Increased numbers of people quality of life improved through accessing: <ul style="list-style-type: none"> <li>Learning resources</li> <li>ICT</li> <li>Entertainment</li> <li>Enjoyment</li> <li>Community information</li> <li>Contact with RMBC at their local libraries</li> </ul>	Significant efforts being made to sustain last year's improvement trend. National marketing campaign to start 2005 Chartermark achieved and to be used for local marketing purposes
Definition: The number of physical visits per 1000 population to public library premises	2003/04 Actual: 4,945 2004/05 Target: 6,000	<ul style="list-style-type: none"> <li>Recommendations 1a &amp; 1b Actions 8,9,10,11,12</li> <li>Recommendation 1c Actions 1 &amp; 2</li> <li>Recommendation 1d Action 1</li> <li>Recommendation 1e</li> </ul>	CPA RPA Framework				Sustained/improved customer satisfaction rates year		
PI Manager: Guy Kilminster	2002/03 Top Quartile: 6,295								
Action									

Performance Indicator		Data	Action required	Links	Risks	Action Manager	Resource	Target Date	Outcome	Update
Plan Manager:			<ul style="list-style-type: none"> <li>Actions 1-4</li> <li>Recommendation 5</li> <li>Actions 1-3</li> <li>Recommendation 6</li> <li>Actions 1&amp;2</li> <li>Recommendation 7</li> <li>Action 1</li> </ul>	for the Future (DCMS)				end 2004/05		
<b>Number:</b>	<b>17</b>	2003/04 Target:	<ul style="list-style-type: none"> <li>Re-opening of refurbished Clifton Park Museum in October 2004</li> <li>Programme of activities/events.</li> <li>Improved resources for schools</li> </ul>	Community Strategy Corporate Plan Cultural Strategy CPA RPA	Delayed re-opening	Steve Blackburn  Principal Officer Museums, Galleries and Heritage	Refurbishment costs met by Lottery Fund and RMBC	Year end 2004/05 170a 420 170b 400 170c 2,500	Increased numbers of visitors of all ages improving their quality of life through learning, entertainment and enjoyment visiting the Museum.	Re-opening delayed to January 2005 due to problems with drainage. Targets will not be met and are to be revised
<b>Ref:</b>	a) 100 b) 90 c) 0									
Definition:	a) the number of visits to usage's of museums per 1,000 population b) the number of those visits that were in person c) the number of pupils visiting museums/galleries in organised school groups									
PI Manager:	Guy Kilminster	2002/03 Top Quartile:	a) 744 b) 522 c) n/a							
Action Plan Manager:	Guy Kilminster									
<b>Number:</b>	<b>18</b>	2003/04 Target:	<ul style="list-style-type: none"> <li>Improvement in participation levels to all users.</li> <li>Establish target groups for focused development work</li> <li>With appropriate performance indicators</li> <li>Establish more effective customer focused</li> </ul>	Community Plan Cultural Strategy Leisure and Green Spaces Business plan/improve ment plan	Failure to improve on performance levels	Mark Humphreys	Financial cost of improved marketing and promotional material  Cost of engaging marketing company	3200  Some key indicators still to be set on target groups	Reduce decline in participation levels	<ul style="list-style-type: none"> <li>Draft Target groups and indicators established.</li> <li>Work on base line information in progress in 3<sup>rd</sup> Qrt</li> <li>Review of water based programming complete. Changes to be implemented through 3<sup>rd</sup>/4<sup>th</sup> Qrt</li> </ul>
<b>Ref:</b>	<b>SLTPI 6a</b>									
Definition:	Swimming pools and sports centres: The number of swims and other visits per 1,000 population									
PI Manager:	Mark Humphries	2002/03 Top Quartile:	n/a							

Performance Indicator	Data	Action required	Links	Risks	Action Manager	Resource	Target Date	Outcome	Update
Action Plan Manager: Mark Humphries		<ul style="list-style-type: none"> <li>programming.</li> <li>Establish more effective marketing and promotional activities to support</li> </ul>							<ul style="list-style-type: none"> <li>Draft Marketing strategy/plan produced with external company. Under review</li> </ul>
<b>Number: 19</b> <b>SLTPI 8</b>	2003/04 Target: 6.0	Actions to increase usage of libraries identified in Annual Library Position Statement and Cultural Services Service Improvement Plan March 2004 <ul style="list-style-type: none"> <li>Recommendations 1a &amp; 1b</li> <li>Actions 8,9,10,11,12</li> <li>Recommendation 1c</li> <li>Actions 1 &amp; 2</li> <li>Recommendation 1d</li> <li>Action 1</li> <li>Recommendation 1e</li> <li>Actions 1-4</li> <li>Recommendation 5</li> <li>Actions 1-3</li> <li>Recommendation 6</li> <li>Actions 1&amp;2</li> <li>Recommendation 7</li> <li>Action 1</li> </ul>	Community Strategy Corporate Plan Cultural Strategy CPA RPA Framework for the Future (DCMS) Education Development Plan	National trend of less borrowing of books	Elenore Fisher Manager Library and Information Service	Sustained materials fund to allow investment in new book stock	Year end 2004/05 Target 6.5	Increased numbers of library users borrowing books for learning and enjoyment More children engaged with the pleasure of reading Improved literacy skills	Continued efforts being made to encourage increased borrowing. National marketing campaign to take place 2005 Significant progress made win engaging children
2003/04 Actual: 4.9									
2004/05 Target: 6.5									
PI Manager: Guy Kilminster	2002/03 Top Quartile: n/a								
Action Plan Manager: Guy Kilminster									
<b>Number: 2</b> <b>BVPI 44</b>	2003/04 Target: 1.15	Individual contact with senior management of high excluding schools	Behaviour Support Service Education Welfare Service Inclusion Services	HIGH	AC / HL	All reduction will decrease pressure on interim tuition	On going	Ideally lower exclusions – since headteachers have the right in law to permanently exclude we cannot be prescriptive	Not applicable – new action plan to address 2 <sup>nd</sup> quarter performance issues.
Definition: Number of pupils permanently excluded per 1,000 pupils	2003/04 Actual: 0.97								
PI Manager: Catharine Ratcliffe	2004/05 Target: 1.1	Implementation of new DIES guidance on hard to place Pupils (published 18.11.04)	As above plus Admissions	LOW	AC/ CR/ HL	Unknown at this point	September 2005	More equitable sharing of excluded pupils between secondary schools may result in fewer exclusions	As above.
PI Manager: Catharine Ratcliffe	2002/03 Top Quartile: 0.9	Implementation of Parenting Orders/Contracts (The Education (Parenting Orders)(England) Regulations 2004	Education Welfare Service		AC/ CR/ HL	Unknown at this point	March 2005	Further strategies to reduce the rate of permanent exclusion	As above.

Performance Indicator	Data	Action required	Links	Risks	Action Manager	Resource	Target Date	Outcome	Update
		Increased training opportunities for staff and governors on processes and expectations of schools in relation to management of pupils	Behaviour Support Service Education Welfare Service Inclusion Services		CR	Unknown at this point	Ongoing	Fully trained personnel involved in decision making process relation to exclusion.	Not applicable – new action plan to address 2 <sup>nd</sup> quarter performance issues.

## **Lifelong Learning Opportunities Scrutiny Panel Briefing Report**

**Subject: Allotments Review Progress Update**

**Date: 10<sup>th</sup> December 2004**

**Author: Tim Archer, Allotments Officer, Green Spaces**

### **1. Introduction**

Following an earlier report to Lifelong Learning Opportunities Scrutiny Panel on 23<sup>rd</sup> February 2004, an update is given here about further progress on issues covered by recommendations of the Allotments Review Sub-group in 2002. This has been a period of increased contact with allotment associations and individual plot holders, and many of the actions described here have been in response to matters arising from this.

Early indications are that recent efforts to improve the management and promotion of allotments are slowing down or reversing decline in usage, as described in section 8 below. However, careful monitoring is required to establish whether such trends are sustained.

### **2. Allotment Site Repair and Maintenance**

- With the investment in new equipment including a new Rotavator and Hedge cutter, we are now preparing the ground for the majority of our new customers. This is helping with the difficult to let and long term empty plots.
- We have this year started a proactive management programme of works on allotment buildings. The first phase of this work was to treat all the exterior timber work on all 11 of our meeting rooms and small stores and toilets. (This work has been completed) We intend to start a programme of gloss painting of all window and door frames across the borough in the coming year.
- We have laid a new water pipe and four new stand pipes and a water meter on Herringthorpe Valley Allotments thus allowing the Allotment Project to access water.
- This year we have also started a programme in partnership with Northern Cullet a plate glass recycling company, for the removal of excess plate glass that has built up over many years. Currently we have completed the removal works on one site (Lowfield Avenue Allotments) and started the removal process on a further two sites (Avenue Road Allotments and Scrooby Street Allotments). This work will be ongoing.

- In addition to the glass recovery we are ready to start in the new year the removal of asbestos across all our allotment sites.

### **3. Site security improvements**

- We have replaced all the locks and fully re keyed 7 sites with the intention of completing all sites over the next two to three years. This work is being completed due to concerns regarding the numbers of keys not recovered from previous tenants over many years, and by recognising the level of security provided.
- Security fencing has been installed on substantial sections of the boundary of Clough Bank Allotments.
- We have replaced both sets of entrance gates on Hartley Lane Allotments, due to the poor condition and lack of security.
- We have seen the installation of two sections of palisade fencing totalling some 50 meters on the Avenue Road Allotment site. This work was completed due to a dramatic increase in the number of tenants leaving the site, and the level of theft and vandalism. This has made the site more sustainable.

### **4. Development and Partnership Working**

- We have supported the development of a three-plot community allotment garden at Eldon Road Allotments in partnership with the allotment society, APWA, the Local Agenda 21 Officer and Dearne Valley Groundwork.
- We have supported the development of a two plot community allotment at Avenue Road Allotments working in partnership with the Wath Community Partnership, the Local Agenda 21 Officer and Dearne Valley Groundwork.
- We have supported the development of a three plot Allotment Garden on Barnsley Road and Wetmoor Lane Allotments with the allotment society, for use by the students of Dearne Valley College.
- We have had a new meeting room meeting DDA requirements with disabled access toilet installed at Clough Bank Allotments. This work was carried out after an arson attack on the previous meeting room leaving it burnt to the ground. We have also created a new hard standing/car park on this site, this work being completed in partnership with Balfour Beatty.

- We have through management transfer taken on one new allotment site at Falconer Lane Treeton. The new agreement is currently being developed through our legal section.
- In partnership with allotment societies we have introduced/supported school allotment projects on the following sites:
  - Broom Valley Old Allotments
  - Clifton Gardens
  - Kimberworth Park Allotments
  - Scrooby Street Allotments

## **5. Audit and Strategy**

- As previously reported, some work towards establishing a baseline for development of an Allotments Strategy has been undertaken. This has included confirmation of the extent of allotment sites managed by the Council. Progress with remaining baselining work, including completion of an audit of site condition, has been limited due to the need to address other matters raised by the Review and outlined in this report. It is therefore proposed that alternative means of conducting survey work be sought in 2005.
- We have completed a full deed search for all our sites (for one site the information was not available). This work has been completed as part of the development of a more up to date baseline survey.

## **6. Marketing and Promotion**

- We have completed all the preparatory work for the new allotment pages on the RMBC web site and at this point we have some 18 of the possible 27 sites listed. We anticipate that all our sites will be on the RMBC web by the end of this month.
- We have created a new interpretive display, which was used initially at the Rotherham Show and is now currently in the foyer of the Central Library. It is intended that the display be moved around the borough to other libraries and community centres, promoting our allotment sites. We have also created an A5 flyer to go with the display, again to encourage new tenants.

## **7. Organisation and Resources**

- The Allotment Operative's base has been moved to Grayson Road which is shared with other Green Space operational staff.



This allows pooling of staff and equipment resources, and has helped rapid progress to be made on some tasks.

- All allotment sites are now visible on the internal Map key borough wide mapping system. This will allow the location and deed information for all our allotment sites to be accessed on demand.

## **8. Lettings**

- On the 11 sites we administer we have seen an increase in the number of tenancies being set; we have also seen a decrease in the number of tenancy terminations. We will need to monitor this to determine if this is a trend and not a blip. It is intended to monitor the other 16 allotment sites to develop a borough wide picture.
- This year out of the current 27 tenanted allotment sites we have seen 6 sites reporting that the area they currently occupy is full and are looking to develop currently unused parts of their sites.
- We have set up of two grazing licences one, at Clough Bank Allotments and one at Hartley Lane Allotments. Work is underway on the development of a further grazing licence on Rectory Fields Allotments. This approach has been taken to both help maintain large untenanted areas of allotment land and to develop an income stream to further support the development of Rotherham's allotments.

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
--

<b>1.</b>	<b>Meeting:</b>	<b>Cabinet Member and Advisers, Education, Culture and Leisure Services Lifelong Learning Opportunities Scrutiny Committee</b>
<b>2.</b>	<b>Date:</b>	<b>14<sup>th</sup> December 2004 and 20<sup>th</sup> December 2004 respectively</b>
<b>3.</b>	<b>Title:</b>	<b>Schools PFI Project Update: Autumn Term 04</b>
<b>4.</b>	<b>Programme Area:</b>	Education, Culture and Leisure Services

- 5. Summary:** The Schools PFI Project involves a partnership between the Council and Transform Schools (Rotherham) Ltd. The contract includes the rebuilding/refurbishment of 15 schools and their facilities management for a period of 30 years from 1<sup>st</sup> April 2004.

By December 2006, there will be new schools for Coleridge, Ferham, Kimberworth, Maltby Craggs Infant, Maltby Craggs Junior, Meadowhall and Thornhill Primaries; and Winterhill, Wingfield and Wath Secondaries.

Additionally, new key Young Person's Centres will be provided at Thornhill Primary and Wath Secondary; and significantly refurbished centres at Wingfield, Clifton, Thrybergh and Winterhill Secondary schools.

- 6. Recommendations:**

**It is recommended that progress on the Schools PFI Project is noted.**

7. **Proposals and Details:** The appendix describe progress with the Construction Facilities Management and Building Learning Communities, the Not for Profit Company.
8. **Finance:** The Council was awarded £71.4m of PFI credits from the DfES as a contribution towards the costs of the scheme. The remainder of the funding derives from the premises related parts of the schools delegated budgets and the Council itself. Transform Schools receives a monthly unitary payment from the Council which began in April '04. However the payment is based on the schools reaching full services availability, and the full unitary payment will not be reached until 2007/08 when all the schools will be complete and operational.
9. **Risks and Uncertainties:** The risks and uncertainties relate both to any delays in the actual construction process and also lack of service quality/delivery in the facilities management operation of the schools.
10. **Policy and Performance Agenda Implications:** The policy is key to the priority of investing in people.

The new and exciting built environment will support the raising of standards of achievement of a significant number of our young people.

Key cross cutting issues of sustainable development, equalities and diversity, regeneration and health are all supported by the project:

- Sustainable development by the provision of modern, energy efficient buildings, maintained to a clear output specification
- Equalities and diversity through the provision of areas designed many and varied needs with all of the schools being fully accessible.
- Regeneration in that the schools are beacons in terms of their aesthetic quality, financial investment and community focus as well as improving educational standards
- Health by the provision of safe, dry and warm buildings with the promotion also of excellent catering facilities

11. **Background Papers and Consultation:** Cabinet Member and Advisers, Education, Culture and Leisure Services, 30<sup>th</sup> September 2003, 16<sup>th</sup> March 2004, 6<sup>th</sup> July 2004

Lifelong Learning Opportunities Scrutiny Committee 22<sup>nd</sup> March 2004, 26<sup>th</sup> July 2004

Contact Name: Graham Sinclair, Strategic Leader Resources and Information  
(01709) 822648  
graham.sinclair@rotherham.gov.uk

## Appendix – Schools PFI Project – Autumn Term 2004

### Construction

Transform Schools (Rotherham) Ltd sub contract the construction work Rotherham Schools Joint Venture, a partnership between 2 Balfour Beatty companies (Balfour Beatty Construction and Balfour Kilpatrick). Construction work continues to make excellent progress. It should be noted that all new buildings will have defect lists. These are being managed by the Joint Venture and they have appointed an After Care Manager to deal specifically with post handover issues. Progress is described below.

### Thornhill



This is a full service school with pupils, young people and staff enjoying the building since 18<sup>th</sup> April 2004. The building itself includes the school, Key Young Persons Centre and Sure Start. All works should now be complete with the old school having been demolished by the end of November.

### Ferham



The Ferham Centre is a combination of school, sure start centre and Space for Sports and Arts and opened in full service in June 2004. The demolition of the old school is now complete with good progress on other external works such as the community car park, streetlighting and perimeter fencing.

## Clifton



Phase 1 opened to the pupils in September 2004. Including its already highly acclaimed dining area, performing arts and technology areas.

Phase 2 is already making good progress as the photograph shows. This includes the Administration and Humanities new block alongside the refurbishment of the existing main building.

## Winterhill



Phase 1 will be complete in December 2004, including superb hall, learning resource and social areas. Additional temporary classrooms are being brought on to site so that the whole school will be together from January 2005. The next phase will then begin by demolishing the remainder of the old school and adding new build up to and incorporating the CLC.

## Wath



This project is on target for completion before April 2005, when all of the pupils will begin to enjoy the new school. This will be the first secondary school to be completed in total and the building itself looks quite stunning.

## Wingfield



This will be the second complete secondary school in September 2005. It is making good progress with roof, vertical cladding, internal blockwork and window installation substantially complete in the majority of areas. Of special interest to the school and the community is the refurbishment of the sports hall. With a new roof and floor, it should be ready to hand over to the school at Christmas 2004.

### **Wickersley**



Construction at this school will be over a longer period of time (until Autumn 2006) and it is also well on target. New build and refurbishment are ongoing, simultaneously, all making good progress and on time. The new build administration, and classrooms are making a big impact at the front of the school as Wickersley, traditionally has always had poor facilities in this area. It replaces the 30+ temporary classrooms, which provided some of the poorest accommodation in Rotherhams Schools.

Also complete are the refurbishment of the sports hall and one of the teaching blocks.

### **Maltby Craggs Junior and Infant**



The superstructure of the building is nearly complete with good progress also in the mechanical and electrical work inside the building. The photograph shows a very distinctive, innovative building, which will be ready for the children in April 2005.

## **Thrybergh**



Again, the photograph shows excellent progress with the new build science and hall extension. Refurbishment is also ongoing in a school, which will be completed in September 2006.

### **Design Development**

Ten schools are described above. For the other five, Coleridge, East Dene, Kimberworth, Meadowhall and Wath Central, design development has either begun or will begin shortly.

The Council itself is suggesting some significant changes to the Coleridge and Kimberworth buildings, transforming these into Children's and multi agency Centres. This reflects one of the prime criteria of the partnership – that Balfour Beatty had to be flexible if changes were being suggested through Council and Government Initiatives. This far there has been a very positive response from our partner.

### **Facilities Management**

Transform Schools (Rotherham) Ltd sub contracts to Haden Building Management Ltd to deliver the facilities management services for the contract for the 30 year period from 1<sup>st</sup> April 2004.

Interim Services to all schools with the exception of Thornhill and Ferham, include reactive maintenance and repairs and the provision of soft services. The latter include caretaking, catering, cleaning, waste management, pest control, and grounds maintenance.

Full services are provided to Thornhill and Ferham Primary Schools. This means there is a regime of both planned and reactive maintenance, which keeps the schools in a condition similar to that which was handed over to the Council.



The helpdesk is now operating for all 15 schools and is logging over 400 calls per month. The majority of these calls are for fabric repairs, often carried out by the caretakers on site. The latter are now Haden employees, transferred under TUPE from 1<sup>st</sup> April 2004. Cleaning and catering are provided by the Council's own in house organisations, Premises Support services and Education Catering Services. Additionally, Haden has sub contracted grounds maintenance to Mitchell and Struthers.

Especially pleasing are the significant increases in meal take up in all 3 of the new provisions at Thornhill, Ferham and Clifton. Cashless catering is also being introduced at all secondary schools and Clifton is the first to see this is operation.

The service is still bedding in and the Council is giving as much support as possible to the schools in relation to a client function.

Firstly each school has a nominated project manager from Economic and Development Services to assist in construction matters. In those schools in full service he will still assist to ensure all defects are remedied and that the impact on the day to day running of the school is minimised.

For facilities management, the Council has identified a nominated Building Manager. He will support schools to ensure that Haden are fulfilling the key performance indicators of the output specification. A minimum of 1 monthly visit will be made to each school to receive feedback on Hadens performance and to follow up on issues.

An overview is maintained by the Councils Strategic Resources Team members who meet weekly with their Balfour Beatty partners.

Additionally, there are 2 monthly meetings which ensure the project is kept on track; the Project Liaison Group with representatives from the schools as well as the Council and Balfour Beatty; and the Facilities Management Group, which monitors specific progress with a special emphasis on the payment and performance mechanism.

This support mechanism is additional to everything Balfour Beatty has put in place themselves to deliver the project and which has been described in previous reports. The risk for the success of this project is firmly with Balfour Beatty but that success can only be assured with the significant support as described above.

We should acknowledge the considerable time and effort sustained by the staff in the schools themselves, without which the whole project could not be possible. It is more intense during construction but there is still monitoring role during the ongoing period of facilities management.

### **Building Learning Communities**

Responsibility for community provision, including lettings is now with a not for profit company, 'Building Learning Communities'. The company should be incorporated by Christmas and will be run by a Board supported by Pete Dickson, the General Manager. The Board's first 3 directors will be Councillor Boyes (LEA), Richard Benfield (Transform) and Steve Hawkins (PCT). They will then nominate further members up to 16.

The General Manager is bringing together four Management Development Groups representing the schools and other groups in those areas of the Borough, where the project is located. They will be key in informing the future direction of the Company. It is intended that future reports will chart the progress of the company.

**LIFELONG LEARNING OPPORTUNITIES SCRUTINY PANEL**

**Author:- Rod Norton, Young People's Services Manager**

**Date:- 3<sup>rd</sup> November, 2004**

**Scrutiny Report – Longdendale Outdoor Education Centre**

**Current Situation**

The plans for the proposed rebuild of the centre are complete and have been agreed with Young People's Services. They have been submitted to Peak Park Planning Committee and are being used as the basis for a tender document, which is in the process of being drawn up and will be sent out at the end of November.

The tenders will be in by the end of December and at that point the true cost of the project will be known. A report to CMT will be needed at this stage for permission to proceed.

The time scale for rebuilding would require a start in April 2005 with a completion date of August 2005.

**Time Scales**

November 2004	Tender document prepared and sent out.
December 2004	Tenders returned by 20 <sup>th</sup> of month.
January 2005	Negotiations with loss adjuster to agree costs.
January 2005	CMT approval gained.
April 2005	Work starts on new centre.
April 2005	Bookings for new centre open with schools.
August 2005	New building handed over.
September 2005	Commissioning of new building by staff.
October 2005	First groups use new centre.

**Current Alternative Provision**

The provision of residential has been accommodated at Crowden Youth Hostel since the fire in 2002. The hostel is available for most weeks of the year but not weekends and crucially some weeks in the summer when it is booked out year on year to other groups. The domestic staff comes with the hostel so the original RMBC staff were made redundant in the autumn of 2002. The instructional staff were moved to Ulley Activities Centre and employed on other work, while retaining the ability to deliver residential work as required.

The Youth Hostel has not been popular with some of the traditional users and as a result they have not booked with the centre.

## User Groups

There have been twenty-two separate group bookings using Crowden Youth Hostel this calendar year so far.

## Cost to RMBC

### The position in 2002

In 2002, the year the centre burnt down, the bookings gave a predicted income of £140,000, which was slightly in excess of the outgoings including salaries and running costs.

### Projected costs 2005 onwards

A business plan for the next three years is being developed which aims to achieve the same breakeven position by 2008. The first year will be especially difficult due to the forward planning needed by schools in order to timetable residential weeks into the curriculum. Schools would need to be organising their bookings in September this year in order for us to have the required use of the centre next summer.

However, we have been operating a residential service at the Crowden Youth Hostel and would take some existing clients into any new centre building. This year the residential income will be about £50,000. It would seem reasonable to expect the income in the first year after the rebuild to be about £100,000 if the centre achieved it's opening target of October 2005.

A deficit of £10,000 is predicted in the first year and a budget bid for this amount has been submitted.

## Appendix 1

### LONGDENDALE RESIDENTIAL CENTRE INCOME & EXPENDITURE

Financial part-year prior to fire

Total income from 1st April to 5 <sup>th</sup> September 2002.	£83,201.00
Total expenditure from 1st April to 5 <sup>th</sup> September 2002.	<u>£80,687.38</u>
Surplus	<u>£2,513.62</u>

**LIFELONG LEARNING OPPORTUNITIES SCRUTINY PANEL**

**Author:- Rod Norton, Young People's Services Manager**

**Date:- 3<sup>rd</sup> November, 2004.**

**Scrutiny Report: Habershon House****History**

The Habershon family of Rotherham built Habershon House at the turn of the century and left in trust to RMBC in the early seventies. The trust document stipulates that the house be used for the benefit of the young people of Rotherham. The centre has operated for Rotherham schools and user groups since then.

**Facilities Provided**

The house sleeps 42 young people with room for 6 staff. Facilities for young people with disabilities include a specially adapted bedroom and toilet. Disabled access is being added at the present time. The centre has a classroom area as well as a large dining room that can be used as a work area, mini bus and driver are available if needed and the centre has large grounds, which are fenced and gated

The Head of Centre, Christine Fitton, is responsible for a domestic staff of 4 and acts as the main contact person for visiting groups. She is available to advise schools about programs they might wish to deliver and to ensure that they have the information about the location.

Facilities have been greatly improved in recent months due to extensive building works. A new roof, electrical wiring, disabled access/facilities and a window replacement programme have all increased the standard of accommodation.

**Usage**

The main user groups are Rotherham Primary Schools.

Currently the booked usage of the centre for 2004/5 is 50%, although we would expect to reach about 60% by the end of the year when the late bookings have come in.

School usage varies depending on several factors.

- Staff is the key to the popularity of Habershon House and when members of staff move on from a school there is sometimes no one left at the school willing to take on organising the visit.

- Some schools have arrangements with hotels who provide off-season, very cheap, deals and probably provide a higher level of accommodation for the staff. However, this sometimes means less satisfactory conditions for the young people who share rooms.
- Location is a third factor, given that some schools prefer to visit other parts of the coast.

A common factor of schools using the centre is the commitment of the staff who regularly organise the visits and the curriculum links that the schools make during their program.

Work has been undertaken this year on linking with schools at Key Stage 2 and offering support in this area.

**Cost to RMBC**

2001/2002	£27,000
2002/2003	£34,000
2003/2004	£39,000

The last two years have seen the centre shut for extensive repair work which has resulted in lost weeks of income.

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1.	<b>Meeting:</b>	<b>Lifelong Learning Opportunities Scrutiny Panel</b>
2.	<b>Date:</b>	<b>20<sup>th</sup> December 2004</b>
3.	<b>Title:</b>	<b>Use of freeware/shareware in Libraries</b>
4.	<b>Programme Area:</b>	<b>ECALS</b>

5. **Summary:** Members sought information on the use of freeware and shareware on the People's Network of computers in libraries. Such software can be downloaded onto portable disks through the Network, but not onto the hard-drives of the computers. The use of Microsoft software on the Network is a result of the Corporate Policy to use Microsoft.

6. **Recommendations:**

**That Members receive the report.**

7. **Proposals and Details:** Members have expressed an interest in establishing whether the People's Network of computers in libraries could make use of freeware or shareware products. Consultation with RBT has established that although users of the Network can download such software to portable disks for use elsewhere, they cannot download or install software onto the computers themselves. This is to ensure that the network is not compromised through the downloading of inappropriate material or viruses.

With regard to the software installed on the People's Network computers, the Library Service has followed the corporate guidance that requires the use of Microsoft products. The Council has adopted Microsoft products corporately and has a 'special relationship' in terms of licensing with them (a Microsoft Enterprise Agreement). RBT staff are trained to provide support to Microsoft products and there are additional charges to any Service wanting support for 'non-standard' products. The agreement with Microsoft gets users within the ECALS Programme Area a 70% discount on software because of our educational activity.

The Library and Information Service offers introductory taster courses in the basic use of computers and the internet. There are online helps on the Rotherham online website to allow people to practice their skills ([http://www.rotherhamonline.info/html/online\\_learning.htm](http://www.rotherhamonline.info/html/online_learning.htm)).

8. **Finance:** There are no new financial commitments in relation to this report.
9. **Risks and Uncertainties:** By preventing the downloading of free or shareware onto the People's Network computers there is a minimised risk of viruses infecting the system.

Any risks or uncertainties in relation to the agreement with Microsoft are beyond the scope of this report. From the Library and Information Service's perspective, the risks are related to any failure of the People's Network and the need to ensure quick support and back-up to keep downtime to a minimum. Longer term is the issue of the sustainability of the Network which is being considered as the corporate ICT strategy is being developed.

10. **Policy and Performance Agenda Implications:** The operation of the People's Network is one of the Public Library Service Standards, used by the Department for Culture, Media and Sport to assess the quality of the Council's Library and Information Service (which in turn contributes to the CPA score). The Network also offers the Council a significant opportunity in relation to the e-government agenda, providing a free e-mail account for every person in Rotherham. Efforts are being made to encourage people to communicate with the Council through e-mail or the RMBC website, using the People's Network computers in libraries.

The Network also contributes to people's learning, both formal and informal learning. Staff have run award winning 'safe surfing' courses, helping children and parents to use the internet safely and understand the potential hazards.



**11. Background Papers and Consultation:** Not applicable

**Contact Name :** Guy Kilminster, Libraries, Museums and Arts Manager, x 3623,  
[guy.kilminster@rotherham.gov.uk](mailto:guy.kilminster@rotherham.gov.uk)

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1.	<b>Meeting:</b>	<b>Lifelong Learning Opportunities Scrutiny Panel</b>
2.	<b>Date:</b>	<b>20<sup>th</sup> December 2004</b>
3.	<b>Title:</b>	<b>Culture, Leisure &amp; Lifelong Learning Improvement Action Plan</b>
4.	<b>Programme Area:</b>	<b>Education, Culture and Leisure</b>

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. **Members receive the report**

2. **Officers return within 4 months to provide a further update**

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 its 11<sup>th</sup> month of implementation. Progress is being made on all of the areas identified by the inspection.

<b>Area for improvement</b>	<b>Progress</b>
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 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. Work is underway on the pricing strategy.

7. Develop a better understanding of potential customers by developing customer relationship management (CRM) systems and identify and make better use of information already available in the council	Scoping exercise has begun (RBT) and will be completed by the end of November.
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. Library opening hours extended to ensure meet Public Library Service Standards.
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 Museum and 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.

Issue	Action	Cost	Funding Source
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:** The issue presented in this report does not have any direct relevance to corporate, programme area or service risk registers. However there are a number of uncertainties in relation to achieving the desired outcomes of the action plan. Some of the improvements particularly those relating to front line service delivery in Leisure and Green Spaces and Community Library facilities are dependent on levels of base budget support (e.g. Urban Park Rangers). Issues relating to improved physical access will be resolved by the leisure facilities development plan but it will remain an issue in other facilities within Green Spaces and Libraries, Museums and Arts. Capital strategies are being developed in these areas. Short term funding has been secured to establish a marketing budget but strategies to sustain this also need to be developed. Funding has been acquired to carry out a scoping exercise for a CRM system in four leisure facilities. As yet funding to implement a system has not been identified and there are limited opportunities to develop CRM systems in other facilities within the cultural block.
- 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.

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.

**Contact Name:** Guy Kilminster, Libraries, Museums & Arts Manager  
Telephone: (01709) 823623  
e-mail: [guy.kilminster@rotherham.gov.uk](mailto:guy.kilminster@rotherham.gov.uk)

Steve Hallsworth, Business Manager, Leisure and Green Spaces  
Telephone: (01709) 822483  
e-mail: [steve.hallsworth@rotherham.gov.uk](mailto:steve.hallsworth@rotherham.gov.uk)

## **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  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  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	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  Managers report to Leisure & Green Spaces and Libraries, Museums and Arts Management Team (LGSMT) June 2004	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  1 year plans complete 3 year plans complete	Regular reporting established  Rationale and Performance Management systems currently being drafted  CLLL cross cutting group established  One year action plans completed for 2004. 3 year plan being developed Target areas/groups still to be determined by CLLL
		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> <p>a. Agree roles and responsibilities</p> <p>b. Establish a service level agreement with Economic Development Services (EDS)</p> <p>c. Establish procedures for progress chasing repairs issues</p> <p>d. Establish a monthly reporting system</p> <p>5. Seek member approval for priority funding/response from EDS to repairs in frontline Cultural facilities.</p>	April 2004	MH LMAMT	AFM report monthly to MH  Report quarterly to delegated powers starting June 2004	Timely response to repairs and maintenance.  Efficient system for recording, chasing and reporting repairs and maintenance	<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> <p>a. Identify necessary staffing levels</p> <p>b. Produce briefing note PR to include funding required for any increased staffing cost.</p> <p>c. Identify break even figure for remaining S&amp;L facilities</p> <p>7. Implement any necessary staffing increases – dependent on achieving funding</p>	MH produce briefing note March 2004  Sufficient staff in place May 2004	MH KR/AP/SB  MH KR/AP/SB	Report to delegated powers March 2004  Review and report effectiveness to delegated powers Sept 2004	Duties required to ensure cleanliness, etc are carried out effectively  Reduced no. emergency closures Improved staff morale	<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>

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

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 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

Cultural Services RPA Service Improvement Plan (March 2004)

<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>
--	--	-------------------------	--	--	--



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

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				

Cultural Services RPA Service Improvement Plan (March 2004)

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	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>	<p><b>Not doing:</b> Failure to achieve/attract required levels of participation. Continued decline in usage</p>					

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

<b>1e) Progressively reduce physical and cost barriers to access and participation.</b>						
<b>First Inspection Recommendation</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>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>
1. Work with EDS Asset Management Team to establish action plan based on DDA audit a. Work with asset management team to programme necessary structural improvements within time scales		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
2. Develop a clear pricing policy/strategy in relation to identified outcomes e.g. target groups and customer base increase b. Engage staff, members and key organisations in consultation c. Investigate policies/strategies in 'beacon' Local Authorities d. Draft Strategy e. Seek member approval for pricing strategy to include – principles, expectations, impact f. Implement strategy g. Monitor and evaluate strategy h. Report impact		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.
3. Rothercard a. Meet with officers currently responsible for Rothercard b. Secure future role, purpose and fit with Sport & Leisure priorities c. Develop pilot project with South Yorkshire Sport & other South Yorkshire Authorities (Dearne Valley Area) d. Establish systems for promoting, monitoring and evaluating e. Report to members f. Integrate into market plan g. Implement / relaunch		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.

Cultural Services RPA Service Improvement Plan (March 2004)

Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
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				

Cultural Services RPA Service Improvement Plan (March 2004)						
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
1.	Produce final draft of Sport and Recreation Plan	Final draft March 2004	RO/SH	Annual review of plan reported to Delegated powers User forums Key partners	Sports Strategy to be in place by April 2004.	Draft due for completion by end of September.
a.	Draft plan according to Sport England guidelines	Consult March 2004				
b.	Consult with key partners	Report to delegated powers 2004				
c.	Agree target groups, priorities and themes	Publish final document April 2004				
d.	Report outcomes to members					
e.	Publish and promote overarching plan in conjunction with Green Spaces Plan					
2.	Review service Business Plan	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
a.	Review action plan in relation to Audit Commission recommendation					
b.	Integrate into one overarching action plan					
3.	Develop Sport and Leisure Service structure around geographical areas of the Borough (North, Central & South) to better deliver service and meet Corporate priorities	March 2004	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!
a.	Appoint new posts – Area Facility Managers (AFM) and Area Sports Development Officers (SDO)	April 2004				
b.	AFM & SDO to have joint responsibility for an area, including production of area plans – 1 & 3 year (see rec. 1 action 2 & 3)					
c.	Designated Green Space Officer to contribute to area plan					
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>					

Cultural Services RPA Service Improvement Plan (March 2004)

<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>						

Cultural Services RPA Service Improvement Plan (March 2004)

<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>						

Cultural Services RPA Service Improvement Plan (March 2004)						
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	Performance indicators established and agreed with members. Recording and reporting systems established. Indicators provide an accurate assessment of service impact Performance Plus piloted in Cultural Services					
	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status
1. Ensure indicators and targets are aligned to CLLL and Corporate development of performance management.	Meet with Corporate Improvement Team and establish ongoing communication/feedback on development of indicators and systems Work with CLLL SMT to identify common approach, including joint targets/indicators Meet with key partners to share indicators and identify overlap/opportunities for joint data collection/measurement/reporting	March 2004 March 2004 April 2004 Ongoing until Sept 2004 thereafter	SH/GK	Report as above	Indicators fit with and are embedded in CLLL and Corporate Performance Team Key strategic partners, where appropriate contribute to: Delivery Data collection Measurement Reporting Reviewing	Alignment complete Senior officers are meeting with Corporate team SMT are developing indicators Sharing of indicators will take place from Dec 04 – March 05
2. Engage consultancy support to guide process (Sheffield Hallam & Sheffield University – LIRC)	Establish Headline indicators based on Corporate priorities and Sport England guidance Establish Subsidiary indicators based on Corporate Priorities and local/partner need Establish type, method and frequency of data collection Develop survey instruments Determine recording and reporting schedules Carry out staff consultation and training exercises Trial activity in at least three pilot projects – adapt as necessary Additional	Headline indicators in place by March 2004  All indicators and systems in place Sept 2004	SH	Report to SMT March 2004 First report to delegated powers April 2004  Report to delegated powers Sept 2004	Clear set of manageable performance indicators and management systems in place. Ability to clearly evidence service contribution to Corporate aims	Consultants have been engaged and work is progressing, slightly behind schedule.  Completion expected by end of October.
<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					

Cultural Services RPA Service Improvement Plan (March 2004)

<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>						
1. Review Community Strategy and new Corporate Plan		March 2004	SH/GK	Tie into Corporate monitoring	Clear alignment with all strategic documents	Review complete
2. Review Business Plan and Cultural Plan and ensure integration of aims/objectives/priorities		March 2004	SH/GK			
3. See Recommendation 1f, action point 1 and 2						
4. Senior managers produce redraft of vision, mission, aims, objectives, target groups and themes linked to community/corporate/cultural aims, etc.		March 2004	SH/GK LMAMT	Report to SMT March 2004	Clear vision for service that is shared and communicated with all interested parties	Drafted and under review in conjunction with consultants and A Ward.
a. Draft referred back to SMT/ SLT			SH/LGSMT	Report to Delegated powers April 2004		
b. Share, improve and develop draft through various staff/team meetings						
c. Share and develop draft through various meetings with external partners/forums						
d. Seek member approval on mission, vision, aims and objectives						
5. Produce materials to promote aims/objectives with		May 2004	SH/LGSMT GK/LMAMT	Conduct Annual Reviews with staff, customers and key partners	Vision and direction is visibly communicated at Leisure & Green Space sites Information on Vision and direction can be made available on request/website	Materials will be produced once the above has been agreed.
<p>• staff - 'how do I contribute as individual'</p> <p>• customers</p> <p>• partners</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>	<b>Not doing:</b> Continued lack of understanding of service priorities					

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

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	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
Establish a formalised work force development plan. Develop the Capability of all Staff to carry out duties.						
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 b. Carry out necessary actions – including staff consultation c. Establish the plan d. Integrate into PDR process e. Monitor, Review and Report progress		Plan completed by Sept 2004				
2. Recruit new Staff – 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		April – May 2004	SH/MH/JT	Report to SMT May 2004 Include in quarterly report to delegated powers (as appropriate)	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
<b>Evaluation</b>	<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>					
<b>Risk Assessment</b>	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)

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.						
Outcome / Target	Planned approach to making best use of resources to meet targets and priorities Increase income generation in appropriate areas. Increase income from external revenue funding opportunities, particularly in Leisure Facilities.					
Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status	
1. Identify effective practice in other Local Authorities as well as Private and Voluntary sectors a. Develop Sport & Leisure Networks b. Communicate with 'good practice' local authorities to access ideas and approaches c. Consultancy support – LIRC & Audit commission d. Use new appointments to bring ideas and abilities	April 2004  April 2004 and ongoing	MH	Report to SMT	Good practice identified, adapted to need and implemented to effect necessary improvements	New Officers have brought ideas, experiences and examples of good practice.  Also see Action 2 Page 6.	
2. Develop planning process to clearly identify the prioritisation of resources according to focus groups (see Rec. 1a, action point 2 & 3) a. Identify premium pricing activity/programming b. Identify external funding opportunities	June 2004 & Feb 2005 (1 & 3 year plans respectively)	MH/LMAMT	Reporting included in service planning structure  Pricing changes reported to SMT and delegated powers	Increased usage of Facilities from both target and non target groups  Increased income generation  Increased levels of external revenue funding	No progress.  Links to page 10 action 1 and page 11 actions 2 & 3.	
3. Also SEE Rec. 1e) & Rec.5						
Evaluation	<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>					
Risk Assessment	Limited capacity to target resources. Time scales relating to review of pricing policy. <b>Not doing:</b> Continued limited capacity to target resources. Restricted ability to meet priorities					



Cultural Services RPA Service Improvement Plan (March 2004)

<p><b>Recommendation</b></p> <p><b>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.</b></p>						
<p><b>Outcome / Target</b></p> <p>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)</p>						
<p><b>Actions</b></p> <p>1. Develop appropriate strategic partnerships in order to maximise benefits</p> <p>a. Attend PCT strategic group</p> <p>b. Attend Youth Offending Team strategic group</p> <p>c. Co-ordinate PE and School Sport Strategic Group</p> <p>d. Identify other key groups/meetings and agree commitment to attend</p> <p>2. Prepare guidelines for developing and evaluating partnerships</p>		<p><b>Timescale/ Milestone</b></p> <p>Feb 2004 and then ongoing          May 2004 and then ongoing          Ongoing - bimonthly          May 2004</p>	<p><b>Accountable staff</b></p> <p>SH          JT          PE post          SH/MH/JT/PG          LM/AMT</p>	<p><b>Monitoring/ Reporting</b></p> <p>Report to LGSMT &amp; SMT          Include in quarterly report to delegated powers (as appropriate)</p>	<p><b>Success Criteria</b></p> <p>Regular attendance at key strategic meetings          Successful joint working          Shared promotion of activity and impact</p>	<p><b>Status</b></p> <p>Attendance at joint meeting with PCT.          Continued working with PCT on Valley Allotment Project.          PCT Physical Activity Strategy Group attended by the Health &amp; Fitness Co-ordinator who will feed in to the health &amp; Fitness Forum to be established in October/November 2004          Business Manager Leisure &amp; Green Spaces attending PCT Strategy Group.</p>
<p><b>Also SEE Rec. 1f) action point 1</b></p>						
<p><b>Evaluation</b></p> <ul style="list-style-type: none"> <li>Evaluate success as part of joint steering group activity</li> </ul>						
<p><b>Risk Assessment</b></p> <p>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</p>						

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>						

**PERFORMANCE AND SCRUTINY OVERVIEW COMMITTEE**  
**26th November, 2004**

Present:- Councillor Stonebridge (in the Chair); Councillors Clarke, Doyle, Hall, License, G. A. Russell, R. S. Russell, Sangster and Whelbourn.

Also in attendance was Councillor Ellis, Cabinet Member for Housing and Environmental Services, for item 69 below

An apology for absence was received from Councillor St.John.

**68.       DECLARATIONS OF INTEREST.**

There were no declarations of interest made at this meeting.

**69.       NEIGHBOURHOOD DEVELOPMENT**

Further to Minute No. 73 of the meeting of the Environment Scrutiny Panel held on 18th November, 2004, the Committee considered the submitted report presented by the Executive Director, Neighbourhoods setting out the local and national context in which the Council's proposals for neighbourhood development was set.

The report put forward proposals for the development of neighbourhood management and provided a summary of the steps that would be needed to be taken to establish effective arrangements. It also recognised the importance of creating the right conditions for neighbourhood management to develop and to develop confidence in the Council's commitment to lead.

An action plan had been produced, submitted as an appendix, the first six months of which would enable a proper insight to be gained of where the Council was and an understanding of how far its partners were prepared to go in joining force with the Authority to tackle certain issues. A corporate task group had been established to ensure that the actions were taken forward.

The Executive Director, Neighbourhoods and Cabinet Member for Housing and Environmental Services elaborated on the action taken and proposals.

It was noted that the report had been presented to, and received by, Corporate Management Team and Cabinet on the 2nd September and 10th November, 2004 respectively.

A question and answer session ensued and the following issues were covered :-

- consultation
- elected Member involvement

- area assembly input
- programme area restructuring
- identifying skills fit for purpose and managing change
- timescales
  
- risks and uncertainties relating to :-
  - co-ordination and understanding
  - service delivery
  - reputation
  - sustainability
  
- option appraisals
- area resource coding

Resolved:- (1) That the information be noted.

(2) That, as far as scrutiny is concerned, progress reports and option appraisals be submitted to this Committee.

(3) That consideration be given to establishing area resource coding.

## **70. EVALUATION OF SCRUTINY IN ROTHERHAM**

The Committee considered a report by the Head of Scrutiny indicating an opportunity to consider a self evaluation framework of scrutiny activity. Also submitted was the Centre for Public Scrutiny's published framework.

It was hoped that such evaluation would be able to :-

- demonstrate evidence of achievement
- identify areas for improvement
- highlight potential barriers to improvement

Whilst some evaluation was carried out through Scrutiny's annual report, it was thought timely to utilise more objective measures and identify the way in which scrutiny adds value to the Council's work overall.

General discussion ensued and the following issues were raised :-

- need for a facilitator to ask questions and extract answers
- format of questionnaire with a view that multi-choice style would be easier to answer and analyse
- self evaluation exercise should not just be limited to scrutiny

Resolved:- (1) That the information be noted.

(2) That a further report be submitted, early in the new year, on proposals for a suitable questionnaire format for the evaluation process.

**71. BUDGET ISSUES - ROTHERHAM MBC AND GERSHON**

The Committee considered a report by the Head of Scrutiny highlighting the need to consider scrutiny's input into the budget process. This would include consideration of the current financial position and priorities and pressures for the coming year.

Also submitted was an LGIU briefing on Sir Peter Gershon's Efficiency Review.

Discussion ensued and the following issues were raised :

- need to raise the spectre of Gershon in budget meetings
- need for an all Member seminar on the impact of Gershon on the Budget
- need for budget information not data at scrutiny panel meetings, such information to cover performance of the budget and be available well before the meeting

It was noted that individual scrutiny panels had determined dates for budget consideration and also that the Audit Commission had requested attendance at such scrutiny panel budget deliberations.

Resolved:- (1) That the information be noted.

(2) That an all Member seminar be requested on the impact of Gershon on the Budget and consideration be given to input from the LGIU and inviting representatives from other local authorities.

(3) That the meeting of this Committee scheduled for 10th December, 2004 be postponed until Friday, 17th December, 2004 at 2.00 p.m. to facilitate consideration of the Budget following such considerations by all the individual scrutiny panels.

(Note: the start time of the meeting was subsequently amended to 9.30 a.m.)

**72. MINUTES**

Resolved:- That the minutes of the previous meeting held on 12th November, 2004 be approved as a correct record for signature by the Chairman.

**73. MINUTES OF A MEETING OF THE MEMBERS CONSULTATION**

**ADVISORY GROUP**

Resolved:- That the minutes of the meeting of the Members Consultation Advisory Group held on 27th October, 2004 be noted.

**74. WORK IN PROGRESS**

Members of the Committee reported on the following issues :-

- (a) Councillor License reported a successful session of the Children and Young Peoples Scrutiny Working Party
- (b) Councillor Hall reported that witnesses had been interviewed as part of the Wardens review

(c) Councillor Stonebridge reported :

- that the LSP Review Group had held its second meeting and issues had been identified
- that progress had been made on a Member to Member protocol

**75. CALL-IN**

There were no formal call in requests.

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

Document is Restricted

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

Document is Restricted