

## **LIFELONG LEARNING OPPORTUNITIES SCRUTINY PANEL**

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

**Date: Monday, 21 March 2005**

**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.

### **FOR DECISION**

5. 2004/05 Work Programme (Delia Watts) (copy herewith) (Pages 1 - 2)

### **FOR MONITORING**

6. Budget Monitoring Report as at December, 2004 (Pete Hudson) (report herewith). (Pages 3 - 7)
7. Schools PFI Project Update: Spring Term 2005 (Graham Sinclair) (report herewith) (Pages 8 - 10)
8. Programme Area ICT Action Plan 2004/05 - End of Year Progress Report (Dawn Rowley) (report herewith). (Pages 11 - 15)
9. ECALS 2004/05 Performance Indicator 3rd Quarter Report (Rebecca Lunghi) (report herewith) (Pages 16 - 25)
10. Lifelong Learning Best Value Review (Graham Sinclair) (report herewith). (Pages 26 - 28)
11. Education, Culture and Leisure Complaints Summary April-September 2004 (Rebecca Lunghi) (report herewith) (Pages 29 - 33)

12. Culture, Leisure and Lifelong Learning Improvement Action Plan and Service Planning (Guy Kilminster) (report herewith). (Pages 34 - 83)

**FOR INFORMATION**

13. Management of Trees and Woodlands (Roger Gaynor) (report herewith). (Pages 84 - 88)
14. Intensifying Support Programme (ISP) (Denise Bullock) (report herewith) (Pages 89 - 98)
15. Minutes of this Scrutiny Panel held on 21st February, 2005 (copy herewith). (Pages 99 - 110)
16. Minutes of the meetings of Cabinet Member, Education, Culture and Leisure Services held on 8th and 15th February and 1st March, 2005 (copies herewith). (Pages 111 - 125)
17. Minutes of the Children and Young People's Board held on 3rd February, 2005 (copy herewith). (Pages 126 - 131)
18. Minutes of meetings of the Performance and Scrutiny Overview Committee held on 11th and 25th February, 2005 (copies herewith). (Pages 132 - 144)

**Date of Next Meeting:-  
Monday, 25 April 2005**

**Membership:-**

Chairman – Councillor St.John

Vice-Chairman – Councillor License

Councillors:- Barron, Burke, Cutts, Dodson, Hodgkiss, Kaye, Lee, McNeely, Swift, Thirlwall and  
Turner

Co-optees:- Ms. C. Cox, Rev. A. Isaacson, Mr. P. Lennighan, Mr. R. Newman, Ms. S. Underwood and  
Mrs. J. Williams Mr. T. Belmega, Mr. T. Brown, Ms. J. Carroll, Mr. J. Dalton/Mr. P. Hawkridge, Kath  
Henderson, Mr. G. Lancashire, Mr. J. Lewis, Miss E. Marsh, Mr. S. Radford and Mr. K. Stoddart

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	Lifelong Learning Opportunities Scrutiny Panel
<b>2.</b>	<b>Date:</b>	21 March 2005
<b>3.</b>	<b>Title:</b>	Work Programme
<b>4.</b>	<b>Programme Area:</b>	Chief Executive's Department

**Contact Name:** *Delia Watts, extn. 2778, e-mail: delia.watts@rotherham.gov.uk*

## 5. Summary

To agree the short-term work programme for the Lifelong Learning Opportunities Scrutiny Panel for the remainder of the municipal year and identify scrutiny topics for the 2005/06 municipal year.

## 6. Recommendations

That

- (a) the plans for the 'Inclusive Education' themed meeting on 25 April 2005 be noted.
- (b) Members consider whether they still wish to undertake the planned review of 'Key Stage 4 and preparation for the world of work'.
- (c) Members consider what reviews should be undertaken in the 2005-2006 municipal year.

## 7. Proposals and Details

Each scrutiny panel must plan its forward work programme. This is normally done on a rolling six month basis and reported to and discussed by the panel each quarter.

However the current situation is unusual in that there is some uncertainty as to how scrutiny (particularly with respect to Children's Services) will be arranged in the new municipal year. The precise arrangement of the scrutiny panels, their membership and the frequency of their meetings will not be confirmed until the Council AGM on 20 May. All meetings planned for after that date could therefore be subject to change.

### *Panel Meeting 25 April 2005*

To continue with the new approach of holding occasional themed meetings, the April meeting will be on the subject of 'Inclusive Education'. The draft programme currently being organised includes presentations on:

- Sure Start
- 'Every Vulnerable Child Matters' – follow up from 22/11/04 one day scrutiny review
- Overview of the requirements for the education of children with medical needs including the work of the Hospital Teaching and Home Tuition Service
- Meeting the needs of pupils in mainstream schools with medical needs
- Supporting children in schools who require moving and handling
- Meeting the educational needs of pregnant school girls and school aged mothers
- Sex and Relationships Education in schools.

### *Future Scrutiny Reviews*

#### Key Stage 4

Earlier in the municipal year, the Panel agreed to undertake a scrutiny review of 'Key Stage 4 and preparation for the world of work'. This was scheduled to begin after the publishing of an external report<sup>1</sup> on reforming 14-19 education. Although this was published in October 2004, its proposals to replace GCSEs, A-levels and vocational qualifications with a new diploma system have recently been rejected by the Government. There will, however, be a diploma for vocational studies to boost their status.

#### Other Suggestions received so far

- School Meals.

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<sup>1</sup> 14-19 Reform, Sir Mike Tomlinson, October 2004

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	<b>Cabinet Member and Advisors</b>
<b>2.</b>	<b>Date:</b>	<b>8<sup>th</sup> February 2005</b>
<b>3.</b>	<b>Title:</b>	<b>Budget Monitoring Report as at December 2004 (All Wards)</b>
<b>4.</b>	<b>Programme Area:</b>	<b>Education, Culture and Leisure Services</b>

- 5. Summary:** This is the seventh Budget Monitoring Report for the Programme Area in 2004/05, with a current forecast to overspend against budget for the financial year by £553k (0.35%).

This relates to budget pressures in both Culture and Leisure Services (£485k) and Education Services (£68k).

A detailed variance analysis is included in the attached appendices.

- 6. Recommendations:**

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

7. **Proposals and Details:** The Culture and Leisure Services overspend primarily relates to continued pressure on sport and recreational facility budgets, as experienced in previous years (£432k).

Additionally, Culture and Heritage forecast an overspend of £121k mainly due to a shortfall in income, due in part to a loss of room hire income at the Arts Centre due to the utilisation of the room as a call centre and the temporary closure of Clifton Park Museum.

The Culture and Leisure overspend is partly offset by a saving on the Library Service budget resulting from a moratorium on procurement spending and slippage in staff recruitment (£68k).

The Education Services' forecast overspend relates to net overspends in Strategic Management (£37k), Access to Education (£96k), Non-schools funding (£35k) and the under-recovery of income on the schools' HR contract with RBT (£70k). These are partly offset by savings in Special Education (£170k) mainly due to slippage on the implementation of the new Greasborough PRU due to difficulties in staff recruitment, and which is now operational.

The forecast outturn as at December (£553k) shows an increase of £156k from the overspend reported in November. All possible action, detailed below, is being taken to minimise overspending in the Programme Area.

8. **Finance:** The current forecast as at 31st December is for the Programme Area to overspend the budget by £553k.

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 £39k overspend for the transport service.

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

- 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 tight vacancy management process with a view to maximising further areas of possible savings.
- Procurement of goods and services is being restricted to essential items only.

- Costs relating to the operation of the Strategic Partnership with RBT have not yet been processed. It is assumed that these charges will outturn on budget.

- 10. Policy and Performance Agenda Implications:** The forecast outturn as at 31st December shows an overspend (£553k) 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

**Revenue Budget Monitoring Report 2004/05**  
(Based on information available at 31 Dec 04)

Service (& Division of Service)	Expenditure			Income			Reasons/Implications
	Budget £000	Proj'd out turn £000	Variance £000	Budget £000	Proj'd out turn £000	Variance £000	
<u>Education, Culture and Leisure Services</u>							
<u>Education Services:</u>							
Individual Schools Budget Strategic Management	136,700,146 8,956,825	136,700,146 9,023,825	0 67,000	(18,336,900) (662,203)	(18,336,900) (692,203)	0 (30,000)	Includes additional pension costs (£28k), unbudgeted EMS support costs (£28k) and RBT ICT costs relating to 2003/4 notified Dec 2004 (£13k). Additional one-off licence / subscription income
School Improvement Special Education Provision	1,297,520 7,401,471	1,297,520 7,262,471	0 (139,000)	(64,297) (1,086,173)	(64,297) (1,117,173)	0 (31,000)	Mainly savings in PRUs due to slippage on recruitment and implementation of new PRU. Additional income Generation in Welfare Service.
Access to Education	2,901,423	2,997,423	96,000	(212,697)	(212,697)	0	Includes additional transport contract / take up (£39k), additional staff costs (£25k) and additional repographic costs (£26k).
Specific Grant Support Non-Schools Funding Delegated Services Other	28,994,549 3,229,998 6,090,716 3,731,972	28,994,549 3,264,998 6,090,716 3,731,972	0 35,000 0 0	(24,581,664) (129,557) (6,176,017) (1,289,665)	(24,581,664) (129,557) (6,106,017) (1,289,665)	0 0 70,000 0	Additional non-school pension costs Under recovery of income on schools HR contract with RBT
<b>Total Education Services</b>	<b>199,304,620</b>	<b>199,363,620</b>	<b>59,000</b>	<b>(52,539,173)</b>	<b>(52,530,173)</b>	<b>9,000</b>	
<u>Culture and Leisure Services:</u>							
Culture and Heritage	1,645,596	1,663,596	18,000	(518,930)	(415,930)	103,000	Additional printing costs. Shortfalls in income including Arts Centre room hire (£50k) due to utilisation of room as a call centre.
Recreation and Sport Tourism Library Service Overheads	8,947,265 145,960 4,971,125 3,657,031	9,254,265 145,960 4,903,125 3,657,031	307,000 0 (68,000) 0	(2,785,050) 0 (797,160) (3,657,031)	(2,660,050) 0 (797,160) (3,657,031)	125,000 0 0 0	Pressure on Sport and Recreation facility budgets Moratorium on procurement and additional staff slippage
<b>Total Culture and Leisure Services</b>	<b>19,366,977</b>	<b>19,623,977</b>	<b>257,000</b>	<b>(7,758,171)</b>	<b>(7,530,171)</b>	<b>228,000</b>	
<b>Total Education, Culture and Leisure Services</b>	<b>218,671,597</b>	<b>218,987,597</b>	<b>316,000</b>	<b>(60,297,344)</b>	<b>(60,060,344)</b>	<b>237,000</b>	



Service (& Division of Service)	Proj'd Variance NET £000	RAG Status		Actions Proposed and Intended Impact	Revised RAG Status	
		Financial	Performance		Financial	Performance
<u>Education, Culture and Leisure Services</u>						
<u>Education Services:</u>						
Individual Schools Budget Strategic Management	0 37,000	Red		To be offset with underspends elsewhere in the Programme Area	Green	
School Improvement Special Education Provision Access to Education	0 (170,000) 96,000	Green Red		Staff appointments commence Jan 05 To be offset with underspends elsewhere in the Programme Area	Green Red	
Specific Grant Support Non-Schools Funding	0 35,000			To be offset with underspends elsewhere in the Programme Area	Green	
Delegated Services	70,000	Amber		Meeting to discuss the contract is pending	Amber	
Other	0					
<b>Total Education Services</b>	<b>68,000</b>					
<u>Culture and Leisure Services:</u>						
Culture and Heritage	121,000			Moratorium / Vacancy management ongoing. Other services within Culture & Leisure are working to identify possible savings that can contribute to offsetting this overspend	Red	
Recreation and Sport	432,000	Red		Moratorium / Vacancy management ongoing. Other services within Culture & Leisure are working to identify possible savings that can contribute to offsetting this overspend	Red	
Tourism Library Service	0 (68,000)	Green		Working to identify further possible savings to contribute to offsetting anticipated overspend in the CLLL service	Green	
Overheads	0					
<b>Total Culture and Leisure Services</b>	<b>485,000</b>					
<b>Total Education, Culture and Leisure Services</b>	<b>553,000</b>					

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<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>22<sup>nd</sup> March and 21<sup>st</sup> March '05 respectively</b>
<b>3.</b>	<b>Title:</b>	<b>Schools PFI Project Update: Spring Term 05</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 Crags Infant, Maltby Crags 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:** Progress continues with the project as significant handovers of 3 schools will happen over Easter. Pupils at Wath Comprehensive, A Language College and Maltby Craggs Junior and Infant Schools will enjoy superb learning environments in their new schools after Easter.

The transformation for both schools means purpose built suiting arrangements for both academic and pastoral needs.

Both Wath and Maltby will be on single sites with the removal of some 30 temporary classrooms. The schools will provide the physical infrastructure so that children and staff will continue to raise standards of achievement. Wath also includes a key Young Person's Centre, integrated within, but operationally separate from the main school building.

Good progress continues to be made at Clifton (Middle Lane site) and Wingfield. Both will be completed for September 2006, when the project will see 6 of the 15 schools fully operational. Other live sites at Wickersley, Thrybergh and Winterhill are also making good progress on timetable.

It is a significant period in the project with both completions of schools, and design development of those projects still to start their building programme. This applies to Kimberworth Infant, Meadowhall Junior, Coleridge, Clifton Upper, East Dene and Wath Central. Plans are being drawn up to incorporate Childrens Centre/Multi Service Centres in the developments at both Coleridge/Clifton Upper and Kimberworth Infant. These will become exciting campus developments, meeting the expectations in Every Child Matters.

Improvements in the arrangements for facilities management continue with the General Manager for Rotherham making personal visits to these schools with the Council's Building Manager. A quality check takes place at the visits to make sure issues can be dealt with by Haden, the facilities management contractor.

Building Learning Communities Ltd is now incorporated and has responsibility for community provision, including the arrangements for lettings. Currently a half way house operates where schools still hold a number of responsibilities in the administration of lettings. It is hoped that the company through a newly appointed General Manager can take full responsibility by September 2005.

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 for 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, 14<sup>th</sup> December 2004.

Lifelong Learning Opportunities Scrutiny Committee 22<sup>nd</sup> March 2004, 26<sup>th</sup> July 2004, 21<sup>st</sup> December 2004.

**Contact Name : Graham Sinclair, Strategic Leader Resources and Information  
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<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	Lifelong Learning Opportunities Scrutiny Panel
<b>2.</b>	<b>Date:</b>	21 <sup>st</sup> March 2005
<b>3.</b>	<b>Title:</b>	Programme Area ICT Action Plan 2004/05 – End of year Progress Report.
<b>4.</b>	<b>Programme Area:</b>	Education, Culture and Leisure Services

- 5. Summary:** This is the end of year progress report against the ICT Action Plan for 2004/5, and shows that work has been completed as follows:

59% of actions completed, against a target of 100%  
 66% of key actions completed, against a target of 100%

- 6. Recommendations:** That the progress outlined in this report be noted.

7. **Proposals and Details:** Significant issues were raised through the Ofsted inspections and IDEA reports in relation to the use of ICT within the Programme Area in the years 2000 -2002. The Action Plan process was introduced with these comments in mind to demonstrate a more structured approach to planning the development of ICT resources in line with the Service's identified priorities through its Service and Business Plans.

**Areas of noted progress** in the second half of 2005 are as follows:

- The work to connect all of the 106 schools who signed up to a broadband connection has been completed. Achievement of this large-scale project has ensured that Rotherham meets the DfES broadband connectivity target a year ahead of the target date, and at a connectivity level 5 times the minimum required.
- The Programme Area has drafted its new five-year ICT Strategy. A period of consultation has now commenced (14<sup>th</sup> March 2005), in which schools, programme area managers, corporate stakeholders, governors and wider education stakeholders across Rotherham will be offered an opportunity to comment upon the content, scope and direction of the major Strategy. At the present time, plans are being put in place for the final ICT Strategy to be launched by the end of May 2005.
- Participate successfully in Government Pilot to further roll out the use of inter-active whiteboards in Rotherham's Schools.

95 interactive white boards have been purchased, 41 of which have gone to secondary/special schools, with the rest having gone to primary schools. 66 staff from primary schools have successfully completed training. The phasing of the secondary provision was after the primaries and will be complete by the end of the financial year. In addition a number of teachers have been on subject specific courses, this has been about 20.

- Rotherham Learning Grid is appropriately expanded to provide fast, affordable connectivity for all learners.

Phase 2 of the feasibility study commenced on 23<sup>rd</sup> February 2005.

A technical design solution will be proposed for the expansion through this process so that community groups, businesses and colleges can, if they desire, connect to the Rotherham Grid for Learning. A report from the consultancy is due 22<sup>nd</sup> April 2005, with planning for the development of up to 10 pilots from 1<sup>st</sup> September 2005.

- ECDL courses are now available online through our Secondary Schools; City Learning Centres and Libraries for all KS3, 4 and 5 Learners in Rotherham.

- ECALS Internet site now complies with Local Authority Web Standards [LAWS]. Freedom of Information procedures are in place and the Publication Scheme has been updated. There are now 60 content authors fully trained in the Programme Area.
- Pupil Achievement Tracker training is delivered to at least 1 member of staff in all schools.

52 Primary Schools, mainly Head teachers, Assessment Coordinators and an admin person for data input have attended training sessions or taken up the Information Team SLA and had on-site training. All Secondary Assessment Coordinators and/or Senior Managers have attended training sessions. All training was delivered by the end of February 2005.

- E-Learning strategy developed inline with corporate developments.

The e learning materials are now available to all staff in ECALS via the intranet and the corporate pilot with Learning for business organization.

- RBT have delivered agreed levels of ICT support for both admin and curriculum in schools for 2004/5.

The 2004 Annual Schools Survey results showed

- a) Score was between satisfactory and good.
- b) Score was better than that of the previous survey.
- c) There was a difference between primary and secondary responses in that primary schools were much more positive than Secondary schools.
- d) Rotherham overall was in the 3<sup>rd</sup> quartile of Authorities in 2004 for satisfaction with ICT Support.

**Actions not achieved are as follows;**

- Updated policies agreed and in place, in schools and across services for information sharing, Data Protection, Information Security and Access and Electronic Communications.

The over arching policy has been drafted and is out for adoption with multi-agency teams. School governors are to be asked to adopt in September 2005.

- Develop a strategic approach to the provision of hardware and other technologies for learner communities including; provision of PCs and other technology to community-based group (public loan strategy), Access to digital content and Video-conferencing.

This issue has been overtaken by the requirement for ACL to develop and Publish an e-learning strategy. This will be progressed as part of the response and ICT Strategy.

- Sustainability strategy is developed for New Library Peoples' Network and BiblioMondo to ensure continued ability to deliver beyond current funding arrangements.

As at February 2005 discussion is underway with RBT to identify costs to Sustain NL:PN full service, including the provision of support. No decision from RBT as to novation of contract with BiblioMondo. RMBC ICT client co-ordinator is now progressing implementation of contract/SLA with BiblioMondo/RBT to provide support. NL:PN PCs are outside the scope of the current refresh programme. Discussions are underway to consider refresh in 2005/2006.

In all cases above we expect further clarification before end of March 05.

- Undertake an audit of need and investigate the feasibility of digitising the Museum collections so as to make them suitable to be accessed over the internet. Pilot one 'collection' being available over internet.

Priorities in the year have resulted in this work not being undertaken. Digitisation of the 'Collections' held in Rotherham are a key focus of the new five-year ICT Strategy.

- Adoption of ICT Key Performance Indicator to measure the ratio of staff to PC's (including mobile kit) in different areas of the Programme Area. Benchmark current ICT penetration across the 5 service areas, including the numbers of staff who have an individual email address.

This will now be an action for 2005/2006 as part of the new five-year ICT Strategy, and will be the focus of multi-agency work as part of the 'Every Child Matters' agenda.

- Develop a multi-agency training plan to support the pilot of integrated services/care pathways/assessment and information sharing. Deliver training to pilot group and evaluate. Roll out across Rotherham.

Slippage in national publication of Common Assessment Framework, ISA developments and IT requirements has resulted in the deadline moving by 9 – 12 months.

8. **Finance:** The costs associated with delivery of this plan are all contained within existing service budgets, or where identified funding has not been secured, additional external funding bids are being progressed.
9. **Risks and Uncertainties:** The progress reporting process and the monitoring of the plan is designed to identify, manage and alleviate risks and uncertainties from the ICT planning process. Through regular monitoring by Senior Managers and Members, risk assessment is carried out and uncertainties accounted for as progress is made.



**10. Policy and Performance Agenda Implications:**

**10.1** Contributes to all 5 priorities.

**10.2** Has positive impact

**10.3** Contributes to all aspects of sustainability.

**10.4** Contributes to addressing health and social inequalities priority of the community strategy.

**10.5** Contributes to safer Rotherham implications.

**10.6** No issues identified.

**10.7** Contributes to Corporate Plan, Community Strategy, Neighbourhood Renewal Strategy and National Service Framework. Has positive contribution to CPA.

**10.8** Impacts directly on Children Services Inspection Framework and individual school Ofsted Inspections.

**10.9** Positive contribution to Best Value Performance Plan, Education Development Plan and CPA.

**10.10** BVP157

**11. Background Papers and Consultation:**

Consultation

ECLS Strategic Leadership Team, 2<sup>nd</sup> March 2005-02-23

ECLS Programme Area ICT Strategy Team, 15<sup>th</sup> February 2005.

References

ECALS ICT Action Plan 2004-2005

**Contact Name :** Dawn Rowley  
Information and Performance Review Manager  
Extension 2685

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	Cabinet Member and Advisers, Education, Culture and Leisure Services
<b>2.</b>	<b>Date:</b>	15 <sup>th</sup> March 2005
<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 3rd Quarter Report</b></li> </ul> [Wards affected – All]
<b>4.</b>	<b>Programme Area:</b>	Education, Culture and Leisure Services

### 5. Summary

Appendix A outlines performance at the end of the 3rd quarter 2004/05 against targets with comparisons against 2003/04 actuals and 2003/04 All England top quartile authorities.

### 6. Recommendations

- **That the Performance Report be received**

## 7. Proposals and Details

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

In the third 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].

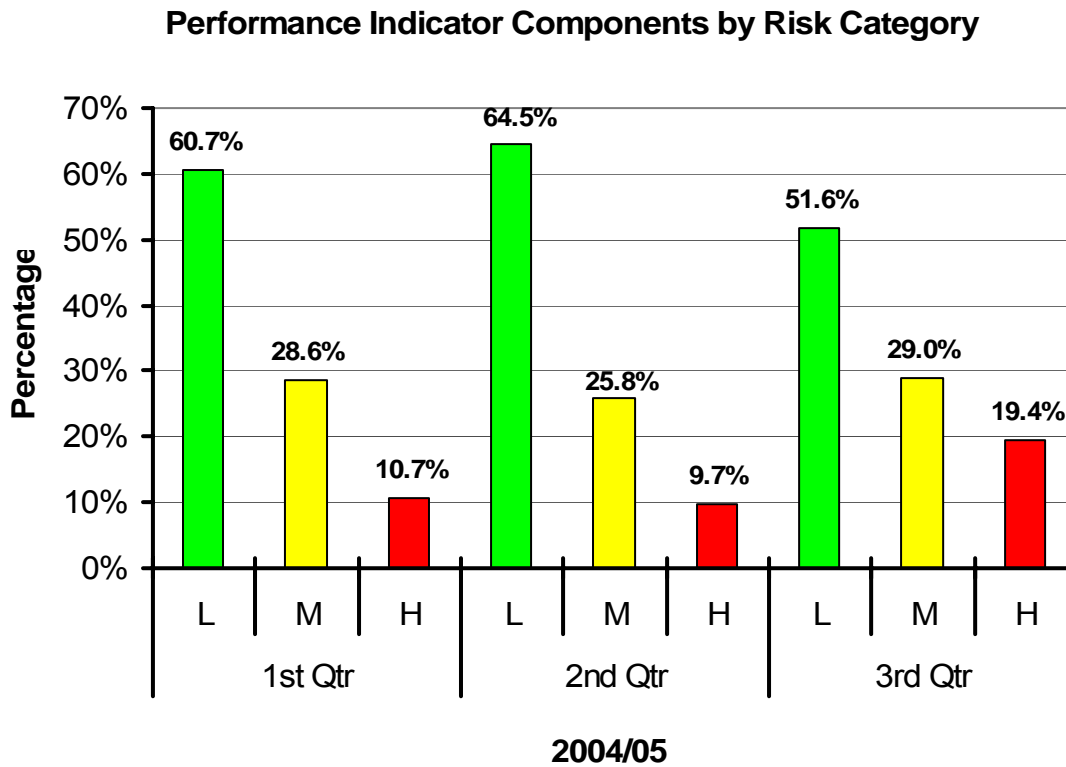
Members' attention is drawn to the addition of the newly published 2003/04 All England Top Quartile performance figures within this report which have assisted in designating risk categories to Performance Indicators.

The "Risk" column represents 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. These are reported to Members bi-annually.

### Summaries of the risk assessments are shown below;

<b>Low Risk</b>		<b>51.6%</b>	<b>16 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
<b>Low Risk [continued]</b>			
No.7	Average number of hours alternative tuition		SLTPI 12
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.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>29%</b>	<b>9 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.15	Take up of free school meals		SLTPI 16
No.17	Museum usage		BVPI 170 a, b, c
<b>High Risk</b>		<b>19.4%</b>	<b>6 components</b>
No.2	Permanent exclusions		BVPI 44
No. 9	Number of childcare places created		SLTPI 22 a, b, c
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 percentage of Performance Indicator components by risk category at each quarter stage.



## 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.

A category of risk is applied to each Performance Indicator using the PI managers' projection of year-end performance and takes into account any known internal or external influences with comparison against published 2004/05 targets. The quarterly performance report is discussed at the ECALS Performance Management Group, [established December 2004], and collective agreement is reached regarding the appropriate category of risk.

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 bi-annually.

## 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
- ECALS Performance Management Group - Minutes of meeting 26/01/05

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## ECALS - 2004/05 Performance Indicator 3rd Quarter Report

## Appendix A

No	Definition	Ref.	Links	03/04 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	100%	82.3%	100%	100%	100%	100%	100%	100%	100%		100%	✓	↔	M	✓	Progress has continued to exceed both parts of the target. However, due to current staff shortages both parts of this target remain under close scrutiny.	
a	excluding exceptions			83.9%	58.3%	61.5%	83.3%	68.4%	80%	80%	72.4%	72.4%		72.4%	✓	↓		✓		
b	including exceptions																			
	[Marium Haque]																			
2	Permanent Exclusions per 1000 pupils	BVPI 44	CPA KPI RPI	0.84	0.97	2.2	1.34	1.61	1.57	1.57	1.57	1.57		1.10	X	↓	H	✓	Increase in exclusions from secondary schools, plans for targets to be set and action plan to address to be implemented.	
3	% 1/2 days missed to absence – secondary	BVPI 45	CPA KPI	8.00%	8.7%	8.4%	8.4%	8.4%	8.4%	8.4%	8.4%	8.4%		8.4%	✓	↔	L	X		
4	% 1/2 days missed to absence – primary	BVPI 46	CPA KPI	5.4	6.2%	6.1%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%		6.1%	✓	↔	L	X		
5	% schools with special measures	BVPI 48	CPA KPI	0%	0%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%		0%	X	↔	M	✓	Positive feedback from recent HMI visit to school concerned.	
6	% permanently excluded pupils provided with less than 6hrs tuition	BVPI 159	CPA KPI	N/A	0%	0%	0%	0%	4%	4%	3%	3%		0%			L	X	Unable to provide accurate predictions for the end of year. Q2 - Year end likely to be within target	
a																				
b	6 to 12hrs tuition			N/A	1%	6%	7%	7%	2%	2%	4%	4%		2%				X	Q3 – Part a registering above target but overall number of tuition hours exceeds target	
c	13-19 hrs tuition			N/A	11%	4%	5%	7%	0%	0%	3%	3%		10%				X		
d	20hrs or more tuition			93.2%	88%	90%	88%	86%	94%	94%	90%	90%		88%				X		
	[Ann Clegg]																			
7	Weekly average No. of hrs alternative tuition provided	SLTPI 12		N/A	24.4	24.8	24.4	24.7	24.8	25	24.8	24.8		22.5		↑	L	X	Unable to provide accurate predictions for the end of year. Q2 - Year end likely to be within target Q3 – indicating to exceed target	
	[Ann Clegg]																			

\*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

ECALS - 2004/05 Performance Indicator 3rd Quarter Report

Appendix A

No	Definition	Ref.	Links	03/04 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 Walch]	SLTPI 14		N/A	1.4%	2.1%	2.1%	1.4%	1.4%	1.4%	1.4%			1.4%	0.7%	X	↔	M	✓	Both schools involved had positive feedback from recent external monitoring visits.
9	No. of childcare places created by Childminding places	SLTPI 22		N/A	N/A	79	79	39	118	46	164			212	240	X	↑	H	✓	2004-05 Targets are extremely challenging but set inline with 2yr Government Funding Targets 2004-06.
b	Out of school places					24	24	64	88	74	162			200	200	✓	↑		✓	Section (b) also includes "392" carry-over from 2003-04.
c	Children Centre Places [Sue Walker]					0	0	0	0	4	4			4	50	X	↑		✓	Several potential childminders who have previously attended briefing sessions have not yet completed the Ofsted registration process due to personal circumstances.
10	No. of Truancy Patrols [Catherine Ratcliffe]	SLTPI 1		N/A	52	2	2	22	24	4	28			34	32	✓	↓	L	X	Delays on capital build programme have resulted in no childcare places being opened in Children's Centres.
11	No. of referrals to non-school attendance panel [Catherine Ratcliffe]	SLTPI 2		N/A	144	50	50	6	56	64	120			142	102	✓	↑	L	X	Government advises on additional patrol dates. Targets reflect LEA patrols.
12	% of meetings of the Pupil Discipline Committee attended by the Director's representative for permanently excluded pupils [Catherine Ratcliffe]	SLTPI 4		N/A	100%	100%	100%	100%	100%	100%	100%			100%	100%	✓	↔	L	X	Increased numbers at the panel are a reflection on the introduction of Fixed Penalty Notices. We agreed a process by which FPN's would be decided by the panel. The number of FPN's include are 70

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

ECALS - 2004/05 Performance Indicator 3rd Quarter Report

Appendix A

No	Definition	Ref.	Links	03/04 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.							
13	% of contacts made by the Exclusions Officer to parents in the cases of permanent exclusions [Catherine Ratcliffe]	SLTPI 5		N/A	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	98%	✓	↔	L	X	
14	Pupils with statements of Special Educational Needs as a percentage of all children	SLTPI 15	KPI	N/A	3.09%	N/A % of current position	2.72%	N/A % of current position	2.54%	N/A % of current position	N/A	N/A	2.54%	2.60%	✓	↑	M	✓	Numbers of Statements have continued to reduce steadily. However, it is expected that this number will remain fairly stagnant over the next quarter as fewer Statements are likely to be ceased. There is also a danger that some ceased Statements may be re-instated via parental appeal to Tribunal but we are working with parents to keep this to a minimum.	
15	Take up of free school meals by those eligible [Ron Parry]	SLTPI 16	KPI	N/A	72.05 %	70.2% [est.]	70.2% [est.]	68.748 % [est.]	69.67 % [est.]	60.81 % [est.]	66.02 % [est.]	73%	73%	73%	✓	↓	M	X	Estimated figures used. Figures show a downward trend due to low number of returns from schools. This is being addressed and it is anticipated that actuals will show an increase.	
16	No. of physical visits per 1,000 population to public library premises. [G. Kilminster]	BVPI 117	CPA KPI	6,605	4966	1040	1040	1060	2100	1082	3182	4328	6,000	X	↑	H	✓	Year end projection based on 3 <sup>rd</sup> 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 <i>*251540 pop figures used</i>		
17a	No. of visits to museums per 1,000 population	BVPI 170	CPA a)KPI	771	257	65	65	80	145	52	197	n/a	320				M	X	Cliffon Park Museum to re open 29 <sup>th</sup> January 2005	
17b	No. of those visits that were in person per 1,000 population			513	232	59	59	59	118	34	152	n/a	236				M	X	Opening delayed so targets now unachievable as based on longer opening period	

\*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



ECALS - 2004/05 Performance Indicator 3rd Quarter Report

Appendix A

No	Definition	Ref.	Links	03/04 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.							
c	No. of pupils visiting museums & galleries in organised school groups [G. Kilminster]			7294	261	0	0	0	0	0	0	0	0	n/a	0			X	Original targets: a) 420 b) 400 c) 2500	
18	The No. of swims and other visits per 1,000 population [Mark Humphreys]	SLTPI 6a		N/A	3293	803	849	1652	782	2434	3300	3300	3300	3300	3300	✓	↔	L	Improvement programme being implemented to review programming to increase participation. <b>Please note revised figure for 2<sup>nd</sup> quarter with updated attendance info. [Previously reported Fixed – 851, Culm. – 1664]</b>	
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	1.2	3.7	6.5	4.8	6.5	6.5	6.5	X	↓	H	Action plan identifies further initiatives to increase book issues. Year end projection based on 3 <sup>rd</sup> quarter <b>251540 pop figures used</b>	
20	% of playgrounds which conform to national standards for local; a unequipped play areas b equipped play areas c Larger neighbourhood equipped play areas [Peter Cunningham]	SLTPI 9		N/A	62.50%	12.66%	12.5%	12.5%	12.20%	12.20%	12.82%	12.20%	12.20%	12.20%	12.82%	X	↓	L	Method of calculation has changed, not comparable with 03/04 2 new play areas added, therefore both LAP's and LEAP's will be under target, but 1 play area has been re-categorised from LEAP to NEAP. This is not detrimental as a NEAP is a bigger play area.	
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	1.90	1.99	1.99	1.98	1.99	1.99	1.99	1.98	✓	↑	L	Calculated by random sample.	
22	Waiting times for people: a With appointments b Without appointments [Kirsty Booth]	Corp 1				90%	N/A	N/A	N/A	N/A	95%	95%	95%	95%	95%	✓		X	Reception Service provided by RBT.	
						91%	N/A	N/A	N/A	N/A	92%	92%	92%	92%	92%	X		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

ECALS - 2004/05 Performance Indicator 3rd Quarter Report

Appendix A

No	Definition	Ref.	Links	03/04 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. [please see comment]	FIXED	CULM. 100%	FIXED	CULM. 100%	FIXED	CULM. 100%							
23	Replies to letters from members of the public within 10 working days	Corp 2				N/A [please see comment]	N/A [please see comment]	100%	100%	100%	100%			100%	✓	↔		X	Calculated by random sample. No letters from members of the public received in the sample week chosen by Corporate for 1 <sup>st</sup> Qtr, [week commencing 15 <sup>th</sup> March].	
24	Ave. no of working days lost to staff absence per FTE employee. [Sarah Stead]	Corp 3 [BVPI 12]				3.18	3.18	3.14	6.32	TBC	TBC			TBC	9.9			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.	

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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

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 practioner 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

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1.	<b>Meeting:</b>	<b>Lifelong Learning Opportunities Scrutiny Committee</b>
2.	<b>Date:</b>	<b>21<sup>st</sup> March 2005</b>
3.	<b>Title:</b>	<b>Best Value Review Lifelong Learning - Monitoring</b>
4.	<b>Programme Area:</b>	Education, Culture and Leisure Services

5. **Summary:** Section 7 describes the most significant actions over the period September '04 to February '05 for the Action and Improvement Plan for the Best Value Review of Lifelong Learning. This was completed in June '04 and identified areas for improvement and development over all age profiles.

6. **Recommendations:**

**That the actions contained within this monitoring report be noted.**

**7. Proposals and Details:** The most significant actions and improvements for the age profiles as at 1<sup>st</sup> February '05 are:

**Aim:** to maintain and develop free part time early education places for 3 year olds

0 – 4 years **Action:** significant increase in enquires to the Children's Information Service, from an average 245 monthly to 356.

**Aim:** to develop Children's Centres in 20% most disadvantaged wards based on existing school sites

**Action:** approval from the Sure Start Office for Maltby Sure Start and Rockingham Junior and Infant School

4 – 14 **Aim:** to ensure well established and integrated Information Systems

**Action:** all schools now connected to the Rotherham Learning Grid

14 – 19 **Aim:** promote developments in 14-19 provision

**Action:** 14-19 strategy has been reviewed and updated and now ready for publication

Pilot in construction developed with METUK. Vocational cluster group established to support partnership working.

Young Apprenticeship pilot in place and has received positive HMI monitoring report

16 – 24 **Aim:** to emphasise reengagement practices

**Action:** NEET (not in education, employment or training) figures are the lowest in the sub region

**Aim:** to develop enterprise culture throughout all schools

**Action:** 0-19 Enterprise project being developed with Rotherham Chamber of Commerce

Adults/ 50+ **Aim:** to establish Extended Schools Team and produce development and action plans

**Action:** Extended Schools Steering Group now established with audit to be undertaken on determining levels of adult learning

Crosscutting **Aim:** to ensure schools dimension embedded in Procurement Strategy and are consulted on effectiveness of service provision

**Action:** Portfolio of Services 2005/06 produced and used by schools. Training delivered for service providers and successful Portfolio presentation day held for schools in the new museum in February.

8. **Finance:** All financial implications of the actions and improvements described are contained within the Council's base budget and/or specific grant initiatives.
9. **Risks and Uncertainties:** Risks and uncertainties are managed within each of the different initiatives described. There is a continual need to monitor these programmes so that they either fit or build upon government and/or corporate initiatives.
10. **Policy and Performance Agenda Implications:** The action and improvements both support existing and future objectives of the Community Strategy and Corporate Plan. The principal support will be for Rotherham Learning, where Rotherham people "will aspire and develop to achieve their full potential in their chosen careers, work, leisure and contributions to local life. Learning and development opportunities will be available and accessible to all". Centrally they support the cross cutting theme of fairness, where "all individuals in Rotherham will have equality of opportunity and choice".
11. **Background Papers and Consultation:** Lifelong Learning Best Value Report and Action and Improvement Plan, Report to the Lifelong Learning Opportunities Scrutiny Panel of 20<sup>th</sup> September '04.

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<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	Lifelong Learning Opportunities Scrutiny Panel
<b>2.</b>	<b>Date:</b>	21st March 2005
<b>3.</b>	<b>Title:</b>	<p><b>Education, Culture and Leisure Complaints Summary, April – September 2004 [Programme Area only]</b></p> <ul style="list-style-type: none"> <li>▪ <b>Appendix A - Details of ECALS Programme Area Complaints April – September 2004</b></li> </ul> <p>[Wards affected – All]</p>
<b>4.</b>	<b>Programme Area:</b>	Education, Culture and Leisure Services

### 5. Summary

This report summarises the number of complaints received by Education, Culture and Leisure within the period April 2004 to September 2004 with comparative analysis by category and 2003 data. [N.B. This does not include school complaints].

Appendix A provides details of individual complaints received, whether or not they were upheld and subsequent action taken.

### 6. Recommendations

- **That the Report be received**

## 7. Proposals and Details

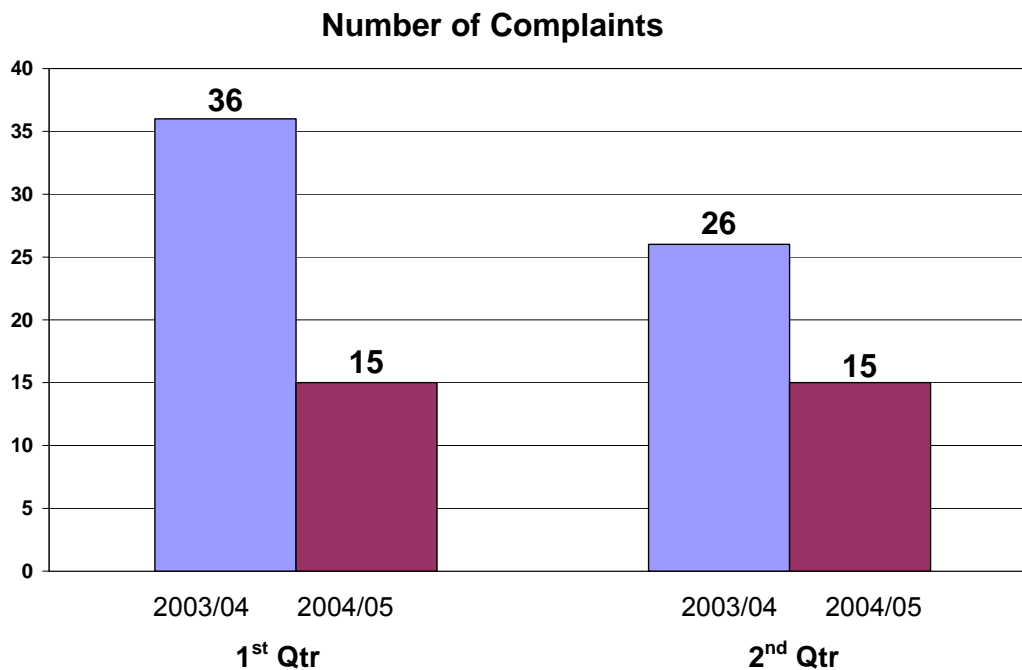
Within the period April 2004 to September 2004 there has been a total of thirty official complaints received by the Programme Area. Twenty of which have been upheld.

Members attention is drawn to the following table which summarises the number of complaints by Corporate category for the first two quarters of the 2004-05 financial year.

Category	1st Qtr	2nd Qtr	6 Month Summary	
	Apr - June	July - Sept	Numbers	Percentage
ACTION OF STAFF	0	1	1	3.3%
COST OF SERVICE	0	1	1	3.3%
DELAY IN SERVICE	1	0	1	3.3%
LACK OF SERVICE	5	6	11	36.7%
LACK OF INFORMATION	1	0	1	3.3%
QUALITY OF SERVICE	5	4	9	30.0%
OTHER	3	3	6	20.0%
<b>TOTAL</b>	15	15	<b>30</b>	

Individual details of each complaint are shown in Appendix A.

In addition members attention is drawn to the following table which details number of Programme Area complaints for the first two quarters of 2003/04 and 2004/05.





## **8. Finance**

There are no financial implications to this report. The relevant Service Leader and Budget Holder will address financial implications of action to address individual issues in response to complaints. Members will be consulted where appropriate.

## **9. Risks and Uncertainties**

The Programme Area is committed to provide high quality customer focused services, our aim is to raise expectations and failure to deliver to these expectations will affect customer satisfaction.

Where appropriate action plans are developed and service improvements are implemented in response to upheld complaints.

## **10. Policy and Performance Agenda Implications**

The report is structured around the designated Corporate complaints categories, and the data within contributes to the Corporate complaints reporting mechanism supporting the Performance Management Framework.

## **11. Background Papers and Consultation**

- ECALS Complaints Database
- Correspondence and discussions with service managers

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## Details of ECALS Programme Area Complaints April – September 2004

[Does not include school complaints]

Category	Establishment	Details	No of Complaints	Upheld	Action Taken
<b>Action of Staff</b>	Commercial & Promotional	Issue relating to the recruitment process [Ref: 835]	1	No	
<b>Cost of Service</b>	Dinnington Library	Charges relating to use of facsimile [Ref: 814]	1	No	
<b>Delay in Service</b>	Inclusion	Refusal to issue statement of SEN following assessment. [Ref: 741]	1	Yes	A statement of SEN was issued
<b>Lack of Information</b>	Admission & Appeals	Unhappy with Appeal Panel decision [Ref: 796]	1	No	
<b>Lack of Service</b>	Central Library	Lack of Books written in Urdu [Ref: 782]	1	Yes	Additional stock being purchased
		Lack of information – Hire of DVD procedure [Ref: 760]	1	Yes	Procedures reviewed to ensure clarity
	Clifton Park	Access to restricted web-sites [Ref: 764, 768]	2	No	
		Barrier to entrance locked [Ref: 795]	1	Yes	Procedures reviewed to ensure safe operation
	Grange Golf Course	Telephone booking-line busy [Ref: 797]	1	Yes	Fault on telephone line dealt with
	HR	Job application form misplaced [Ref: 794]	1	No	
	Oakwood Swimming Pool	Changing facilities for 1 infant only [Ref: 769]	1	Yes	Short term – customers encouraged to use general changing benches as an alternative Long term – replacement facilities planned
	Resources and Information	Discontinuation of the school uniform voucher scheme [Ref: 767]	1	No	
	Thrybergh Country Park	Request for additional disabled parking spaces [Ref: 800]	1	Yes	Provision considered as part of refurbishment of car park – funding not yet identified
	Wath Library	Stock provision [Ref: 722]	1	Yes	Additional stock being purchased
<b>Total Number of Complaints for Category</b>			<b>11</b>		
<b>Quality of Service</b>	Central Library	Re-location of stock within library [Ref: 802, 757, 754, 803]	4	Yes	Signage made clearer
	Clifton Park	Cleanliness of toilets [Ref: 770, 792]	2	Yes	Instruction issued to contractors to improve standards
<b>[Quality of Service continued]</b>	Coronation Park Maltby	Vandalism to play equipment [Ref: 763]	1	Yes	Removal of vandalised equipment, repair of surface and replacement of tyre
	Greasbrough Park	Dog fouling [Ref: 747]	1	Yes	Increased monitoring and enforcement by Urban Park Rangers and Environmental Wardens
	Maltby Sport Centre	Insufficient segregation for adult swimming abilities [Ref: 791]	1	Yes	Review of pool programming and sessions structures underway. Programme structure improvements to be introduced early 2005
<b>Total Number of Complaints for Category</b>			<b>9</b>		

Category	Establishment	Details	No of Complaints	Upheld	Action Taken
Other	Brampton-Bierlow Moorbridge Crescent	Location of play area [Ref: 787]	1	No	
	Central Library	Virus detected on users email [Ref: 766]	1	Yes	Source of virus investigated
	Herringthorpe Library	Noise generated by children using library [Ref: 766]	1	Yes	Staff reminded of need to speak to people acting inappropriately
	Mowbray Gardens Library	Erection of fencing around recreation field [Ref: 742]	1	No	
	Rosehill Victoria Park	Youth Nuisance and vandalism [Ref: 789]	1	Yes	Direct intervention by on-site Ranger, including meeting with complainant and removal of graffiti
	Ulley Country Park	Vandalism to Packmans Bridge [Ref: 785]	1	No	
<b>Total Number of Complaints for Category</b>			<b>6</b>		
<b>Total number of Complaints for April – September 2004</b>			<b>30</b>		

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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1.	<b>Meeting:</b>	<b>ECALS Cabinet Member and Advisers</b>
2.	<b>Date:</b>	<b>15<sup>th</sup> February 2005</b>
3.	<b>Title:</b>	<b>Progress report on Culture, Leisure &amp; Lifelong Learning Improvement Action Plan and Service Planning</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. It also brings to Members attention, work done to date to determine strategic outcomes and target audiences for the Service Area, in line with the requirements of the Audit Commission and the revised RMBC Service Planning Guidance.

6. **Recommendations:**

6.1 **Members receive the report**

6.2 **The proposed Strategic Outcomes and target audiences are approved to allow the Culture and Leisure Service Plan to be prepared.**

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

An improvement plan was established in January 2004 and is currently in it's 13<sup>th</sup> month of implementation. Progress is being made on all of the areas identified by the inspection. A detailed update is provided in Annex 1. The table below highlights key areas.

Area for improvement	Progress
1. Better evidencing of service contribution to corporate aims	A draft framework of a Performance Management System is nearing completion. This identifies the Service's contribution by aligning all outcomes to corporate aims (see Annex 2) 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. The proposed Strategic Outcomes are detailed in Annex 3.
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 is complete and will shortly be presented to Cabinet Member and Advisers for 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 Service Managers to identify their marketing requirements.

5. Produce a work force development plan	Leisure & Green Spaces 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 began in October 2004 and the first draft of the planning matrix was submitted to Human Resources on 20 <sup>th</sup> January 2005.
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 has led on work to identify priorities and enable managers to begin to focus resources. The proposed target groups are detailed in Annex 3.
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 was completed at the end of December 2004. Discussions are now underway to identify the best means of establishing a system, as a variety of options are available. Availability of funding may restrict some of the options.
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 is now complete and decisions will be taken as part of the service planning process, with reports to elected Members for decisions when appropriate. Any necessary adjustments will be made within an appropriate customer notification time scales. Museum opening hours were reviewed in advance of the re-opening and have remained unchanged. Library opening hours extended to ensure meet Public Library Service Standards. Ongoing review of library opening times

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.
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The ongoing work to achieve the targets within the RPA Improvement Plan have since October, been running in parallel with a revised Corporate Service Planning process.

Officers within Culture and Leisure Services have brought the two processes together for each to inform the other. This has involved:

- Identifying national, regional and local priorities that have an impact on the delivery of Cultural Services in Rotherham.
- Establishing where there is a clear, demonstrable impact upon these priorities through engagement with or links to Cultural Services.
- Drafting strategic outcomes for Culture and Leisure that are mapped against key priorities and measurable to demonstrate impact.
- Inputting into the drafting of the Corporate Plan to try to ensure that cultural services contributions to Corporate priorities are recognised.
- Drafting the performance management framework to establish a robust performance management system, ensuring that at the strategic, service and operational level there are a suite of indicators that demonstrate the contribution the Service makes and progress against SMART targets.

The proposed strategic outcomes for the Service and target groups are detailed in Annex 3. It is intended to develop a level of 'cultural services entitlement' that would apply to all residents of Rotherham, with the targeted communities being the focus for any externally funded project based work and where existing resources allow, enhanced core funded community based activity.

- 8. Finance:** The majority of the improvements to date 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
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The basic level of cultural service entitlement can be defined as soon as the budget settlement for 2005/06 is agreed. The Culture and Leisure Management Team will review existing externally funded projects and future project proposals to determine how they impact upon our target groups and to prioritise accordingly.

- 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. 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 strategy but an adequate budget needs to be established in order to achieve the outcomes.

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.

The Audit Commission has made it clear that the Service needs to target resources more effectively on identified priority groups, and this must be clearly demonstrated. The Improvement Plan and Service Planning process have established an audit trail to show the reasons why the proposed target communities have been identified as priority groups.

- 10. Policy and Performance Agenda Implications:** The Action Plan and Service Plan have extensive policy and performance implications.
- 1. Alignment to Corporate Plan and LSP priorities:** A key element of the two Plans 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, 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 Plans 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:** The 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 this and the Service Plan do 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.

The mapping exercise against key Strategy documents is attached as Annex 2.

The proposed Culture and Leisure Service Strategic Outcomes and Target Communities are detailed in Annex 3.

This report has been approved by the Acting Executive Director of Education, Culture and Leisure.

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**Culture, Leisure and Lifelong Learning**  
**Service Improvement Plan – Cultural Services**

**March 2004**

**(Updated February 2005)**

**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**

ANNEX 1

**Recommendation 1 (3 Month Target)**

**1: Develop an improvement plan in line with the recommendations of the First Inspection of Sport and Leisure**

First Inspection Recommendation	1a) Deliver increased contributions to corporate aims, especially health improvement and social inclusion and economic regeneration. AND 1b) Increase participation by people from all key target groups and from areas of greatest identified need.					
Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
1. Further develop corporate understanding and commitment to Cultural Services as means to achieve Corporate priorities Regular reporting of: Aims/objectives Outcomes/Service Impact  a. Drafting outline rationale for cultural activity in line with Corporate Plan, demonstrating links/impacts on priorities  b. Develop a performance management plan to deliver and measure on above  c. Establish cross service working groups focusing on: children's services, inclusion and diversity, customer need and advocacy and marketing	1. Increase in the awareness and evidence of the impact of Cultural Services on Corporate Priorities. 2. Increase in overall participation levels in physical activities. 3. <b>Measurable increase in levels of participation in Health / Inclusion focused activities amongst identified target groups &amp; communities.</b> 4. Measurable increase in levels of participation in LMA, focused on target user groups 5. Increased and sustained budgets for mainstream cultural activity	March 2004  September 2004	CL&LLMT	Report draft to delegated powers for agreement  Report via delegated powers for approval  Monthly feedback from teams to CL&LLMT	Plan published.  Performance management system in place and working – regular (monthly) management reports in place with quarterly delegated powers reports.  Teams in place with clear objectives set  1 year plans complete 3 year plans complete	Cultural Services represented in draft Corporate and Community Strategies. Draft Strategic Outcomes/target groups presented to Members  Performance Management Plan near completion.  Green Spaces Best Value Improvement Plan approved by PSOC. Green Spaces Audit complete, work started on Green Spaces Strategy consultation draft.  Review of last year's action plans underway.  Template agreed and planning to take place during June  Sports Development: Target areas/groups to be developed once approved
2. Establish 1 year action plan		June 2004	Facility managers	Managers report to Leisure & Green Spaces (LGSMT) and Libraries, Museums and Arts Management Team LMAMT June 2004		
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		Jan 2005 March 2005	Sports Development Officers			

## ANNEX 1

4. Prepare and submit Sport England application for pump prime funding to develop priority projects to increase participation/involvement in Leisure Facilities, Development and Green Spaces	Bid to be submitted by May 2004 Results of bid by Sept 2004	NB/ SH	Success of bid to be reported to working groups to allow resource planning. Report to delegated powers march 2004	Successful bid Utilisation of funds to develop services as per plan.	Bid to be developed and submitted June/July New application submitted to SE Jan 05 Meeting held with Sport England to discuss bids potential Developing the bid for the Feb/Mar panel
5. Select at least three pilot sessions / schemes in which to develop physical activity participation within identified target groups	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>	JT	<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>Regular meetings with PCT to determine suitable pilot projects</p> <p>Pilot schemes progressing: Active Always FUNdamentals Disabilities</p> <p>All will link to the Sport England project</p> <p>Monitoring Toolkit under development (awaiting finalisation of Performance Management Plan)</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>	SH/JT/MH/PG GK/EF/SB/AP/ LA	Report to delegated powers by October 2004	<p>Agreed joint working including: Shared objectives Roles &amp; responsibilities Consultation, delivery, measurement, etc</p>	<p>Continuing contribution to delivery of Valley Allotments</p> <p>Project in partnership with PCT.</p> <p>Sport &amp; Leisure partnership with PCT established May 2004.</p> <p>LMA in partnership with PCT eg Brinsworth Library)</p> <p>Green Spaces working with Schools, wardens and Police to engage with young people at Rawmarsh.</p>

**ANNEX 1**

<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/EF/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>Young People Providers Forum established June 2004.</p> <p>Met with Head of Youth Service to determine a suitable group/meeting for Leisure and Green Spaces to attend.</p> <p>Identified group all SDO staff to attend Jan 05. Meeting change to be re-arranged Feb 05</p> <p>LMAMT met with Head of Youth Service</p>
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<p><b>Actions</b></p>	<p><b>Timescale/ Milestone</b></p>	<p><b>Accountable staff</b></p>	<p><b>Monitoring/ Reporting</b></p>	<p><b>Success Criteria</b></p>	<p><b>Status</b></p>
<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/EF/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>The community Football development officer will represent LGS at the appropriate group April / May 2005</p>

## ANNEX 1

<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 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/EF/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>Working closely with APWA and other minority groups to develop specific projects. To look at identifying or creating one co-ordinating group in April.</p> <p>Cultural Diversity Project contributed to new Museum</p> <p>Disability Sport &amp; Physical Activity Forum established 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>c. 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/EF</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 April 2005.</p> <p>CPD Programme rolling out.</p> <p>Regular meetings in place</p>

Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
<p>12. Activities for Older People</p> <p>a. Set up or join existing meetings to agree action plan for developing activities / participation in this targeted area. Group to include</p> <p>Rotherham Active in Later Life</p> <p>Rotherham Old Peoples Group</p> <p>Age Concern</p> <p>Help the Aged</p> <p>Asian Males Senior Citizens Group</p>	<p>Meetings to take 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/Health &amp; Fitness Co-ordinator 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 cultural activity by target groups.</p>	<p>Several groups set up to look at Health &amp; Fitness. Which include older people H &amp; F Co-ordinator attends older peoples group.</p> <p>Looking at how health and fitness structure will ensure sports are also included and how partners are involved.</p> <p>Contributing to preparation of corporate Older Peoples Strategy. Further actions subject to priorities identified through that process.</p>

**ANNEX 1**

<p><b>Evaluation</b></p>	<p>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</p>
<p><b>Risk Assessment</b></p>	<p><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.</p>

## ANNEX 1

First Inspection Recommendation	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.					
Outcome / Target	Improved front line service delivery Day to day operations External appearance of facilities Cleanliness & housekeeping – internal & external Responsive repairs and maintenance Improved access to service delivery information Staff knowledge & awareness					
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
1. Quickly identify areas effected by lack of attention and address accordingly e.g.  Set standards and establish procedures for a. Litter picking b. Answering the telephone c. Information displays		MH to work with current managers - Feb 2004	MH/CN LM/AMT	MH report to SH beginning of March 2004  Monitor through Mystery shop Senior managers to visit sites	Reduction in Litter in and around cultural facilities  Telephone requests for information are dealt with according to established procedures  Information on all facilities is available in each facility	Action Complete  All Facilities now treating these as priority customer sensitive areas.  System of periodic spot checks in place  LIS awarded Charter Mark
2. Identify good practice both within the service and externally by:  a. Establishing a Facility improvement team b. Further developing cultural networks, locally, regionally and nationally, in order to identify good practice c. Write and implement a continuous improvement plan based on Sport and Leisure industry specific improvement model (QUEST)		Improvement team in place April 2004  May 2004 Implementation begins Sept. 2004 Review plan Jan. 2005	MH / Area Facility Managers (AFM) LM/AMT	Report to delegated powers May 2004  Include as part of quarterly reports to delegated powers	Improvement plan established  Cleanliness and presentation comparable with the best in public and private sector.	Facilities Management team is Improvement team. All but one Officer in post.  Sport & Leisure Networks identified. Service representation agreed (SLFMT Minutes 28/05/04)
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  a. Prioritise Health & Safety, Customer Care, Finance and Cleanliness b. Initiate staff training c. Complete manual d. Complete staff training e. Implement & monitor performance		March 2004  March 2004 May 2004 June 2004 Aug 2004 Sept 2004	CN LM/AMT  CN CN/AFM	Report to delegated powers November 2004	Accurate and up to date manual in each facility  Time table of review and reporting review in place  All staff trained and familiar with procedures	All core (generic) documentation completed.  Site specific elements now being developed for full implementation before end March 2005  Sports Development procedures will be in place for April 05.  Health & Safety 95% complete, Sports Awards complete.



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Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
<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	Agreed that issues be reported monthly into AMT meetings.  Written protocol produced in consultation with Buildings Manager  R&M progress / performance monitoring is being undertaken through AMT.  Budget commitment pressures are now being flagged up
<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 EF/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	Review of staffing levels complete.  Awaiting approval of additional resources as part of budget setting for 2005/6.  Projects under development to extend Sports Development through: football development community coach NOF
<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>	May 2004  Engage Marketing Consultants March 2004 Implement plan Sept 2004	MH Current managers JT LMAMT	LMAMT/MH & CN to ensure current managers implement  Report to SMT and delegated powers as part of development process	Appropriate information readily available  New and improved information readily available	Current information availability reviewed.  Actions taken to ensure current information displays are up to date, neat and tidy.  Work on agreeing framework for information availability / displays etc underway. AK leading  Sports Development: Improved amount and quality of publicity material.  Consultants "DIVA" working towards the Marketing Strategy.  Procedures and Monitoring Toolkit in place by April 2005.

**ANNEX 1**

<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</p> <p>MH/AFM</p> <p>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 regular manager 1:1's and team meetings established</p> <p>Sports Development procedures will be in place for April 05.</p> <p>Quarterly reporting system in place</p>
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<p><b>Actions</b></p>	<p><b>Timescale/ Milestone</b></p>	<p><b>Accountable staff</b></p>	<p><b>Monitoring/ Reporting</b></p>	<p><b>Success Criteria</b></p>	<p><b>Status</b></p>
<p>10. Set service standards</p> <p>a. Produce a draft set of service standards for both customers and staff</p> <p>b. Consult with customers and staff over content of standards</p> <p>c. Publish and display standards</p> <p>d. Establish system for customers to feed back on achievement of standards</p> <p>e. Establish system for addressing short falls in standards</p> <p>f. Establish systems for celebrating consistent achievement of standards</p>	<p>May 2004</p> <p>June 2004</p> <p>July 2004</p> <p>June 2004</p> <p>June 2004</p> <p>July 2004</p>	<p>MH/AFM</p> <p>LMAMT</p>	<p>Include customer feedback as part of monthly reporting to MH/SH</p> <p>Include as part quarterly report to delegated powers as appropriate</p> <p>6 monthly monitoring and review</p>	<p>Service standards agreed and communicated to staff and public</p> <p>Consistent achievement of service standards</p>	<p>Draft produced. Internal consultation complete. Draft made available for customer feedback. Now finalised 1<sup>st</sup> proofs.</p> <p>LMAMT using LIS as model for setting Standards</p> <p>Framework for consultation on issues under discussion – looking to expand Sports Advisory Group as a consultation group.</p> <p>Draft Greenspace accessibility standards established within Green Spaces Audit.</p> <p>Sports Development procedures need to be incorporated in to the service standards.</p> <p>Regular meetings with facility manager, green spaces manager and sports development manager commence Jan 05</p>

**ANNEX 1**

<p>11. Explore how responsiveness to repairs &amp; maintenance can be improved, including establishing a Technician post to carry out day to day repairs (L&amp;GS)</p> <p>a. Identify cost and include in briefing note to PR</p> <p>b. Identify potential funding source</p>	<p>March 2004</p> <p>March 2004</p>	<p>MH/PG</p>	<p>Report to SMT March 2004</p>	<p>Improved efficiency for day to day repairs and maintenance</p>	<p>Technician post not pursued. New Service Level Agreement with Asset Management Service introduced to improve responsiveness.</p> <p>Action withheld - insufficient funding. To be put forward again in 2005/6 budget setting.</p>
<p>12. Set up regular ongoing satisfaction assessment.</p> <p>a. Further develop customer comments system</p> <p>b. Integrate into a regular consultation process including Mystery shopper arrangements</p> <p>c. Commercial &amp; promotional service visits to identify customer service issues</p> <p>e. User forums</p> <p>f. Analyse and act upon feedback</p> <p>g. Carry out consultation with staff and customers on 'CHARTER' in line with number 10. above</p> <p>h. Produce and promote customer charter</p> <p>i. Produce and promote staff charter</p> <p>j. Identify customer improvement issues and tie into budget planning/setting process.</p>	<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 LM/AMT</p> <p>MH/AFM LM/AMT</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 made available for customer feedback. Now finalised 1<sup>st</sup> proofs.</p> <p>Framework for consultation on issues under discussion – looking to expand Sports Advisory Group as a consultation group.</p> <p>Monitoring toolkit in progress , which will include consultation and satisfaction surveys.</p> <p>Some consultation groups set up i.e.:</p> <ul style="list-style-type: none"> <li>Sports advisory group</li> <li>Sports specific action groups</li> <li>Disability forum</li> <li>Network of Library Support Groups</li> </ul>

ANNEX 1

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	Internal staff recognition scheme in place. Now forms part of regular team agenda.  Need to integrate Sports Development staff, coaches/instructors.  Regular meetings with facility manager, green spaces manager and sports development manager commence Jan 05  LMAMT weekly team meetings acknowledge achievements
<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 – Programme of analysis agreed with colleagues in Asset Management Team. AMT following up issues with BWD</li> <li>• Analysis of mystery shopping and management inspections – Analysis of CAPS Cold Calling exercise during August/September 2004</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				

## ANNEX 1

1d) Develop activity programmes and opening times that are more responsive to user and potential user demands.						
First Inspection Recommendation	Increase the range and quality of opportunities based on existing and potential user need.					
Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
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 questions 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 LMAMT	Report findings and intended actions to MH/SH/GK May 2004 Report to delegated powers	Increased usage of facilities	Behind timescale in L&GS as a result of staffing difficulties in key Facilities Manager post Consultation to be included as part of other issues – Sports Advisory Group Baseline work well underway across all sites to inform programme 'hot-spots'. Scheduled for completion 31 <sup>st</sup> Jan 2005 Use of Reachout to inform 05/06 Green Spaces Events Programme.	
Produce guidelines for developing 'target group' pilot projects (see recommendation 1, action 5 & 6 above)		May 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	Draft projects identified Project registration form completed May 2004 Project registration form in use providing overview of projects and monitoring information. Need to integrate as part of the monitoring Toolkit. Monitoring Toolkit in place by April 2005.
3. To develop activity monitoring procedures		Sept 2004	JT MH/AFM/SDO	Incorporated into AFM/SDO reporting procedures to JT/MH	% of activities being assessed as satisfactory and above	Temporary monitoring procedures in place ready for the summer programme Work commenced on the Monitoring Toolkit, that will complement the PI measurement process. Monitoring Toolkit in place by April 2005.
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						
<b>Evaluation</b>	Survey users and non-users on appropriateness of activities/opportunities Carry out 6 monthly quality analysis of activity/opportunity assessments in order to identify % scoring satisfactory and above Customer satisfaction surveys - opening times					

## ANNEX 1

Risk Assessment	Not doing: Failure to achieve/attract required levels of participation. Continued decline in usage					
<b>First Inspection Recommendation</b>	<b>1e) Progressively reduce physical and cost barriers to access and participation.</b>					
<b>Outcome / Target</b>	Current Leisure facilities have plan of action for DDA compliance. Establish a clear and effective pricing policy/strategy aimed at increasing participation from target groups. Establish clear purpose for discount card scheme (Rothercard) including clear expectations/principles, systems to measure and evidence impact.					
	<b>Actions</b>	<b>Timescale/ Milestone</b>	<b>Accountable staff</b>	<b>Monitoring/ Reporting</b>	<b>Success Criteria</b>	<b>Status</b>
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	Develop a clear pricing policy/strategy in relation to identified outcomes e.g. target groups and customer base increase Engage staff, members and key organisations in consultation Investigate policies/strategies in 'beacon' Local Authorities Draft Strategy Seek member approval for pricing strategy to include – principles, expectations, impact Implement strategy Monitor and evaluate strategy Report impact	April 2004 and ongoing  July 2004 July 2004 Sept 2004 Oct 2004  April 2005 April – Sept 2005 Sept 2005	MH/EF/AP/SB Gary Lindley  MH/SH LM/AMIT	Include in quarterly report to delegated powers  Report to SMT Sept 2004  Report to delegated powers Sept 2004  Include in quarterly report to delegated powers	Improvements towards DDA compliant  Pricing policy supports access of priority groups to RMBC facilities and opportunities	Outline project plan agreed with Buildings Manager (BM). BM to discuss with Disabled Access Officer and look to secure funding. All libraries either complete or work scheduled.  Report prepared for Cabinet Member. Pricing strategy to be prepared by Strategic Leader
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.

**ANNEX 1**

	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.	
<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					

## ANNEX 1

1f) Develop a long term integrated plan covering all Cultural Services' facilities and taking full account of provision in other sectors.						
Outcome / Target	Establish an overarching/joint plan and targets for Cultural Services linked to Programme Area and Corporate Priorities. Establish a culture within all Services of working to plans. Establish regular reporting of progress against plans and targets.					
	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status
1. Produce final draft of Sport and Recreation Plan a. Draft plan according to Sport England guidelines b. Consult with key partners c. Agree target groups, priorities and themes d. Report outcomes to members e. Publish and promote overarching plan in conjunction with Green Spaces Plan	Final draft March 2004 Consult March 2004 Report to delegated powers 2004 Publish final document April 2004	RO/SH	Annual review of plan reported to Delegated powers User forums Key partners	<b>Sports Strategy to be in place by April 2004.</b>	Plan has been assessed against Sport England Template and consultancy support is being used to produce a final strategy document. First draft ready by end of June 2004	
2. Review service Business Plan a. Review action plan in relation to Audit Commission recommendation b. Integrate into one overarching action plan	March 2004	SH/ LGSMT GK/LMAMT	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.	Review of action plan complete. Overarching plan being developed as part of 2005/06 Service Planning	
3. Develop Sport and Leisure Service structure around geographical areas of the Borough (North, Central & South) to better deliver service and meet Corporate priorities a. Appoint new posts – Area Facility Managers (AFM) and Area Sports Development Officers (SDO) 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	March 2004  April 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.	Structure complete.  Majority of appointments made 1 year plans produced by end of June 2004 Designated Green Space officer delayed due to restructure delay	
<b>Evaluation</b>	Share plans with stakeholders Continually assess effectiveness of plan in identifying service priorities and focusing activity					
<b>Risk Assessment</b>	<b>Not doing:</b> Continuation of fragmented service provision and reduced effectiveness of resources.					



**ANNEX 1**

<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>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>		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.	System drafted, ready for use April 2005	
<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>Actions</b>	<b>Timescale/Milestone</b>	<b>Accountable staff</b>	<b>Monitoring/Reporting</b>	<b>Success Criteria</b>	<b>Status</b>	
<b>SEE Rec. 3 (also rec. 1a and outcome 1f)</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	First draft nearing completion as part of Service Planning	
<b>Evaluation</b>							
<b>Risk Assessment</b>							

**ANNEX 1**

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>First Inspection Recommendation</b>						
<b>Outcome / Target</b>	Clear targets set for outcomes <ul style="list-style-type: none"> <li>• participation</li> <li>• quality</li> <li>• cost</li> </ul>					
	<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>		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	Targets will be set for April 2005. Current year will be used to gather base line information
<b>Evaluation</b>						
<b>Risk Assessment</b>						

1j) Effectively monitor performance against targets.						
<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	Targets will be set for April 2005. Current year will be used to gather base line information
<b>Evaluation</b>						
<b>Risk Assessment</b>						

**ANNEX 1**

First Inspection Recommendation	1k) Link (targets) to staff performance and development.						
Outcome / Target	Staff performance & development linked to clear service aims/objectives/targets. Produce Work force plan.						
	<b>Actions</b>	<b>Timescale/Milestone</b>	<b>Accountable staff</b>	<b>Monitoring/Reporting</b>	<b>Success Criteria</b>	<b>Status</b>	
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	Note – Annual review of PDR (Oct/Nov) proposed in draft planning review timetable Being done through PDR's and 1 year plans.	
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							

**ANNEX 1**  
**Recommendations: 2 – 4 (3 Month Targets)**

<p><b>Recommendation</b></p>	<p>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.</p>					
<p><b>Outcome / Target</b></p>	<p>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</p>					
	<p><b>Actions</b></p>	<p><b>Timescale/Milestones</b></p>	<p><b>Accountable staff</b></p>	<p><b>Monitoring/Reporting</b></p>	<p><b>Success Criteria</b></p>	<p><b>Status</b></p>
<p>1. Ensure indicators and targets are aligned to CLLL and Corporate development of performance management.  a. Meet with Corporate Improvement Team and establish ongoing communication/feedback on development of indicators and systems  b. Work with CLLL SMT to identify common approach, including joint targets/indicators  c. Meet with key partners to share indicators and identify overlap/opportunities for joint data collection/measurement/reporting</p>		<p>March 2004  March 2004  April 2004  Ongoing until Sept 2004 thereafter</p>	<p>SH/GK</p>	<p>Report as above</p>	<p>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</p>	<p>Draft Key Performance Indicators and subsidiary indicators established.  Further consultation required.  Performance indicators will be integrated in to the monitoring toolkit in April 05</p>
<p>2. Engage consultancy support to guide process (Sheffield Hallam &amp; Sheffield University – LIRC)  a. Establish Headline indicators based on Corporate priorities and Sport England guidance  b. Establish Subsidiary indicators based on Corporate Priorities and local/partner need  c. Establish type, method and frequency of data collection  d. Develop survey instruments  e. Determine recording and reporting schedules  f. Carry out staff consultation and training exercises  g. Trial activity in at least three pilot projects – adapt as necessary  Additional  h. Use consultancy to support identification of information gaps, and collection of information needed/base line data</p>		<p>Headline indicators in place by March 2004  All indicators and systems in place Sept 2004</p>	<p>SH</p>	<p>Report to SMT March 2004  First report to delegated powers April 2004  Report to delegated powers Sept 2004</p>	<p>Clear set of manageable performance indicators and management systems in place.  Ability to clearly evidence service contribution to Corporate aims</p>	<p>Consultants engaged. Points 1 &amp; 2 complete. Point 3 currently being developed</p>
<p><b>Evaluation</b></p>	<p>Continually assess ability of service to manage the performance process  Continually assess the effectiveness of indicators in demonstrating service impact  Continually assess the ability of managers to use indicators to drive service improvement</p>					
<p><b>Risk Assessment</b></p>	<p><b>Not doing:</b> Failure to evidence impact of service and achieve best value</p>					

## ANNEX 1

Recommendation	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.					
Outcome / Target	<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>					
	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status
1.	Review Community Strategy and new Corporate Plan	March 2004	SH/GK	Tie into Corporate monitoring	Clear alignment with all strategic documents	Review carried out as part of the development of Key Strategic objectives
2.	Review Business Plan and Cultural Plan and ensure integration of aims/objectives/priorities	March 2004	SH/GK			Input into definition of new Community Strategy through consultation workshops.
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 LM/AMT		Clear vision for service that is shared and communicated with all interested parties	Final consultation & draft almost complete.
a.	Draft referred back to SMT/ SLT			Report to SMT March 2004		Draft needs to be shared with members
b.	Share, improve and develop draft through various staff/team meetings		SH/LG/SMT			
c.	Share and develop draft through various meetings with external partners/forums			Report to Delegated powers April 2004		
d.	Seek member approval on mission, vision, aims and objectives					
5.	Produce materials to promote aims/objectives with staff - 'how do I contribute as individual'	May 2004	SH/LG/SMT GK/LM/AMT	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	Draft materials produced. Awaiting final approval
Evaluation	Regularly survey knowledge and understanding of staff, partners and public regarding service aims and priorities Feedback relating to perception of achievement of vision, aims, objectives					
Risk Assessment	<b>Not doing:</b> Continued lack of understanding of service priorities					

## ANNEX 1

Identify and make better use of information already within the council to target programmes on those with greatest need.						
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.						
Recommendation	Outcome / Target	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria
1.	Establish a clear view of existing and future information relating to target groups and themes (e.g. Young People, Health, etc)	<ul 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> </ul>	<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	<p>Service is aware of all appropriate information and uses it to inform planning, set targets, and develop partnership working.</p> <p>Further work needs to be done to access information from none respondents</p> <p>Work also needs to be related to work on KPI's and performance management.</p> <p>Green Spaces Audit and MORI Greenspace consultation data used in setting draft Green Space accessibility standards.</p> <p>Outlining an overview of all Sports Development initiatives and partnerships to be completed by end Feb.</p> <p>Monitoring toolkit in place for April</p>
2.	Establish Information Post to co-ordinate activity		Appointment May 2004	SH	Report to SMT and delegated powers May 2004	Post in place and used effectively to support senior Officers
<b>Evaluation</b>	Regularly assess effectiveness of data gathering systems					
<b>Risk Assessment</b>	<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					

**ANNEX 1**  
**Recommendations: 5 – 10 (6 Month Targets)**

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.							
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.							
Recommendation	Outcome / Target	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status
1.	Establish systems: for Immediate feedback – customer comments/complaints Ensure systems are visible at sites and actively promoted Establish systems to monitor and analyse comments/complaints Develop system for feedback to customers on actions taken Build into monthly managers report Use to inform short and long term planning		June 2004	JT/MH/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.	Draft recording, actioning and monitoring system to be discussed. Draft produced in conjunction with Customer Charter project progress. Proposed new complaint procedure in draft – awaiting implementation. Work commenced on the Monitoring Toolkit; that will complement the PI measurement process. Monitoring Toolkit in place by April 2005.
2.	Establish a Service Approach to Programme/event participant feedback by way of evaluation forms Ensure systems are actively implemented Information gathered centrally and used to inform quality of provision Use to inform short and long term planning		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	Evaluation forms in place ready for summer programme. Electronic system for collecting data established Need to extend Project registration form to all officers Monitoring Toolkit in place by April 2005.

**ANNEX 1**

<p>3. Planned/targeted surveys of user and non user          a. Meet with Emma Hayes (RMBC Consultation Co-ordination)          b. Identify existing opportunities and agree Service use/access (e.g. focus groups, Area Assembly, Reachout and others)          c. Identify Service specific needs          d. Agree timetable/period for carrying out consultation          e. Use to inform planning/target setting</p>	<p>March 2004          Timetable established April 2004          Consultation carried out as appropriate</p>	<p>SH/GK          Senior Managers</p>	<p>Feedback collated and reported to Senior Managers          Include in quarterly report to delegated powers (as appropriate)</p>	<p>Regular feedback/information available to:          inform planning          improve quality of service delivery          increase participation</p>	<p>Delayed pending further work on PI's and performance management          A number of groups have been set up and can be used for consultation:          Sports advisory group          Sports action groups          Disability forum e.t.c          New Corporate Consultation Officer in post and meeting to be arranged</p>
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ANNEX 1

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	Proposal from RBT to provide CRM solutions received. Scoping complete. CRM requirements analysis report considered and agreed. Now awaiting options and costs to present for implementation. Sports Development database systems set up for: Coaches Clubs Customer feedback Mailing lists Sports awards
5. Plan and deliver appropriate staff training relating to all of the above	Commencing June 2004 and ongoing thereafter	JT LGSMT LMAMT	Report to SMT and CLLL Training Group as appropriate	Staff are able to carry out process efficiently and effectively	Leadership structure drafted Bids for funding for training (from PDRs) submitted Procedures and Monitoring Toolkit in place by April 2005. Incorporate processes in staff training April 2005.
<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					

## ANNEX 1

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.						
Recommendation	3 year marketing strategy developed, implemented and evaluated.					
Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
1. Establish Marketing Strategy a. Identify support available from RMBC Commercial and Promotional Services (CaPS) resource 2. Engage Marketing consultants to 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	July 2004 March 2004 March 2004  Strategy and resources ready to be implemented Sept 2004	JT/PG JT/PG LMAMT	Report strategy to SMT August 2004 Include in quarterly report to delegated powers Sept 2004 Report impact to SMT & Delegated powers Feb 2005	Clear brand for the service that is recognised and understood by users and non users Increased use of sites and facilities Increased levels of participation across the Borough	Marketing strategy group formed. Consultant appointed. Aims and objectives agreed. Meetings with front line staff programmed.  Marketing Strategy work in progress through DIVA. Delay to the process as the remit has been widened to include the whole of Culture and Leisure.	
<b>Evaluation</b>	Distribution of marketing materials (how many, where and when) Clippings from local media regarding elements of the Project Perceived awareness of the Project within partner organisations (established through target response mechanisms such as emails, feedback on news sheet etc) Level of enquiries to Project office (related to specific issues or target audiences) Numbers of individuals accessing services • Sample of enquiries to identify where they have found out about the Project/service etc 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					
<b>Risk Assessment</b>						

**ANNEX 1**

<p><b>Recommendation</b> 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.</p>						
<p><b>Outcome / Target</b> Establish a formalised work force development plan. Develop the Capability of all Staff to carry out duties.</p>						
	<p><b>Actions</b></p>	<p><b>Timescale/ Milestone</b></p>	<p><b>Accountable staff</b></p>	<p><b>Monitoring/ Reporting</b></p>	<p><b>Success Criteria</b></p>	<p><b>Status</b></p>
1.	<p>Meet with Phil Howe/Tracey Parkin (RMBC)</p> <p>a. Discuss how to establish plan</p> <p>b. Carry out necessary actions – including staff consultation</p> <p>c. Establish the plan</p> <p>d. Integrate into PDR process</p> <p>e. Monitor, Review and Report progress</p>	<p>March 2004</p> <p>Plan completed by Sept 2004</p>	SH/GK/JC	<p>Report to SMT June 2004 and 6 monthly thereafter</p>	<p>Staff are well trained and feel confident in carrying out their duties</p>	<p>Made contact with Tracey Parkin. Need to agree Corporate Time scales with Audit Commission</p>
2.	<p>Recruit new Staff –</p> <p>a. Area Facility Managers</p> <p>b. Assist Managers</p> <p>c. Fitness Suite Manager,</p> <p>d. Senior Sports Development Officer</p> <p>e. PE and Sports Development Officer</p> <p>f. Sports Development Officer</p>	<p>April – May 2004</p>	SH/MH/JT	<p>Report to SMT May 2004</p> <p>Include in quarterly report to delegated powers (as appropriate)</p>	<p>A quality service is being delivered supported by an appropriate staffing structure.</p>	<p>Majority of Officers now in post</p> <p>1 Asst Manager vacancy at HLC. Currently recruiting</p> <p>Funding for Urban Park Ranger posts not yet confirmed.</p> <p>Sports Development posts complete</p>
<p><b>Evaluation</b> Assessment of delivery of training provision against staff needs Assessment of staff evaluation relating to training provision PDR competency Framework</p>						
<p><b>Risk Assessment</b> Securing necessary funding <b>Not doing:</b> Failure achieve necessary service improvements due to lack of staff capacity/competency</p>						

## ANNEX 1

Recommendation	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	April 2004	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.
a.	Develop Sport & Leisure Networks	April 2004 and ongoing				Sports Development
b.	Communicate with 'good practice' local authorities to access ideas and approaches					Some partnerships/networks set up i.e. SY Sports Partnership, PCT
c.	Consultancy support – LIRC & Audit commission					
d.	Use new appointments to bring ideas and abilities					
2.	Develop planning process to clearly identify the prioritisation of resources according to focus groups (see Rec. 1a, action point 2 & 3)	June 2004 & Feb 2005 (1 & 3 year plans respectively)	MH/LM/AMT	Reporting included in service planning structure	Increased usage of Facilities from both target and non target groups	No progress. Will be considered as part of base budget review 2005/06.
a.	Identify premium pricing activity/programming			Pricing changes reported to SMT and delegated powers	Increased income generation	Links to page 10 action 1 and page 11 actions 2 & 3.
b.	Identify external funding opportunities				Increased levels of external revenue funding	Starting to align 2005/6 budget with 1 year action plans / focus areas of work.
<b>Also SEE Rec. 1e) &amp; Rec.5</b>						
<b>Evaluation</b>	Analysis of impact of discount/premium pricing on usage and income Quarterly assessment of income against income targets Analysis of income achieved from external funding sources					
<b>Risk Assessment</b>	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					

**ANNEX 1**

<p><b>Recommendation</b></p>	<p><b>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>Develop appropriate strategic partnerships in order to maximise benefits</p> <ol style="list-style-type: none"> <li>Attend PCT strategic group</li> <li>Attend Youth Offending Team strategic group</li> <li>Co-ordinate PE and School Sport Strategic Group</li> <li>Identify other key groups/meetings and agree commitment to attend</li> </ol> <p>2. Prepare guidelines for developing and evaluating partnerships</p>	<p><b>Actions</b></p>	<p><b>Timescale/ Milestone</b></p>	<p><b>Accountable staff</b></p>	<p><b>Monitoring/ Reporting</b></p>	<p><b>Success Criteria</b></p>	<p><b>Status</b></p>
	<p>Feb 2004 and then ongoing                  May 2004 and then ongoing                  Ongoing - bimonthly                  May 2004</p>	<p>SH                  JT                  PE post                  SH/MH/JT/PG                  LMAMT</p>	<p>Report to LGSMT &amp; SMT                  Include in quarterly report to delegated powers (as appropriate)</p>	<p>Regular attendance at key strategic meetings                  Successful joint working                  Shared promotion of activity and impact</p>	<p>On-going</p> <ul style="list-style-type: none"> <li>Fly-tipping Group</li> <li>Sustainability Driver Group</li> <li>Groundwork Trusts Panel</li> </ul> <p>PG to establish strategic partnership with Public Rights of Way unit.</p> <p>Initial meetings held with Rights of Way Unit and Transportation – agreement on links between ROWIP, LTP and Green Spaces Strategy</p> <p>Review of partnership working with South Yorkshire Forest</p> <p>PCT Strategy Group attended by the Health &amp; Fitness Co-ordinator who will feed in to the health &amp; Fitness Forum established Dec 2004.</p> <p>Regular meetings with EDS Tourism Officers</p>	
<p><b>Also SEE Rec. 1f) action point 1</b></p>						
<p><b>Evaluation</b></p>	<p>Evaluate success as part of joint steering group activity</p>					
<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>					

**ANNEX 1**

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

**Cultural Services Outcomes and Measures mapped against key strategies.**

**Rotherham Learning**

	LGA Shared Priorities	Community Strategy	Neighbourhood Renewal Strategy	Corporate Plan	Culture & Leisure Strategic Outcome	Cultural Strategy Action Plan
<p><b>Priority</b></p>	<p>1. Raising standards across our schools</p>	<p><b>Rotherham Learning</b> Rotherham people will be assisted to aspire and develop to achieve their full potential Rotherham people will have the opportunity to access lifelong educational opportunities Rotherham people will be encouraged to be skilled, creative, innovative and entrepreneurial Rotherham people will be helped to become self-confident and have a sense of purpose</p>	<p><b>Improving the life chances of children and young people:</b> Enjoying and achieving <b>Enabling everyone to achieve functional skills for life:</b> Engaging and involving learners Improving quality of provision Improving quantity and range of provision Improving the position of the economically disadvantaged through sustainable employment:</p>	<p><b>Rotherham Learning</b> Rotherham people will be self-confident and have a sense of purpose. They will aspire and develop to achieve their full potential in their chosen careers, work, leisure and contributions to local life. Lifelong educational opportunities will be available and accessible to all. Rotherham people will be understood to be skilled and creative, innovative and constructively challenging</p>	<p><b>Rotherham Learning</b> Improve the potential of Rotherham people by assisting them to develop through the provision of lifelong learning opportunities</p>	<p><b>Cultural Charter Objective 7</b> To maximise the use of, and provide opportunities to develop to the highest possible levels, artistic, creative, sporting and intellectual skills and talent. <b>Cultural Charter Objective 8</b> To ensure education, training, learning, development, work experience and employment opportunities in cultural industries assist in enabling the growth of a dynamic cultural economy.</p>

Objective/ Outcome Measure/Target	<p><b>Proposed SMART objective:</b> Increase year on year the number of a) adults and b) young people taking part in cultural activities that have contributed to their learning and/or skills development. Target figure to be determined.</p>		<p><b>Proposed Cultural Services target:</b> Increase year on year the number of a) adults and b) young people taking part in cultural activities that have contributed to their learning and/or skills development. (Draft Corporate Plan) Target figure to be determined.</p>	<p><b>Proposed focus for measurement in Culture &amp; Leisure performance indicators (draft):</b></p>	Targets to be reviewed and aligned with Culture & Leisure specific performance indicators, Spring/Summer 2005
	<p><b>Other SMART objectives towards which Cultural Services can make a contribution:</b> Targets around children and young people (Community Strategy matrix)</p>	<p><b>Priority objectives towards which Cultural Services can make a contribution</b> Develop full integration of timely, accessible and accountable high quality services that reflect the individual needs of hard to reach young people (Neighbourhood Renewal Strategy p52)</p>	<p><b>Other targets towards which Cultural Services can make a contribution:</b> Improve access to the internet for local people through the use of libraries and other means to 85% of the population by 2010. (Draft Corporate Plan) Increase the proportion of children who regularly participate in physical exercise to 95% by 2010 (Draft Corporate Plan) Ensure that X% of all parents have basic skills by 2010 (Draft Corporate Plan) Increase the proportion of working age residents who are confident in the use of ICT to X% by 2010 (Draft Corporate Plan) Increase the number of young people who have set up their own business to X businesses per year (Draft Corporate Plan)</p>	<p>More involvement in learning opportunities Residents reporting increased confidence and potential School attainment targets</p>	
	<p>Targets around adults and older adults (Community Strategy matrix)</p>	<p>Ensure providers delivering to each of the target areas are working to recognised quality standards (Neighbourhood Renewal Strategy p57)</p>			



ANNEX 2

Rotherham Achieving

Priority	LGA Shared Priorities	Community Strategy	Neighbourhood Renewal Strategy	Corporate Plan	Culture & Leisure Strategic Outcome	Cultural Strategy
6. Meeting local transport needs effectively	7. Promoting economic vitality of communities	<p><b>Rotherham Achieving</b></p> <p>Rotherham will be prosperous, and will have a vibrant, mixed and diverse Borough economy</p> <p>Rotherham people will have the opportunity to share in the wealth and prosperity created in the sub-region</p> <p>Rotherham's town centre will have specialist and quality shops, markets and vibrant cultural life</p> <p>Rotherham will be accessible from other areas and have a wide choice of sustainable transport</p>	<p><b>Improving the position of the economically disadvantaged through sustainable employment:</b></p> <p>Developing an entrepreneurial spirit</p> <p>Access to sustainable employment</p> <p>Skills development</p> <p>Work and benefits</p>	<p><b>Rotherham Achieving</b></p> <p>Rotherham will be a prosperous place, with a vibrant mixed and diverse economy, and flourishing local businesses. Wealth will be shared and inequalities between parts of the borough and social groups will be minimised. There will be an excellent town centre known for the high quality design of its public spaces and buildings, specialist and quality shops, markets and cultural life for all age groups. There will be a wide choice of sustainable transport. Villages and rural areas will be revitalised and provide wonderful quality of life among Rotherham's beautiful countryside.</p>	<p>Increase the economic vitality of the Borough, specifically the town centre and disadvantaged communities, through targeted investment in cultural initiatives.</p>	<p><b>Cultural Charter Objective 2</b></p> <p>To attract inward investment into, and regeneration of, the borough through cultural initiatives.</p>
Objective/ Outcome Measure/Target		<p><b>Proposed SMART objective:</b></p> <p>£ leverage of local authority funding to external funding for cultural facilities, activities and events that contribute to the regeneration of disadvantaged areas.</p> <p>£ leverage achieved by the local authority's investment in cultural facilities and services.</p>		<p><b>Proposed Cultural Services targets:</b></p> <p>Bring in £20m of additional external funding for improvements in culture &amp; leisure facilities, including a new cultural centre and town centre swimming pool, by 2010.</p> <p>(Draft Corporate Plan)</p>	<p><b>Proposed focus for measurement in Culture &amp; Leisure performance indicators (draft):</b></p>	<p>Targets to be reviewed and aligned with Culture &amp; Leisure specific performance indicators, Spring/Summer 2005</p>

		<p><b>Other SMART objectives towards which Cultural Services can make a contribution:</b></p> <p>Targets around town centre <i>(Community Strategy matrix)</i></p>	<p><b>Priority objectives towards which Cultural Services can make a contribution</b></p>	<p><b>Other targets towards which Cultural Services can make a contribution:</b></p>	<p>Ability to attract additional investment into cultural activity in Rotherham town centre</p> <p>Ability to attract additional investment into disadvantaged communities</p> <p>Recognition of the contribution of Cultural Services to the Borough's economy</p> <p>Amount of private sector cultural investment</p>	
				<p>Improve user satisfaction of the town centre to achieve 75% by 2010 <i>(Draft Corporate Plan)</i></p> <p>Ensure that a significant proportion of the Town Centre Master Plan is developed and implemented by 2010 <i>(Draft Corporate Plan)</i></p> <p>Increase footfall in the town centre by 5% per annum up to 2010. <i>(Draft Corporate Plan)</i></p>		

ANNEX 2

Rotherham Alive

Priority	LGA Shared Priorities	Community Strategy	Neighbourhood Renewal Strategy	Corporate Plan	Culture & Leisure Strategic Outcome	Cultural Strategy
	<p>2. Improving the quality of life for children, young people and families at risk.</p> <p>3. Promoting healthier communities and narrowing health inequalities</p>	<p><b>Rotherham Alive</b> Rotherham people will be supported to enjoy good health and live healthy lives Rotherham people will feel good, and be supported to live active and full lives Rotherham people will have the opportunity to access high quality support services Rotherham will be a caring place where the most vulnerable are supported Rotherham will offer access to a wide range of high quality cultural and creative facilities and activities <i>(suggest we move this from Rotherham Proud)</i></p>	<p><b>Improving the life chances of children and young people:</b> Being healthy Enjoying and achieving</p>	<p><b>Rotherham Alive</b> Feeling good, being active, living life to the full, having fun will be features of life in Rotherham. Rotherham will celebrate its history – building on the past and creating the new. People will be able to express themselves and be involved in many high quality cultural, political, artistic and creative activities. The media, arts and literature will flourish. People will enjoy good health and live healthy lives. As a society, we will invest in the next generation.</p>	<p>Improve quality of life and levels of health and wellbeing for all people in Rotherham by increasing and widening participation in cultural activities.</p>	<p><b>Cultural Charter Objective 5</b> To improve provision for, and access to, quality cultural and sporting activity across the borough.</p>

Objective/ Outcome Measure/Target	Proposed SMART objective:		Proposed Cultural Services targets:	Proposed focus for measurement in Culture & Leisure performance indicators (draft):	Targets to be reviewed and aligned with Culture & Leisure specific performance indicators, Spring/Summer 2005
	<p><b>Proposed SMART objective:</b> By 2010 95% of a) adult residents and b) young people residents who participate in cultural activity state that it has a beneficial impact on their quality of life</p> <p>Achieve 26,800 attendances per 1,000 head of population a year to cultural facilities by 2010</p> <p>The percentage of a) adult residents and b) young people residents satisfied with local authority cultural facilities and services (BVPI 119) is upper quartile by 2010</p> <p>Increase by 1% each year the percentage of a) adult and b) young people residents who have used cultural services at least once a month in the last 12 months</p> <p><b>Other SMART objectives towards which Cultural Services can make a contribution:</b> Targets around the individual (prevention) (Community Strategy matrix)</p>	<p><b>Priority objectives towards which Cultural Services can make a contribution</b></p>	<p><b>Proposed Cultural Services targets:</b> By 2010 95% of a) adult residents and b) young people residents who participate in cultural activity state that it has a beneficial impact on their quality of life (Draft Corporate Plan)</p> <p>Provide state of the art leisure facilities across the Borough by 2010. (Draft Corporate Plan)</p> <p>Increase the numbers of individual sessions in Rotherham's swimming pools from 700,000 in 2003-04 to 875,000 in the first full year of operation of the Borough's new network of pools, and just under a million a year by 2010 (Draft Corporate Plan)</p> <p>Increase the number of adults and young people aged 16 and above who participate in at least 30 minutes of exercise a week to x% by 2010 (target to be agreed) (Draft Corporate Plan)</p> <p>Achieve 26,800 attendances per 1,000 head of population a year to cultural facilities by 2010. (Draft Corporate Plan)</p> <p><b>Other targets towards which Cultural Services can make a contribution:</b></p>	<p>Residents who state that participating in cultural activity has a beneficial effect on quality of life</p>	

			<p>Ensure children and young people have access to and satisfactory choice of quality play, sport, entertainment and cultural resources in target areas <i>(Neighbourhood Renewal Strategy p52)</i></p>	<p>Develop an Older Persons' Strategy by 2010 in order to raise the cultural and civic participation of older people by x% and thus improve wellbeing. <i>(Draft Corporate Plan)</i></p>	<p>Resident participation in physical activity at recommended levels Participation in activities with a stated objective of health improvement No of active / non-active visits to cultural facilities and services</p>	
			<p>Maximise physical and mental well-being of children and young people from conception to adulthood <i>(Neighbourhood Renewal Strategy p49)</i></p>			

ANNEX 2

Rotherham Safe

Priority	LGA Shared Priorities	Community Strategy	Neighbourhood Renewal Strategy	Corporate Plan	Culture & Leisure Strategic Outcomes	Cultural Strategy
	<p>4. Creating safer and stronger communities.</p> <p>5. Transforming local environments</p>	<p><b>Rotherham Safe</b></p> <p>Rotherham people will have access to a high quality and attractive living environment and green spaces</p> <p>Rotherham people will have access to a wide range of well-designed, high quality housing</p> <p>Rotherham's neighbourhoods will provide a clean living environment, free from litter and graffiti</p> <p>Rotherham people will feel safe from anti-social behaviour, crime and the fear of crime</p>	<p><b>Improving the life chances of children and young people:</b></p> <p>Staying safe</p>	<p><b>Rotherham Safe</b></p> <p>A place where neighbourhoods are clean and green, with decent homes for all. There will be lovely buildings and public space; peaceful but thriving communities with streets free from crime and fear of crime and violence. Environments and people will be protected and nurtured, and a preventative approach will be taken to minimise accidents, hazards and to develop resilience.</p>	<p>Contribute to safer, stronger neighbourhoods through the active engagement of priority communities in cultural activity.</p>	<p><b>Cultural Charter Objective 1</b></p> <p>To empower and resource local communities to participate in the preservation and development of cultural identity.</p>
Objective/Outcome/Measure/Target		<p><b>Proposed SMART objective:</b></p> <p>Increase by 1% each year the percentage of a) adult and b) young people residents who are engaged in voluntary and community sector cultural activity as i) a participant or ii) a volunteer</p>		<p><b>Proposed Cultural services targets:</b></p> <p>Increase by 1% each year the percentage of a) adult and b) young people residents who are engaged in voluntary and community sector cultural activity as i) a participant or ii) a volunteer</p>	<p><b>Proposed focus for measurement in Culture &amp; Leisure performance indicators (draft):</b></p>	<p><b>Objective 4</b></p> <p>To encourage the preservation, development, interpretation of and access to the borough's cultural heritage.</p> <p><b>Objective 6</b></p> <p>Provide and facilitate a range of cultural activities through the development and support of an infrastructure of professional, amateur and voluntary organisations and venues</p>



ANNEX 2

Rotherham Proud

	LGA Shared Priorities	Community Strategy	Neighbourhood Renewal Strategy	Corporate Plan	Culture & Leisure Strategic Outcomes	Cultural Strategy
Priority		<p><b>Rotherham Proud</b> Rotherham will be made up of strong, cohesive communities where diversity is celebrated</p> <p>Rotherham people will be proud of themselves, where they live and their Borough</p> <p>Rotherham people will have voice and influence in decisions affecting them and their neighbourhood</p>	<p><b>Improving the life chances of children and young people:</b> Making a positive contribution</p> <p><b>Enabling everyone to achieve functional skills for life:</b> Cohesive planning and delivery</p> <p>Improving quality of provision</p> <p>Improving quantity and range of provision</p>	<p><b>Rotherham Proud</b> Rotherham people and pride in the borough are at the heart of our vision. Citizenship and democracy will underpin how Rotherham works. Equalities and diversity will be highly valued. We will be renowned for our welcome, our friendliness and commitment to the values of social justice. Rotherham will be made up of strong sustainable communities, both of place and of interest, and there will be many opportunities to be involved in civic life and local decision-making.</p>	<p>Increase levels of civic pride and citizen involvement through the provision of inclusive cultural services, and opportunities for voluntary and community sector involvement.</p>	<p><b>Cultural Charter Objective 3</b> To define and develop the cultural distinctiveness of the borough and its communities</p>
Objective/Outcome/ Measure/ Target		<p><b>Proposed SMART objective:</b> By 2010 the profile of users of local authority cultural facilities matches the local population profile</p>		<p><b>Proposed Cultural Services target:</b> By 2010 the profile of users of local authority cultural facilities matches the local population profile</p>	<p><b>Proposed focus for measurement in Culture &amp; Leisure performance indicators (draft):</b></p>	<p>Targets to be reviewed and aligned with Culture &amp; Leisure specific performance indicators, Spring/Summer 2005</p>



		<p><b>Other SMART objectives towards which Cultural Services can make a contribution:</b></p> <p>Targets around cohesive communities Targets around diversity Targets around Borough pride Targets around involvement and participation</p>	<p><b>Priority objectives towards which Cultural Services can make a contribution</b></p>	<p><b>Other targets towards which Cultural Services can make a contribution:</b></p> <p>Increase the % of residents who are satisfied with overall services provided by the Council to 70% by 2007 and to be above average by 2010 <i>(Draft Corporate Plan)</i> Increase in the positive perception by local people to X% by 2010 <i>(Draft Corporate Plan)</i> Improve and maximise the external perception of Rotherham to the rest of the country <i>(Draft Corporate Plan)</i> Raise the percentage of local people who are proud of their local environment to 70% by 2010 <i>(Draft Corporate Plan)</i> Increase the number of people who participate in community organisations to 25% by 2010 <i>(Draft Corporate Plan)</i></p>	<p>% or nos of residents using cultural services Inclusivity of the service – equality and diversity Levels of volunteering / community sector involvement</p>	
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Rotherham: an Excellent Council

Priority	LGA Shared Priorities	Community Strategy	Neighbourhood Renewal Strategy	Corporate Plan	Culture & Leisure Strategic Outcomes	Cultural Strategy
Objective/Outcome/Measure/ Target				<p><b>An Excellent Council</b> The Council will be a visionary, ambitious authority, challenging accepted norms and practices --setting itself robust, sustainable and stretching targets underpinned by robust strategies and plans – policy driven by members and delivered by a committed and well trained workforce within a robust performance management framework.</p> <p><b>Proposed Cultural Services target:</b> <i>To be determined</i></p>	<p>Achieve excellence in cultural services provision through effective performance management, community engagement and partnership working.</p> <p><b>Proposed focus for measurement in Culture &amp; Leisure performance indicators (draft):</b></p>	Page 80
				<p><b>Other targets towards which Cultural Services can make a contribution:</b></p> <p>To become a “Good” authority by April 2006 <i>(Rotherham Performing Key Challenges)</i></p> <p>To become an “Excellent” authority by 2007 <i>(Rotherham Performing Key Challenges)</i></p> <p>To implement Public Access Strategy by April 2006 <i>(Rotherham Performing Key Challenges)</i></p>	<p>Partner and stakeholder satisfaction with cultural services</p> <p>Financial performance and efficiency ratios</p> <p>Other external assessment of performance, eg CPA, TAES, Quest</p>	

**ANNEX 2**

					<p>To achieve e-government access to service targets by 2007 <i>(Rotherham Performing Key Challenges)</i></p> <p>All areas of Council IIP compliant by March 2006 <i>(Rotherham Performing Key Challenges)</i></p> <p>To reduce absence and sickness to lower (?) LA quartile by 2007 <i>(Rotherham Performing Key Challenges)</i></p> <p>To ensure all staff have at least one Personal Development Review per year by April 2006 <i>(Rotherham Performing Key Challenges)</i></p>		
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## **CULTURAL SERVICES**

Cultural Services enhance the quality of the lives of the people of Rotherham and visitors to the borough, contributing to the social, educational and economic life of the community.

### **Strategic Outcomes**

#### **Rotherham Learning**

1. To improve the potential of Rotherham people by assisting them to develop through the provision of lifelong learning opportunities

#### **Rotherham Achieving**

2. To increase the economic vitality of the Borough, specifically the town centre and disadvantaged communities through targeted investment in cultural initiatives

#### **Rotherham Alive**

3. To improve quality of life and levels of health and well being for all people in Rotherham by increasing and widening participation in cultural activities

#### **Rotherham Safe**

4. To contribute to safer stronger neighbourhoods through the active engagement of priority communities in cultural activity.

#### **Rotherham Proud**

5. To increase levels of civic pride and citizen involvement through the provision of inclusive cultural services, and opportunities for voluntary and community sector involvement

#### **Rotherham An Excellent Council**

6. To achieve excellence in cultural services provision through effective performance management, community engagement and partnership working.

We are also committed to

- Planning for diversity
- Working in partnership
- Making the most of both internal and external funding opportunities and resources
- Focusing on customer needs and their involvement in service planning and delivery
- Effective marketing, promotion and easily accessible information

- Providing equitable services
- The principles of Best Value
- Adopting a sustainable approach to Service delivery
- Valuing our staff and ensuring they are provided with the skills necessary to deliver quality services

### **Priority Communities**

#### **Geographic**

The Service will work to provide residents of all Wards with a stated level of 'cultural services entitlement'.

The Neighbourhood Renewal Strategy target areas (Wath, Rawmarsh, Masbrough, Maltby, Kimberworth Park, Dinnington, Central, and the Brinsworth and Wath pockets of deprivation) will be target areas for additional Service focus.

#### **Communities of interest**

Across all Wards a target group for Culture and Leisure Services will be people with disabilities.

Within the Neighbourhood Renewal Strategy target areas our focus will be:

- 0-16 year olds and their families/carers
- Older people (55+)
- Black and minority ethnic communities

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1. Meeting:</b>	<b>Lifelong Learning Opportunities Scrutiny Panel</b>
<b>2. Date:</b>	<b>21 March 2005</b>
<b>3. Title:</b>	<b>Management of Trees and Woodlands</b>
<b>4. Programme Area:</b>	<b>Economic and Development Services</b>

**5. Summary**

A report as requested by The Chair of the Lifelong Learning Opportunities Scrutiny Panel on the Council's Woodlands Estate in terms of its public benefits and management.

**6. Recommendations**

**That the report be noted.**

## 7. Proposals and Details

### (a) Rotherham's Woodlands Estate

- Currently the land covered by woodland in the Borough is 8% and this is around half the national average. Despite this low tree cover Rotherham Borough Council is fortunate in having a woodland estate extending to around 480 hectares. This includes over 40 individual woodland sites.
- These woodlands help to provide a valuable setting for attracting investors and supporting the economic renaissance of the Borough.
- The woodland estate attracts very large numbers of visitors and it offers a wide range of recreational opportunities, subject to safeguarding wildlife and landscape interests. Activities include walking, horse riding, orienteering, picnicking, cycling, exploring historical/archaeological features and enjoying wildlife.
- Also, many of these woods are in close proximity to urban areas and they are often the most important natural amenity people enjoy near to their home. Indeed, these sites make a considerable difference to the quality of people's lives and a good environment reflects positively on the local community.
- It is increasingly being recognised that there is a need to promote healthier lifestyles to improve the Borough's poor health statistics. For example, lack of regular exercise is recognised as contributing to the high incidence of circulatory disease in the district. Therefore, Rotherham's woodland estate offers a valuable setting to promote well-being close to where people live.
- Around 50% of the Authority's woods are ancient semi-natural woodland. These places have been continuously wooded for at least 400 years and are nationally recognised as the most important woodland type in England for nature conservation. Also, because of their long history they are a living record of the past reflecting the landscape, industrial and social history of Rotherham. They are irreplaceable.
- Together with the South Yorkshire Forest Partnership learning opportunities are being developed around the woodland estate to help improve educational achievement and skills. This includes online information, education packs and outside classrooms.

### (b) Woodland Management

All Council owned woodlands are subject to some form of management documentation to guide their long term care. A wide range of interests aiming to maximise benefits and reduce any difficulties are considered. This is achieved through a comprehensive public consultation process encouraging the community to become actively involved in the production, implementation and review of detailed woodland management plans.

There is a high regard for the Council's positive approach to woodland management. For example Rotherham MBC holds a Forestry Stewardship Council Certificate and is one of only five local authorities in the country to have attained this award. The award

followed a detailed and thorough assessment by an independent auditor of all areas of the Council's woodland management and it shows that there is an integrated, responsible and sustainable approach to the future care and development of the woodland estate as a whole. The certificate is internationally recognised and is an assurance that management standards are high. The certificate is subject to satisfactory annual inspections. This helps to ensure the Council maintains and improves its performance. In addition, the Council received the Forestry Commission's Centre of Excellence Award for the management of Scholes Coppice. Three woodlands have also been designated by the South Yorkshire Forest Partnership as demonstration woodland, because they are examples of good management.

The site management of the woodland estate rests with the Council's Trees and Woodlands team in Economic and Development Services Programme Area. They are also responsible for the care of around 80,000 council owned trees in a wide range of situations outside woodlands.

Routine maintenance of trees and woodlands is subject to the grounds maintenance contract procedures. For this reason the Council's responsibility for trees and woodlands was transferred to Economic and Development Services to compliment existing services there during April 2001. This decision was made on the basis that these services were better aligned to those within Economic and Development Services and indeed have been strengthened by better co-ordination and performance in terms of woodland management e.g. I.S.O. 9001 Quality Management and I.S.O. 14001 Environmental Management.

At the same time close links have been maintained with staff at the Green Spaces Unit to carry out a wide range of works. Examples include using woodlands in the events programme, carrying out access and interpretation works as part of a joint Heritage Lottery Fund Award to restore ancient woodlands in the Borough. In addition, the Green Spaces Unit is directly responsible for a separate education programme linked to the same Award. This has a value of £168,500 over five years and this particular programme ends this July.

### **(c) Opportunities for the future**

Align the management of the woodland estate to the emerging Green Spaces Strategy. Investigate if area based resources such as Country Park Rangers could have a role in creating a greater presence in nearby Woodlands.

Increased role for woodlands in helping to improve health and well-being for all.

Improved provision and access to woodlands in the Borough is important in reducing inequalities, particularly because it is disadvantaged communities who are least likely to enjoy leisure time away from Rotherham.

Together with the Safer Rotherham Partnership address misuse and anti-social behaviour e.g. litter, vandalism and off road vehicle nuisance. This otherwise diverts limited resources away from more worthwhile work.

Increase community engagement – improve public understanding, interest and support for woodlands e.g. environmental interpretation and education.



Improved delivery of Rotherham's Biodiversity Action Plan.

## 8. Finance

The following are the principal budgets for the maintenance and development of woodlands within the Council:

- HLF Award to restore 14 Ancient Woodlands of £549,000 over 5 years terminating in March 2007.
- Revenue budget of £121,287 to support 4 staff and general tree/woodland works. This includes 1.3 specialist woodland staff and a woodland management budget of £36,500.
- There is a strong partnership with the Forestry Commission in terms of support. Also, the South Yorkshire Forest Partnership have attracted significant European funding showing how important attractive environments are in assisting economic regeneration.

## 9. Risks and Uncertainties

- (a) The HLF fund award expires in March 2007. Without this support the woodland management budget is £36,500 or only £76 per hectare of Council woodland. This level of funding does not reflect the woodland's important contribution to the Council's overall, regeneration and social programmes. Later this year a report is to be produced for the Cabinet Member for Economic and Development Services reviewing progress/outcomes with the HLF Award and the options beyond expiry of the Award. It is clear that work in woodlands is heavily dependent on grant aid and this type of funding is often subject to short term agreements, placing at risk opportunities to protect and sustain any improvements.
- (b) As indicated above, the land covered by woodland in the Borough is about half the national average of 16%. In the areas of the Borough included in the South Yorkshire Forest the aim is to increase this to approximately 30% over a forty year period. Therefore, in the longer term, more work to existing woodland is essential if Rotherham is to continue to make improvements to its environment. It is recognised that existing woodlands provide an important basis from which the forest can expand.

## 10. Policy and Performance Agenda Implications

### (a) Corporate Plan

The Council's woodland estate contributes to the following Priority identified in the Council's current Corporate Plan:

**"A place to live"**. A well-treed and wooded environment where people live and work helps to improve their health and well-being.

Links to the proposed Corporate Plan are also strong:

**ROTHERHAM SAFE:** “... a place where neighbourhoods are green and well maintained...”

**ROTHERHAM ALIVE:** “... a place where people feel good, are active, etc.” and “People will enjoy good health and live healthy lives”

#### **(a) Cross Cutting Issues**

*Regeneration:* Development of Rotherham’s woodland estate addresses several of the Regeneration Priorities including “**Improve and promote the image of Rotherham**” and “**Provide sustainable neighbourhoods ... and a good environment**”.

*Sustainable Development:* Rotherham’s woodland estate offers a valuable setting in which to promote social and environmental well being close to where people live.

*Environmental Action Strategy 2003/06:* Management of trees and woodlands and achievement of the Forestry Stewardship Certificate are specific actions/targets in the Strategy.

### **11. Background Papers and Consultation**

South Yorkshire Forest Plan (2002).

**Contact Name:** Roger Gaynor, Trees and Woodlands Officer, Streetpride Service, Economic and Development Services. Ext. 2174. [roger.gaynor@rotherham.guk.uk](mailto:roger.gaynor@rotherham.guk.uk)

**MINUTE EXTRACT – CABINET MEMBER, EDUCATION, CULTURE AND LEISURE SERVICES HELD ON 1<sup>ST</sup> MARCH, 2005.**

**MINUTE NO. 162**

**INTENSIFYING SUPPORT PROGRAMME**

Consideration was given to a report of the Strategic Leader School Improvement regarding the progress and impact of the Intensifying Support Programme now operating in ten primary schools. The intended purpose of this programme is to raise attainment in those schools with results consistently below the DfES floor target of 65% of pupils achieving Level 4 or above at the end of Key Stage 2 for English and/or mathematics.

The Intensifying Support Programme, which arose out of and builds upon the work of the National Literacy and Numeracy Strategies, was initially piloted in 2002 in thirteen LEAs to support low-achieving schools. As a result of this successful pilot, the programme was extended in 2004 to a further seventy-six LEAs including Rotherham.

The report set out the following:-

- Aims of the programme
- How schools were identified
- Amount and nature of support
- Evaluation of support and success of the programme

The Programme is supported through the Standards Fund and this funding will continue at the same level for a second year (2005/06) to ensure that progress is maintained.

In addition, those primary schools causing the LEA most concern, draw significantly on additional support from the School Improvement Service and across the Programme Area. It is anticipated that the focus within the programme on improving leadership and management will enable these schools to become more autonomous and need less support in the future.

The meeting was informed of the work taking place within the LEA in order to ensure new systems are implemented in schools, and the challenges the work posed for schools.

The benefits of raising the attainment of children in all year groups and schools was beginning to emerge.

A model of curriculum target setting is being encouraged for use by all schools.

Resolved:- (1) That the report be received.

(2) That, subject to continued funding, the programme is sustained in all schools presently on the programme until standards improve and the school leadership has the capacity to sustain that improvement.

(3) That a copy of the final report and improvement actions be placed on a future termly agenda of Governing Body meetings.

(4) That the attention of Members of the Lifelong Learning Opportunities Scrutiny Panel be drawn to the excellent work that is taking place within Rotherham schools to raise the attainment of pupils.

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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1.	<b>Meeting:</b>	<b>Cabinet Members for Education and Advisers</b>
2.	<b>Date:</b>	<b>1<sup>st</sup> March 2005</b>
3.	<b>Title:</b>	<b>Intensifying Support Programme (ISP)</b>
4.	<b>Programme Area:</b>	<b>ECALS</b>

5. **Summary:** To inform members of the progress and impact of the Intensifying Support Programme now operating in ten primary schools. The intended purpose of this programme is to raise attainment in those schools with results consistently below the DfES floor target of 65% of pupils achieving Level 4 or above at the end of Key Stage 2 for English and/or maths.

6. **Recommendations:**

- i) **That the reports be received**
- ii) **That, subject to continued funding, the programme is sustained in all schools presently on the programme until standards improve and the school leadership has the capacity to sustain that improvement.**

7. **Proposals and Details:** The Intensifying Support Programme, which arose out of and builds upon the work of the National Literacy and Numeracy Strategies, was initially piloted in 2002 in thirteen LEAs to support low-achieving schools. As a result of this successful pilot the programme was extended in 2004 to a further seventy six LEAs including Rotherham.

Aims of the programme

- to raise attainment in English and mathematics in schools with results consistently below the DfES floor target of 65% L4+ at the end of Key Stage 2;
- to improve the quality of teaching and learning in English and mathematics;
- to improve the leadership and management of English and mathematics;
- to narrow the attainment range at the end of KS2 across schools in the participating LEAs.

How schools were identified

Ten schools, which met all three of the following criteria, were invited to take part in the programme:

1. trend of low attainment over a four year period;
2. attainment below 65% in English and/or mathematics (2003 SATs outcomes);
3. 2003 results 10% below Fischer Family Trust estimates.

Amount and nature of support

Each school receives £2,500 from a Standards Fund grant to support the programme. This can be used to release staff to fulfil their responsibilities within the programme. Additionally, the school can access support from a range of school improvement professionals including primary consultants. The level of support for each school varies according to the needs and size of the school and their ability to utilise it effectively. Initially, the school undertakes an audit related to the known features of effective schools. From this starting point a termly Raising Attainment Plan (RAP) is formulated by the school in conjunction with the ISP Adviser and the School Improvement Adviser outlining priorities to be addressed and identifying LEA support for the term. RAPs are reviewed mid term to ensure that the pace of implementation is maintained and any emerging barriers to progress are overcome or minimised.

Evaluation of support and success of the programme

All ten schools have found the pace of ISP to be challenging but most now report that, as they gain experience and see that children are making better progress, their confidence in the programme is growing. Early indications show that the majority of schools have responded positively to involvement in ISP but some schools are making better progress than others. An essential element in a school's rate of progress is the commitment of the Headteacher to ensuring that ISP is a high priority within the school and that everyone implements the agreed actions. Additionally, when ISP is seen as the central priority around which all other initiatives must fit then faster and more secure progress is made. After just two terms it is too early to say what impact the programme may have on the end of Key Stage 2 tests in 2005. The processes and systems presently being put in place may take more than one year to develop and embed before standards begin to rise significantly. (This was the case in the pilot LEAs.)

Establishing curricular targets for pupils and establishing systems for tracking their progress are essential elements of the programme and have been the focus of much of the LEA support for all ten schools. Three schools are becoming leaders in curricular target setting and this is having a positive impact, not only on attainment but also on the learning culture of the school. The involvement of pupils in evaluating their learning is a growing feature in some of the schools. Schools are beginning to develop new ways of using the classroom environment to support children's learning: the notion of 'working walls' is a growing feature.

In one school progress has been hindered because of the poor behaviour of some of the pupils. In this particular school, which is involved in the Behaviour Improvement Programme (BIP), support was diverted into addressing behavioural issues. Consequently the pace of literacy and numeracy support slowed.

At LEA level involvement in the programme has led to greater team work between Consultants and School Improvement Advisers, a more co-ordinated approach to the provision of support and a more rigorous evaluation of impact. Additionally, a range of curricular materials have been developed and these are now not only being used in ISP schools but are also being disseminated in other schools across the Borough.

Recent visits from the Regional Director (ISP) and HMI have judged the LEA to be supporting schools well and making good progress with the implementation of the programme.

8. **Finance:** The Programme is supported through the Standards Fund and this funding will continue at the same level for a second year (2005/6) to ensure that progress is maintained. However, since this group of schools contains within it some of those primary schools causing the LEA most concern, they also draw significantly on additional support from the School Improvement Service and across the Programme Area. It is anticipated that the focus within the programme on improving leadership and management will enable these schools to become more autonomous and need less support in the future.
9. **Risks and Uncertainties:** Schools with this level of under attainment could, should they be inspected, be at risk of falling into one of OFSTED's categories of concern. Should this happen, this would impact on the Council's Comprehensive Performance Assessment (CPA) grading and could have a negative impact on the public image of Rotherham's education provision.
10. **Policy and Performance Agenda Implications:** Any plans arising from an analysis of in this report should be consistent with the Community Strategy and Corporate Plan. The improvement actions should address the Corporate Priorities for:
- Regeneration:           - improving the image of Rotherham.  
                                  - providing sustainable neighbourhoods of quality, choice and aspiration.
- Equalities:               - promoting equality.  
                                  - promoting good community relations.
- Sustainability:          - improving the quality of life.  
                                  - increasing employment opportunities for local people.
11. **Background Papers and Consultation:**  
HMI monitoring Report 12<sup>th</sup> December 2004

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12 December 2004

Mrs D Bullock  
Norfolk House, Walker Place  
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SG5 1AS

Dear Mrs Bullock

### **HMI evaluation of the Intensifying Support Programme (ISP) in Rotherham**

Thank you for organising my visits to Rotherham schools during November and December and for arranging discussions with headteachers, consultants and staff. This written feedback summarises the verbal feedback given at the end of each visit. Please remember that the evidence base for this evaluation is restricted: I held discussions with yourself and other officers of Rotherham Local Education Authority (LEA) involved in the ISP; scrutinised documentation; and made visits to four schools, during which I observed a professional development meeting (PDM), the work of consultants, and held discussions with headteachers, consultants and co-ordinators.

Overall, the LEA is providing a good level of support and challenge for schools in the ISP. Although it is too early to be confident that standards are rising, many positive improvements in teaching and learning, the conditions for effective learning, and the development of schools as professional learning communities are evident. In general, headteachers welcome the programme and value the support they receive. Collectively, schools in the ISP face significant barriers to raising attainment in their communities, but morale is high and staff are rising to the challenges. The LEA has adopted an unusual approach to the leadership of the ISP, appointing an adviser to head up the programme rather than a consultant. This approach is proving effective and is contributing positively to the rate of improvement in schools.

It is too early to say for sure whether pupils' standards are rising because of the ISP. However, headteachers are tracking progress more rigorously than before and are therefore well placed to identify gains and slippage. Gains in these schools are hard won and not easily sustained. Although improvement is not always reflected in overall Panda grades, this often masks significant recent improvement in the proportion of Year 6 pupils who attain Level 4 and above.

Improvements in the quality of teaching and learning are clear. The professional development meetings (PDMs), backed up effectively by literacy and numeracy consultant support, are enabling staff to prepare more focused learning objectives for lessons, and to begin setting curriculum targets at three levels, tailored to the needs of pupils. The full involvement of teaching assistants (TAs) and the greater involvement of pupils in their learning targets are significant factors in the success of the ISP to date, although teachers are not yet sufficiently confident in making success criteria for learning as clear as the learning objectives. Individual development plans for teachers, on the whole, are proving ineffective, and in some cases, counter-productive.

In nearly all the visits, learning was very well supported by classrooms that contained functional display, where pupils refer to targets and objectives and are beginning to measure their progress against what is expected for their age, and where they could independently access resources of good quality. Notably, the improvement in the conditions for learning was often observable in all classrooms, and not just those that had benefited from consultant support. This suggests that whole staffs are taking on the messages of ISP, and that the PDMs are effective in improving practice throughout a school.

The development of schools as professional learning communities is good. Most schools have shaken off any concern about their connection with the programme, and have fully embraced the opportunities it presents to raise standards and improve the teachers' core professional business of teaching and learning. The challenge schools receive from the ISP adviser and the support they receive from the consultants are important factors in winning them over. Apart from the engagement of headteachers and teachers, great strides have been made in involving TAs and pupils. The TAs are providing

an increasingly valuable and professional level of support and pupils show a real interest in achieving and exceeding their targets. The involvement of parents has not been neglected and several of the schools will be sites for children's centres or are actively seeking to become extended schools.

The leadership and management of the ISP are good. The combination of challenge and support is proving effective. Headteachers feel the status of the programme has been raised by the ISP adviser, who has recent and relevant experience, that the PDMs carry more professional clout as a consequence of the involvement of senior officers, and that hard messages are more authoritative. The first round of raising attainment plans (RAPs), largely directed by the ISP adviser, have proved effective, and relentlessly focused on outcomes for pupils. English and mathematics co-ordinators, in particular, greatly value the support provided by the literacy and numeracy consultants. This is of a high quality. It is providing a very effective bridge between the PDMs and classroom practice. Teamwork and line management within the ISP is strong. It is underpinned by good data management, consistent messages, and effective communications at all levels.

In addition to the evaluation above, we discussed the following points during the visits:

- The central importance of the role of the headteacher in implementing the ISP. Where the headteacher is fully committed to the programme, the school generally makes good progress, and the ISP team's job is positive and supportive. However, where the headteacher is not fully committed, antipathy is communicated to staff, and the ISP team's work necessarily contains challenge as well as support, and progress is harder won. It was noticeable in the limited number of visits undertaken that headteachers who came fresh to the schools were less likely to accept low aspirations and educational expectations of pupils and parents, although this may not be typical.
- A recognition that schools in the ISP need time to assimilate and consolidate the gains that they are making. Partly, this is because they face significant (although different) challenges, and because they are more vulnerable than most schools to setbacks, such as in the loss or absence of key staff, and the occurrence of difficult cohorts of lower than normal ability.

- Although the ISP has got off to a good start, and, notwithstanding the overall good quality of the RAPs, the quality of evaluation is a weakness in the current plans, and in school's evaluation of teaching effectiveness, because it is often confused with monitoring. In the second round of RAPs there is a need for some differentiation between schools, to reflect their different progress.
- Consultants' time requires careful management. They often work with teachers who need support most, and the very good exemplar they provide is leading to definite improvement in teaching skills. However, they are a valuable resource, and to make best use of their skills, each partnership in a school between teacher and consultant requires an exit strategy, and a point where the consultant moves on.

Once again, thank you for your help in supporting our evaluation of the ISP.

Yours sincerely

Brian Padgett  
Her Majesty's Inspector

**LIFELONG LEARNING OPPORTUNITIES SCRUTINY PANEL  
MONDAY, 21ST FEBRUARY, 2005**

Present:- Councillor St.John (in the Chair); Councillors Barron, Burke, Dodson, Kaye, McNeely, Swift and Thirlwall.

Mr. P. Lennighan, Mrs. J. Williams, Ms. E. Marsh, Ms. J. Carroll and Mr. S. Radford.

Councillor Boyes was in attendance at the invitation of the Chairman.

Apologies for absence were received from Councillor Hodgkiss, Mr. J. Lewis, Mr. T. Belmega, Mr. A. Isaacson, Mr. R. Newman and Ms. K. Henderson.

**102. MATTER ARISING**

Weekly Charges at Leisure Facilities

One member expressed disappointment that at the Cabinet Member, Education, Culture and Leisure Services meeting held on 8<sup>th</sup> February, 2004 the Pricing and Access Issues report had not been referred to this Scrutiny Panel prior to determination despite a request by this Scrutiny Panel to do so (see Minute No. 94 of the Lifelong Learning Opportunities Scrutiny Panel held on 31<sup>st</sup> January, 2005).

It was felt that this not only undermined the purpose of the scrutiny process but suggested a need for clarification on the role of Scrutiny Panel members.

Resolved:- (1) That the concerns of this Scrutiny Panel regarding the action of the Cabinet Member be noted.

(2) That the Scrutiny Adviser liaise with the Chair of the Performance and Scrutiny Overview Committee (PSOC) and the Head of Scrutiny Services with a view to this matter being discussed at PSOC.

**103. DECLARATIONS OF INTEREST**

There were no declarations of interest made at the meeting.

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

There were no questions from members of the public or the press.

**105. WELCOME AND INTRODUCTIONS**

The Chairman welcomed Mr. Lennighan to the meeting.

**106. PRESENTATION - CORPORATE PLAN 2005-2010**

Colin Bulger, Head of Policy and Partnerships and Michael Walker, Performance and Quality Manager presented the first draft (20<sup>th</sup> January, 2005) of the Corporate Plan 2005/2010. The Corporate Plan sets out what the Council plans to do over the next five years, through to 2010, to achieve its vision and aspirations for Rotherham.

The Plan describes how the council itself will strive for excellence in all the services it provides, as an employer of approximately 15,000 staff across the borough, but also how it plans to work with all its partners to ensure a shared sense of vision and belonging for all communities and residents.

The Community Strategy and Corporate Plan in particular are designed to be coordinated, and so identify the Council's specific contributions to overall community well-being. The revision of the Corporate Plan will set the training process by which the Community Strategy can be refreshed.

The plan demonstrates how the Council will continue to support:

- The Rotherham Partnership, which brings together public sector organisations across the borough, as well as business, community and voluntary sectors,
- The Community Strategy, which is the framework by which the partnership sets out its vision for improving economic, social and environmental well-being in Rotherham, and
- The Neighbourhood Renewal Strategy, which set out partners' intentions for action in various priority areas within the borough.

The vision for the Borough, as agreed with its partners during 2004, is built around the following five priority themes:

- Rotherham Learning
- Rotherham Achieving
- Rotherham Alive
- Rotherham Safe
- Rotherham Proud

And the following two cross-cutting themes:

- Sustainable Development
- Fairness

Details of the timetable for the consultation process, context and challenges and the current position were given.

The meeting was asked to comment on the objectives of the Corporate Plan in relation to the priority they had been given, whether they were achievable and did they seem appropriate.

Members raised and debated the following issues:-

- Too lengthy - need to summarise content
- Whether Policy & Partnerships had sufficient capacity to undertake the public consultation on the Strategy
- Current problem in communities of anti-social behaviour and policing thereof
- Education – Rotherham cannot be considered in isolation – it must be looked at in the context of the region or sub-region – for example, Rotherham does not have a University but there are ones close by
- Sport and leisure – need to travel to Don Valley for top-class sporting facilities
- Numerous inspections throughout the Council take up a great deal of staff time; is the Plan to improve services to the people of Rotherham or to gain a good CPA rating?
- The need for the views obtained through the consultation to be truly reflected in the final version of the Plan
- Need for regular updates on whether aims are being achieved or on target

On the themes of the Corporate Plan, one Member felt the work to improve people's health should be more specific about the need for people to stop smoking and eat more healthily.

On the theme of Rotherham Proud, one Member felt this was not articulated well enough in terms of some of Rotherham's and South Yorkshire's merits. For example, the town's motorway access, walking opportunities, new airport facilities and proximity to Derbyshire's Peak District.

The point was made that the purpose of the Corporate Plan was to provide good guidance to managers and staff regarding what achievements the Council was aiming to make over the next 4-5 years, which then formed the various Business Plans and gave actual deliverables against those statements. In addition, a good Corporate Plan would inform the residents of Rotherham what the Council intended to do and ensure that aspects which external Inspectors are looking for are meaningful.

Resolved:- That Colin Bulger and Michael Walker be thanked for their attendance and presentation.

**107. SCRUTINY REVIEW REPORT: RAISING ACHIEVEMENTS AT KEY STAGE 3**

Consideration was given to the final report of the Scrutiny Review of Raising Achievements at Key Stage 3, undertaken by a review group from the Lifelong Learning Opportunities Scrutiny Panel, chaired by Steve Radford.

The Executive Summary of the report consisted of the following

information:-

- Original Concerns – why Members wanted to look at this issue
- Terms of Reference
- Overview of Policy Framework
- Background
- Findings
- Examples of Good Practice
- Recommendations
- Thanks
- Information Sources/References
- Appendices

The overarching recommendation from this review is to continue the focus on improving teaching and learning. In this way, Key Stage 3 will build on the foundations laid in the earlier key stages and prepare pupils for success at Key Stage 4. It is felt to be of importance for education to get back to basics (e.g. through workforce reform), allowing teachers to return to teaching and ensuring that every child with the potential to reach level 5 does so.

This review endorses the KS3 Strategy and the KS3 team as valuable resources that have already done a great deal to raise the achievement of 11-14 year olds in Rotherham and have the potential to continue this improvement.

The Scrutiny Review group had identified the following key areas of impact on teaching and learning:-

- Improvement in lesson structure
- Improvement in pace and challenge in lessons
- Increase in the variety of teaching strategies used in lessons
- Increased focus on the learner
- A widening of the debate about teaching and learning in secondary schools

Discussion ensued on the following issues and work of the review:-

- National Key Stage 3 Strategy/Funded through the Standards Fund  
How this Strategy is rolled out in Rotherham Schools and increases the pressure on teachers
- The National KS3 Strategy has raised the profile of Key Stage 3
- Attitudes of pupils – the view held by some students that qualifications were not necessary in order to gain employment
- Standard Assessment Tests (SATS) – criticism of marking of



the English tests in the past

- Data management - Rotherham LEA has purchased Fischer Family Trust data management system
- Focus of teaching and learning is recognised as being at the centre of the curriculum

The Strategic Leader School Improvement welcomed the outcome of the Review and commented on how valuable it had been to Advisers. In terms of the 'turbulence' factor, it was felt this should be looked at in terms of how often some children change schools, certainly at the end of Key Stage 1 to 2. This had been a feature in the case of one school striving to meet DfES floor targets at GCSE. On the issue of good leadership and management, this was a strong focus of the work within the Programme Area, and certainly of the School Improvement Service and Schools.

It was clarified that the delivery of the Key Stage 3 Strategy is funded from the Standards Fund.

On the issue of OFSTED training of consultants, there is a training budget and priority is given to training Advisers rather than Consultants, whose core business is evaluation and monitoring of schools.

The meeting acknowledged the good work being carried out in schools and that schools were sharing good working practices.

Resolved:- (1) That the Lifelong Learning Opportunities Scrutiny Panel endorses the report and its recommendations.

(2) That the report be forwarded to the Corporate Management Team (CMT) to identify the cost/benefits of implementing the proposals and that CMT report its comments back to the Lifelong Learning Opportunities Scrutiny Panel by the end of April 2005.

(3) That thanks be extended to all concerned in the work of the Review and, in particular, to Steve Radford for chairing the Review.

(4) That the report be forwarded to Performance and Scrutiny Overview Committee and then to Cabinet to determine what actions it wishes to take in light of the recommendations.

(5) That a report is submitted to Lifelong Learning Opportunities Scrutiny Panel in six months time outlining progress on the issues raised.

(6) That a copy of the final review report be sent to the KS3 co-ordinator at all of Rotherham's secondary schools.

Consideration was given to a report of the Principal School Improvement Adviser, Quality and Performance, on the outcome of the Ofsted inspection of those schools inspected during the Summer and Autumn Terms 2004. The purpose of the report was to highlight effective schools and to inform of any school that was identified as having concerns.

Over the Summer and Autumn Terms 2004 thirteen schools (10%) were inspected by Ofsted. This included five primary schools, five infant schools, one special school, one secondary school and the Hospital Teaching and Home Tuition Service.

The parents' summaries for each of the following schools are available on the Ofsted website ([www.ofsted.gov.uk](http://www.ofsted.gov.uk)):-

School:	Inspection d
Greasbrough J&I School	4-6th May 2
St Bede's RC Primary	17-19 <sup>th</sup> May 2
Sitwell Infant School	26-28th April 2
Woodsetts J&I School	14-16 <sup>th</sup> June 2
Thorpe Hesley Infant School	14-16 <sup>th</sup> June 2
Hospital Teaching and Home Tuition Service	7-8 <sup>th</sup> July 2
Brampton Cortonwood Infant School	13-15 <sup>th</sup> September 2
Newman Special School	13-16 <sup>th</sup> September 2
Brinsworth Howarth J & I School	27-29 <sup>th</sup>
September	2
Bramley Sunnyside Infant School	27-29 <sup>th</sup> September 2
Aston Fence J & I School	4-6 <sup>th</sup> October 2
Aston Comprehensive School	1-5 <sup>th</sup> November 2
Brinsworth Manor Infant School	8-10 <sup>th</sup> November 2

Since they were last inspected two of the schools have made very good improvement, four have made good improvement and in the other six improvement was satisfactory. The Hospital and Home Teaching Service had not been inspected before, therefore, no judgement in relation to improvement was made. The overall effectiveness of every school inspected was either satisfactory or better with nine being good overall and one very good.

Standards of pupil achievement and teaching and learning were judged as good in ten schools and satisfactory in three. In eight of the thirteen schools, the very good leadership of the head teacher was cited as a strength of the school. Value for money was good or better in ten schools and satisfactory in the other three. In all but one school, pupils' attitudes and behaviour were good and in over half of these it was very good.

The report set out the particular strengths in many of the schools inspected, ICT provision, accommodation issues, recurring areas for development and the role and focus of the School Improvement Service.

Overall, the School Improvement Service was pleased with the results and continued to work on areas for improvement in an attempt to gain better results in the future.

It was noted that a separate report on the Hospital and Home Teaching Service would be considered by the Cabinet Member, Education, Culture and Leisure Services.

Resolved:- (1) That the report be received.

(2) That those schools with very good and good provision be congratulated on the outcome of their OFSTED inspection.

(3) That schools with identified weaknesses be encouraged to improve further the quality of their educational provision as rapidly as possible.

**109. SUMMER 2004 FOUNDATION AND KEY STAGE 1 AND 2 ASSESSMENT RESULTS**

Consideration was given to a report of the Acting Principal School Improvement Adviser which set out attainment in Rotherham primary schools in 2004.

The report set out a 2004 Foundation Stage and Key Stages 1 & 2 Assessment Summary for the following:-

- (a) Foundation Stage
- (b) Key Stage 1
- (c) Key Stage 2
- (d) 1998-2003 Key Stage 2 Comparisons
- (e) Floor Targets apply to English, mathematics and science

An explanation of the scoring system was given.

At the Foundation Stage, assessment outcomes showed the weakest areas of capability are within Communication, Language and Literacy with a particular weakness in writing with an average score of 5.2 compared to the highest level of capability in the mathematics scale of Numbers as Labels and for Counting with an average score of 6.9. The differences in performance between girls and boys are evident at this stage, as reflected in this initial formal assessment. Girls outperform boys in all assessment scales. This is most pronounced in writing and creative development, reporting a gap of 0.8.

At Key Stage 1, in reading and writing the difference in performance between girls and boys remains a significant issue both locally and nationally. At Level 2 or better in reading the difference between girls and boys attaining that level is almost 9% (8% nationally) and in writing 13% (11% nationally). The gap has reduced in reading on 2003 and writing reflects a similar profile. At Level 2B the gap has narrowed slightly in

reading, 13% (11% nationally), but writing has widened to 18% (16% nationally). At Level 3, the gap in reading is 10% (9% nationally) and in writing it is 11% (10% nationally). These differences between the boys and girls are not a significant feature of performance in mathematics, though at Level 3 the boys do perform better than the girls.

At Key Stage 2 Level 4+, the results present a very positive profile of improvements for Rotherham compared to those reported nationally. The greatest majority of improvements at this level exceeded those nationally and prompted a letter of congratulations from David Milliband, the then Minister of State for School Standards. He praised the "excellent" Key Stage 2 results in 2004, and stated that children in Rotherham had some of the most improved results in the country for English and maths.

The report showed the improvement in Level 4 results from 1998-2004 and also the number of schools attaining 90% Level 4 or better, and the number of schools attaining below 50% Level 4.

In addition, the report indicates the number of schools with results below the DfES Floor Target of 65% Level 4+ attainment for primary schools. In 2004 the proportion of schools below this critical measure has been reduced from 2003 in English and mathematics. This reduction must continue and forms a specific focus for 2004/05 planned intervention in primary schools.

The meeting discussed the recent dip in Key Stage 1 results and it was reported that a review focussing on reading was to be carried out by the School Improvement Service, together with further work to identify characteristics of high performing schools.

In addition, it continues to be a priority in Rotherham to raise attainment in Key Stage 2 results.

The Acting Executive Director made the point that due to FSS funding, the spend on the School Improvement Service in Rotherham was amongst the lowest in South Yorkshire.

A chart was referred to showing Rotherham's performance compared with England and local LEA's for Key Stage 2 Aggregate Scores 1998-2004.

Resolved:- (1) That the report be received.

(2) That the emerging declining trends in Key Stage 1 be noted with concern, but the improvements in Key Stage 2, most particularly at L4+ be noted with pleasure.

(3) That members of this Scrutiny Panel encourage all schools to improve their results, and particularly those not currently meeting the DfES target of 65%.

(4) That further reports containing summary findings of the Key Stage 1 review of results be submitted to this Scrutiny Panel.

**110. ROTHERHAM SHOW**

In accordance with Minute No. 89 of a meeting of this Scrutiny Panel held on 20<sup>th</sup> December, 2004, consideration was given to a report of the Commercial and Promotional Services Manager, Culture, Leisure and Lifelong Learning on the system for applying hire charges for entries for the Horticultural Show held on 11<sup>th</sup> and 12<sup>th</sup> September 2004 as part of the Rotherham Show event.

In view of a need to ensure the financial viability of the Horticultural Show, a letter had been sent to Organisations/Societies in December, 2003 pointing out that following a financial audit of this year's Rotherham Show, it has been highlighted that the income received from entry fees only accounts for 3% of the prize money paid out. Furthermore the entry fee was the same for all classes despite the difference in prize monies.

The change in entry time/fees did result in the horticultural marquees being set up several hours earlier. In addition to this, no overtime costs were incurred for administrative staff who took entry fees, and revised measures had saved £4,634.48 of expenditure on the horticultural show.

The problem regarding double entry fees could have been avoided if Societies had telephoned their entry in prior to Friday, 10<sup>th</sup> September.

It is proposed that the same arrangements apply for 2005 Rotherham Show. Early meetings are to be arranged with allotment society secretaries and the Horticultural Society to explain why these changes have been made.

The fee increase was still considered to offer value for money and entrants were allowed to telephone late entries up until the Thursday at no extra cost.

The meeting agreed that Rotherham Show was an excellent event which was well attended by people from all over South Yorkshire and beyond.

The meeting discussed the use of Clifton Park for future events and the need for more up to date public conveniences.

The meeting was informed that a report on a proposed Heritage Lottery Bid for Clifton Park improvements was being prepared.

Resolved:- (1) That the report be received and noted.

(2) That a suitable press statement be issued to clarify the implications of changes in the Licensing Act on future Rotherham Shows. The strong feeling of this Scrutiny Panel is that the Show must continue to be

resourced by the Council in view of its benefit to Rotherham.

**111. WASTE STRATEGY CONSULTATION**

Waste Watch's Schools Waste Action Clubs (SWAC) are a fully supported waste education package provided free of charge to primary, secondary and special needs schools in a project area. They aim to:-

- increase understanding and awareness of waste issues among school staff and pupils
- encourage and support schools to reduce, reuse and recycle waste, leading to a real reduction in the waste produced by actively participating schools

All work is linked to the National Curriculum, as well as to Education for Sustainable Development, Citizenship and Healthy Schools and is delivered and fully supported by dedicated Education Officers who work directly with schools.

The four key partners involved in the project are:

- Waste Watch
- RMBC Waste Management
- Rotherham LEA
- Waste Recycling Environmental Ltd (WREN)

Half of Rotherham schools had expressed an interest in becoming involved in the initiative but due to funding only thirty-eight were able to take part.

Initiatives to reduce waste were put forward in a number of schools, one of the main areas of waste being paper due to schools not being able to install paper cycling facilities. However, some schools have a composting policy which has reduced the waste. Work had also focussed on pupils taking the recycling message into their own homes.

Although the project was initially intended to run for 3 years, changes in eligibility criteria for Landfill Tax Credit Scheme funding meant that the project was only funded for 1½ years. However, this still enabled the project to work with 38 schools, involving approximately 6,800 students and their teachers.

There are, however, plans for future waste education work in Rotherham. A new project 'Taking Home Action on Waste' has been devised to work with schools with the aim of increasing the use made of RMBC's kerbside recycling schemes. Funding applications have been made to the Community Recycling and Economic Development Fund and DEFRA's Waste Partnership Fund, the results of which are expected in March 2005.

One member praised the initiative and highlighted the importance of pupils' involvement in recycling.

Resolved:- That the report be received.

**112. MINUTES OF THE PREVIOUS MEETING OF THIS SCRUTINY PANEL HELD ON 31ST JANUARY, 2005**

Resolved:- That the minutes of the previous meeting of this Scrutiny Panel held on 31<sup>st</sup> January, 2005 be received and accepted as a true record.

**113. MATTER ARISING**

**Weekly Charges at Leisure Facilities**

One member expressed disappointment that at the Cabinet Member, Education, Culture and Leisure Services meeting held on 8<sup>th</sup> February, 2004 the Pricing and Access Issues report had not been referred to this Scrutiny Panel prior to determination despite a request by this Scrutiny Panel to do so (see Minute No. 94 of the Lifelong Learning Opportunities Scrutiny Panel held on 31<sup>st</sup> January, 2005).

It is said that this not only undermined the purpose of the scrutiny process but suggested a need for clarification on the role of Scrutiny Panel members.

Resolved:- (1) That the concerns of this Scrutiny Panel regarding the action of the Cabinet Member be noted.

(2) That the Scrutiny Adviser liaise with the Chair of the Performance and Scrutiny Overview Committee (PSOC) and the Head of Scrutiny Services with a view to this matter being discussed at PSOC.

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

Resolved:- That the decisions made under delegated powers by the Cabinet Member for Education, Culture and Leisure Services held on 11<sup>th</sup> and 18<sup>th</sup> January and 1<sup>st</sup> February, 2005 be noted.

**115. MINUTES OF MEETINGS OF THE PERFORMANCE AND SCRUTINY OVERVIEW COMMITTEE**

Resolved:- That the minutes of the meetings of the Performance and Scrutiny Overview Committee held on 14<sup>th</sup> and 28<sup>th</sup> January, 2005 be received.

**116. CHILDREN AND YOUNG PEOPLE'S BOARD**

The Panel received the minutes of the meetings of the above Board held on the 2<sup>nd</sup> December, 2004 and 3<sup>rd</sup> February, 2005.



**CABINET MEMBER FOR EDUCATION, CULTURE AND LEISURE SERVICES  
TUESDAY, 8TH FEBRUARY, 2005**

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

Councillor Thirlwall was also in attendance.

**148. SCHOOL ORGANISATION COMMITTEE**

Resolved:- That the minutes of a meeting of the School Organisation Committee held on 20<sup>th</sup> January, 2005 be received.

**149. GROUNDS MAINTENANCE CONTRACT**

The meeting considered Minute No. 158 of the meeting of the Cabinet Member for Economic and Development Services held on 12<sup>th</sup> January, 2005 relating to the negotiations between the Head of Streetpride and Ringway Highway Services Ltd in respect of the reduced contract value for the delivery of grounds maintenance service.

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

(2) That the Green Spaces Manager and Acting Strategic Leader, Resources and Information discuss with the Streetpride Landscape Manager (a) service delivery in terms of flexibility within the Contract to maintain green spaces and playing pitches and (2) the increased charges and impact on schools' budgets.

(3) That the suggestion of a Members' Seminar be raised with Economic and Development Services.

(4) That a further report be submitted to a future meeting on the outcome of (2) above.

**150. BUDGET MONITORING REPORT AS AT DECEMBER, 2004**

Consideration was given to the seventh Budget Monitoring Report for the Programme Area in 2004/05, with a current forecast to overspend against budget for the financial year by £553k (0.35%).

This relates to budget pressures in both Culture and Leisure Services (£485k) and Education Services (£68k).

A detailed variance analysis is included in the attached appendices.

The Culture and Leisure Services overspend primarily relates to continued pressure on sport and recreational facility budgets, as experienced in previous years.

In addition, Culture and Heritage forecast an overspend of £121k mainly due to a shortfall in income, due in part to a loss of room hire income at the Arts Centre due to the utilisation of the room as a call centre and the temporary closure of Clifton Park Museum.

The Culture and Leisure overspend is partly offset by a saving on the Library Service budget resulting from a moratorium on procurement spending and slippage in staff recruitment (£68k).

The Education Services' forecast overspend relates to net overspends in Strategic Management (£37k), Access to Education (£96k), Non-schools funding (£35k) and the under-recovery of income on the schools' HR contract with RBT (£70k). These are partly offset by savings in Special Education (£170k) mainly due to slippage on the implementation of the new Greasborough PRU due to difficulties in staff recruitment, and which is now operational.

The forecast outturn as at December (£553k) shows an increase of £156k from the overspend reported in November.

All possible action, as detailed in the report, is being taken to minimise overspending in the Programme Area.

The meeting debated a number of factors in terms of the most appropriate way of resolving longstanding budgetary pressures.

These included:-

- loss of room hire income at the Arts Centre
- hire charges at the Arts Centre
- under-recovery of income on the schools' HR contract with RBT
- overspend on sport and recreational facility budgets
- accumulative budget pressures/impact on 2006/07 budget

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

(2) That a report be submitted to a future meeting after the commencement of the Base Budget Review exercise in March, 2005.

(3) That the concern raised regarding the schools' HR contract with RBT be drawn to the attention of the RBT Liaison Group.

(4) That a copy of this Minute be forwarded to the Scrutiny Adviser responsible for the Democratic and Resources Scrutiny Panel and the Executive Director, Resources in order to draw attention to the need to reconsider the retention of risk and consequent budget overspend in relation to the schools' HR contract with RBT.

**151. CULTURE AND LEISURE SERVICES: PRICING AND ACCESS ISSUES AND PROPOSALS FOR 2005-06**

Consideration was given to a report of the Strategic Leader, Culture, Leisure and Lifelong Learning on Pricing and Access Issues and Proposals for 2005/06.

Budget management considerations have brought into perspective a number of longstanding pricing and access issues within the service which are contributing to pressures on budgets across the service area generally but particularly within the Leisure and Green Spaces Service.

The report proposes a revised Schedule of Fees and Charges for Culture & Leisure Services which reflect inflation price increases for implementation in April, 2005, together with some proposed changes to pricing structures for implementation at the same time.

The report set out background information, a prediction of the impact on service income arising from each measure, sensitivity analysis, benchmarking work, and assessment of the likelihood and impact of different levels of customer fall-off.

The meeting was asked to recognise that a number of issues underlie current budget pressures in Culture & Leisure. The recommendations outlined in the report will contribute to easing those pressures, though many other factors are involved, including the poor physical condition of many buildings, the point being made that adjustments to pricing and access mechanisms will not in themselves eliminate the whole of the present budget pressure.

The Cabinet Member referred to the existing policy in respect of the concessionary use of Culture & Leisure services and facilities, and reaffirmed that policy on charging for the use of those facilities should be strictly adhered to. In particular, requests for the use of facilities to host events in support of the Mayor's Charity should be supported only on the basis that all costs associated with making staff and facilities available, including loss of income where relevant, were recovered by Culture & Leisure from the event sponsor.

This led to a discussion on the following issues:-

- staff costs associated with free use of rooms
- possible savings on Special Events Budget within Democratic Services and potential for this to fund events for the Mayor's Charity
- criteria/model to be applied following a request for concessionary use – i.e. must contribute to features within the Cultural Strategy or Sport & Recreation Plan

The meeting was reminded that this was the first pricing review since the inspection by the Audit Commission in 2004 who had criticised the Authority for not targeting its resources more effectively.

Resolved:- (1) That, in respect of Standard rate pricing, a general price increase of 3% with effect from 1<sup>st</sup> April 2005, or the commencement of the spring/summer season, whichever is the sooner, be approved.

(2) That, in respect of Age-related concessionary pricing, the revision of discounts for under-16s and over-60s from 50% to 35%, be approved.

(3) That, in respect of Income-related concessionary pricing, the revision of discounts for Rothercard holders from 50% to 35%, with Junior Rothercard continuing to apply to those services and activities for which it currently offers eligibility, but at a standardised rate of 10% further discount on full Rothercard rates, be approved.

(4) That, in respect of underpricing of key services, a revised pricing structure for a small number of specific services and activities be approved.

(5) That, in respect of requests for free or concessionary use of Culture & Leisure services and facilities, a revised pricing tariff for meeting rooms and other spaces providing for an amended discount of 35% for concessionary use within existing criteria be approved with effect from 1<sup>st</sup> April, 2005; and that a more detailed report be submitted to a future meeting with a view to the introduction of a consistent and more sustainable concessionary use policy across Culture & Leisure from September, 2005.

(6) That, in respect of peak time activity, the current policy of not restricting concessionary access to facilities to off-peak times, be confirmed.

(7) That block payment for activity courses remains the main payment option, with the introduction of a weekly payment option for Rothercard holders only from 1<sup>st</sup> April 2005.

(8) That the key principles agreed through the above resolutions, form the basis of negotiations with bidders in connection with the pricing and access requirements which will form part of the Sport & Leisure/Joint Service Centre PFI/PPP programme.

(9) That a further report detailing recent examples of costs incurred by the Service in respect of free use for fundraising events for the Mayor's Charity be submitted to a future meeting.

152.

**ST. ANN'S PRIMARY SCHOOL - REQUEST TO NAME PART OF A SCHOOL BUILDING**

Consideration was given to a report of the Acting Strategic Leader, Resources and Information regarding a request received from the school's governing body of St. Ann's Primary School for permission to name the new theatre building at the school to the 'Malvyn Butler Theatre' in order to commemorate the late chair of governors.

Resolved:- (1) That the request to name part of the St. Ann's Primary school to the 'Malvyn Butler Theatre' be approved.

(2) That the Head Teacher be informed accordingly.

(The Chairman authorised consideration of the following item in order to keep Members fully informed)

**153. CLIFTON PARK MUSEUM**

The Manager, Libraries, Museums and Arts gave a verbal report on the recent success of the opening of Clifton Park Museum.

Approximately seven thousand people had visited the Museum in the previous week and both the Café and Shop had been very popular.

Resolved:- That the verbal report be noted with pleasure.

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

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

**155. GRANGE PARK GOLF COURSE - PREFERRED PARTNERS**

Consideration was given to a report of the Strategic Leader, Culture, Leisure and Lifelong Learning regarding the process of selecting a partner to carry out the future management and operation of Grange Park Golf Course, which has now reached a stage where it is necessary to enter into detailed negotiations with a preferred partner.

The meeting discussing the following issues:-

- Lease term
- Marketing
- Security

Resolved:- (1) That detailed negotiations with the preferred partner, as agreed by the interview panel at the bidders presentation meeting on 24<sup>th</sup> January, 2005, be approved.

(2) That detailed negotiations with the second suitable partner be entered into, if those with the preferred partner do not lead to a satisfactory outcome.

(3) That a report be submitted to a future meeting upon the conclusion of the detailed negotiations.

(4) That a further Appendix summarising the responses to questions raised be forwarded to the Cabinet Member and Advisors, Education, Culture and Leisure Services.

(Exempt under Paragraph 7 of the Act – information relating to the financial or business affairs of any particular person).

**156. OPENING OF TENDERS - EDUCATION, CULTURE & LEISURE SERVICES, SOCIAL SERVICES**

The Cabinet Member opened two tenders received for a Contract for the Supply of Milk, Dairy and Bakery Products for the Education Catering Services and Adult Services.

Resolved:- That RBT-Procurement, together with Officers from Social Services and Education, Culture and Leisure Services, evaluate and accept the appropriate tender in accordance with delegated powers.

(Exempt under Paragraph 8 of the Act – information relating to the amount of expenditure proposed to be incurred by the authority under any particular contract for the supply of goods or services).

**CABINET MEMBER FOR EDUCATION, CULTURE AND LEISURE SERVICES  
TUESDAY, 15TH FEBRUARY, 2005**

Present:- Councillor Boyes (in the Chair); Councillor Littleboy.

Apologies for absence were received from Councillor Austen.

**157. LEA GOVERNOR APPOINTMENTS**

Pursuant to Minute No. C50 of January 2000, consideration was given to nominations received to fill LEA vacancies on school governing bodies.

Resolved:- That, with the effective date of appointment, the following appointments be made to school governing bodies:-

Anston Park Junior	Mrs M E Bridges JP	15/02/05
Aston Fence J&I	Mrs V Otley	15/02/05
Brinsworth Manor Infant	Mrs M Rollinson	15/02/05
Coleridge Primary	Mr D Ellum	15/02/05
Flanderwell Primary	Mrs A Myers	15/02/05
Flanderwell Primary	Mr P Jarvis	15/02/05
Kiveton Park Infant	Mr A Hanks	15/02/05
Maltby Craggs Infant	Mr A Barclay	15/02/05
Meadowhall Junior	Mrs C Bowler	
15/02/05		
Rawmarsh Rosehill Junior	Cr R Stone	15/02/05
Whiston J.& I.	Cr B Cutts	
15/02/05		
Wickersley Northfield Primary	Mrs M Crookes	15/02/05
Wickersley Northfield Primary	Mrs C Parker	15/02/05
Our Lady & St Joseph's Cath. Prim.	Mrs A Roche	
15/02/05		
Thrybergh Fullerton C.of E. Primary	Mr R Ackroyd	
15/02/05		
Wath C.of E. Primary	Mrs J Hampshire	
15/02/05		
Dinnington Comprehensive	Mrs J Burton	
15/02/05		
Dinnington Comprehensive	Mr P Wardle	
15/02/05		
Dinnington Comprehensive	Mr R Perrin	
15/02/05		
Wales High School	Mr M Green	15/02/05

**Re-appointments**

Blackburn Primary	Mr D Waller	27/03/05
Bramley Grange Primary	Mrs A Brown	27/03/05
Thorpe Hesley Infant	Mr G Brown	

27/03/05		
Thorpe Hesley Infant	Mr W J Dyer	
27/03/05		
West Melton J.& I.	Mr M Simmons	27/03/05
Wickersley School & Sports	Mrs M Oldfield	
27/03/05		
College		

All the above appointments are subject to satisfactory checks being undertaken.

**158.        PROGRESS REPORT ON CULTURE, LEISURE AND LIFELONG LEARNING IMPROVEMENT ACTION PLAN AND SERVICE PLANNING**

Consideration was given to a report of the Libraries, Museums & Arts Manager on the progress made by Cultural Services following the Regular Performance Assessment (RPA) carried out by the Audit Commission in January 2004. The report also brings to Members' attention work done to date to determine strategic outcomes and target audiences for the Service Area, in line with the requirements of the Audit Commission and the revised RMBC Service Planning Guidance.

The RPA inspection of Cultural Services identified a broad range of achievements and successes and highlighted a number of areas the service should focus on in order to sustain the goal of continuous improvement.

An improvement plan was established in January 2004 and is currently in its 13<sup>th</sup> month of implementation. Progress is being made on all of the areas identified by the inspection.

The report highlights key areas for improvement and progress made, and incorporates recommendations from the Best Value Review on Sport and Leisure (August 2001) Light touch inspection on Sport and Leisure (December 2003) and Regular Performance Assessment on Cultural Services (March, 2004).

The report included the following appendices:-

- Appendix 1 - Action Plan, including current status
- Appendix 2 - Mapping exercise against key Strategy documents
- Appendix 3 - Proposed Culture and Leisure Service Strategic Outcomes and Target Communities

The majority of the improvements to date have been achieved from within current budgets. However, certain elements have required additional funding, as identified in the report now submitted.

The Audit Commission has made it clear that the Service needs to target resources more effectively on identified priority groups, and that this must



be clearly demonstrated.

The meeting referred to a range of other strategies all of which impact on service planning. These include:-

- Corporate Plan and Local Strategic Partnership priorities
- Alignment to cross-cutting issues
- Contribution to CPA/Links to inspection
- Link to Best Value Performance Indicators

This was to be the final update on the RPA which would be superseded by the new Service Plan.

Resolved:- (1) That the report be received.

(2) That the proposed Strategic Outcomes and target audiences are approved to allow the Culture and Leisure Service Plan to be prepared.

(3) That a presentation to demonstrate how Culture fits into the overall Service Plan be given at a future meeting of the Cabinet Member, Education, Culture and Leisure Services, and The Cabinet.

**159. LGA ANNUAL CULTURAL SERVICES CONFERENCE 2005 - BROADENING HORIZONS**

Consideration was given to attendance at the Annual LGA Cultural Services Conference 2005 – Broadening Horizons.

Resolved:- That one Officer be nominated to attend the above Conference to be held in London on the 17<sup>th</sup>-18<sup>th</sup> March, 2005.

**CABINET MEMBER FOR EDUCATION, CULTURE AND LEISURE SERVICES  
TUESDAY, 1ST MARCH, 2005**

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

Apologies for absence were received from Councillors Rushforth.

**160. MINUTES OF PREVIOUS MEETINGS**

Resolved:- That the minutes of meetings of the Cabinet Member, Education, Culture and Leisure Services held on 1<sup>st</sup> and 8<sup>th</sup> February, 2005 be received.

**161. TOURISM PANEL**

The minutes of a meeting of the Tourism Panel held on 7<sup>th</sup> February, 2005 were received.

**162. INTENSIFYING SUPPORT PROGRAMME (ISP)**

Consideration was given to a report of the Strategic Leader School Improvement regarding the progress and impact of the Intensifying Support Programme now operating in ten primary schools. The intended purpose of this programme is to raise attainment in those schools with results consistently below the DfES floor target of 65% of pupils achieving Level 4 or above at the end of Key Stage 2 for English and/or mathematics.

The Intensifying Support Programme, which arose out of and builds upon the work of the National Literacy and Numeracy Strategies, was initially piloted in 2002 in thirteen LEAs to support low-achieving schools. As a result of this successful pilot, the programme was extended in 2004 to a further seventy-six LEAs including Rotherham.

The report set out the following:-

- Aims of the programme
- How schools were identified
- Amount and nature of support
- Evaluation of support and success of the programme

The Programme is supported through the Standards Fund and this funding will continue at the same level for a second year (2005/06) to ensure that progress is maintained.

In addition, those primary schools causing the LEA most concern, draw significantly on additional support from the School Improvement Service and across the Programme Area. It is anticipated that the focus within the programme on improving leadership and management will enable these

schools to become more autonomous and need less support in the future.

The meeting was informed of the work taking place within the LEA in order to ensure new systems are implemented in schools, and the challenges the work posed for schools.

The benefits of raising the attainment of children in all year groups and schools was beginning to emerge.

A model of curriculum setting is being encouraged for use by all schools.

Resolved:- (1) That the report be received.

(2) That, subject to continued funding, the programme is sustained in all schools presently on the programme until standards improve and the school leadership has the capacity to sustain that improvement.

(2) That a copy of the final report and improvement actions be placed on a future termly agenda of Governing Body meetings.

(4) That the attention of Members of the Lifelong Learning Opportunities Scrutiny Panel be drawn to the excellent work that is taking place within Rotherham schools to raise the attainment of pupils.

#### **163. 2004 A2 AND AS LEVEL EXAMINATION RESULTS**

Consideration was given to a report of the Strategic Leader School Improvement containing details of A2 and AS Level examination results for 2004 and how they compare to previous years, national averages and the results of Statistical Neighbours.

Eight out of the sixteen secondary schools make provision for post 16 students. Schools offer two types of course; Advanced Level General Certificate of Education (FCE) and Vocational Courses. The report covers the schools' achievements in GCE Advanced Level examinations.

Since September 2000, major changes have occurred to the curriculum delivered in school sixth forms. Young people in post 16 learning have been encouraged to study a broader range of subjects beyond the traditional three "A" levels with a large number of new subjects being introduced.

The study of General National Vocational Qualifications (GNVQ) has been supported as both individual courses and in combination with A Levels. Key Skills have also been encouraged to support learning in areas such as Communication and ICT. These changes were designed to give breadth to the Post 16 curriculum.

Advanced level qualifications – A level and Advanced General National Vocational Qualifications have also changed in order to create more

common features between advanced level qualifications and to increase flexibility by breaking large qualifications down into smaller blocks which could be combined into broader learning programmes.

These changes mean that individual learners now have an opportunity to develop complex programmes of study that can be assessed by a wide range of qualifications. This makes it very difficult to make comparisons using data collected over recent years.

The report gave details on the following areas:-

- Results Overall
- Results by Entry
- Results by gender
- Additional information by school and subject

Resolved:- That the report be received and the information noted.

#### **164. GCSE EXAMINATION RESULTS 2004**

Consideration was given to a report of the Strategic Leader School Improvement which contained details of the GCSE examination results for 2004 and how they compare to previous years, the national average and the results of statistical neighbours.

The presentation of GCSE results is complicated by the different ways in which the results are expressed.

A new system has been introduced this year to calculate the average point score of pupils, this includes a wider range of GCSE equivalent qualifications. Comparisons for this indicator can only be made, therefore, against other figures for this year and not against performance in previous years.

The percentage of pupils achieving 5+ GCSEs at the higher grade A\*-C has increased by 1.5% to 45.9% in 2004 (including pupils in special schools) against a national average of 53.7%. This is an improvement of 1.5% on 2003 against a national improvement of only 0.8%. The gap between the performance of schools in Rotherham and the national average has narrowed from 8.5% in 2003 to 7.8% in 2004.

The percentage of pupils achieving 5 A\*-G grades has fallen slightly this year and remains slightly below both the national average and the average for Statistical Neighbours.

Only 5% of pupils in Rotherham left school in 2004 with no GCSE equivalent passes. This is slightly below both the national average and the average for Statistical Neighbours.

The Council, through its OFSTED Action Plan and Educational

Development Plan is striving to raise the attainment of pupils in Rotherham schools. Nine schools improved their 5+ A\*-C results in 2004.

The focus for support will continue to be on those schools where the progress of pupils from Key Stage 2 to Key Stage 4 is less than that which would be expected in similar schools nationally as indicated by the Value Added tables and the Fischer Family trust data.

Resolved:- That the report be received.

**165. THE FUTURE OF OFSTED INSPECTIONS - SEPTEMBER 2005 AND BEYOND**

Consideration was given to a report of the Strategic Leader School Improvement on the proposed framework for Ofsted Inspections from September 2005 and beyond.

The report drew attention to the following:-

Summary of implications for schools of the proposed framework:

- Minimal notice of forthcoming inspection – two to three days
- Maximum period between inspections will be three years to provide more up to date reports on every school
- Reduced inspection days
- Need for schools to be prepared for inspection at all times
- Critical role of School Self Evaluation (S.E.F.)

Summary of implications for the Council of the proposed framework:

- Challenge and support will need to be targeted towards schools' self evaluation processes
- Maintain an up to date perspective on schools' capacity for rigorous self evaluation
- Revisions will be needed to the present system for categorising schools to inform level of intervention required
- Increase the number of schools reflecting the characteristics of autonomous self improving school

The report set out the following information:-

- Outline of Proposals
- Children's Services agenda
- Pilot School's Experience
- School Evaluation Form (SEF)
- Current strengths in schools' self evaluation
- Necessary developments in schools' present self-evaluation

Features of the pilot school's experience were highlighted.

Resolved:- (1) That the report be received.

(2) That the implications for both the schools and the Council of the proposed framework be noted.

**166. AUDIT OF GOVERNING BODY EFFECTIVENESS**

Consideration was given to a report of the Strategic Leader School Improvement on the revised OFSTED Framework which is scheduled to be introduced from September 2005,

The revised framework will place a much greater emphasis on school self-evaluation and on the governing body playing a critical role in that process in terms of how well they know their school's strengths and weaknesses and of the leadership and management of their school.

Allied to the reduced notice of inspection, from the present 6-10 weeks to 2-5 days, schools and governing bodies will be unable to use this time to "prepare" for the inspection. It is crucial therefore that schools and governing bodies know their schools well. Equally important however, is the governing body's ability to assess their own effectiveness because, as studies have shown, an effective governing body will have a direct impact on the success of the school by setting the climate for improvement.

The **Audit of Governing Body Effectiveness** is a tool that has been developed by the Governor Development Service to support governing bodies in assessing their own effectiveness and it is expected that governing bodies complete this Audit during the Spring Term 2005 and subsequently on an annual basis. The outcomes of this self review process could then feed into the overall school self review process and, where appropriate, the School Improvement Plan.

How the Audit is completed has to be determined by each governing body.

The report contained a number of options available for consideration, however, the governing body can determine another option if this meets their needs more effectively.

Action Plans will be drawn up at the conclusion of the Audit exercise.

It was suggested that two key elements of this exercise are in strengthening the role of key Governor, and LEA Governor training.

Resolved:- (1) That the report be received.

(2) That the introduction and use of the "Audit of Governing Body Effectiveness" be supported.

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

Resolved:- That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 8 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to expenditure proposed to be incurred by the Authority under a particular contract).

**168. PAYMENT OF CONSULTANCY SUPPORT - GRANGE PARK GOLF COURSE**

Consideration was given to a report of the Strategic Leader Culture, Leisure and Lifelong Learning regarding the need to invoke Standing Order 35, given the specific circumstances outlined in the report, in order to allow consultants that have been used to support the selection of management partners for Grange Park Golf Course to be paid additional expenses.

Resolved:- (1) That the report be received.

(2) That the invoking of Standing Order 35 be agreed to enable an additional payment to be made to GDG Acornbridge as a consequence of the circumstances outlined in the report submitted, and having regard to the representation of the Officer.

**THE ROTHERHAM CHILDREN AND YOUNG PEOPLE'S BOARD  
THURSDAY, 3RD FEBRUARY, 2005**

Present:- Councillor Stone (in the Chair); Councillors Boyes, Ellis, Gosling, Kirk, Littleboy, Angela Bingham (Voluntary Sector), Imogen Clout (Voluntary Sector), Ann Lawrence (Non-Exec RPCT), J. McIvor (PCT), Ellen Smith (Rotherham General Hospitals), Joyce Thacker (Connexions) and Dave Featherstone (District Commander, South Yorkshire Police).

**Also in attendance:-**

Mike Cuff (Chief Executive), Di Billups (Executive Director, Children and Young People's Development), John Gomersall (Executive Director (Social Services), Peter Rennie, Ged McNulty and Simon Hughes (Simon Hughes Associates).

**1. FIVE A DAY**

The Chairman referred to the achievement of providing "Five a Day" in every Rotherham school as part of the healthy eating initiative.

Rotherham is the first area in the whole of the Yorkshire and Humber region where every eligible school has signed up for the school fruit and vegetable scheme. Every school day nearly 11,500 Rotherham pupils at 91 schools now enjoy a free healthy snack.

Members of the Board welcomed this as an important part of supporting children in every school. Particular reference was made to the involvement of various organisations and partners to achieve this service.

Agreed: That everyone concerned be congratulated on this achievement.

**2. APOLOGIES FOR ABSENCE.**

Apologies were received from Kath Henderson, Philip Marshall and Sarah Whittle.

**3. MINUTES OF PREVIOUS BOARD - 2ND DECEMBER, 2004**

The minutes of the Board held on 2nd December, 2004 were agreed as a correct record.

**4. MINUTES OF THE EXECUTIVE GROUP HELD ON 16TH DECEMBER, 2004 AND 20TH JANUARY, 2005**

The minutes of the Executive Group and key issues were noted.



**5. CHILDREN ACT 2004**

Di outlined the matters set out in the report circulated which summarised that

The Children Bill was given Royal Assent on Monday 15 November 2004. This follows the publication of the Green Paper 'Every Child Matters' in 2003 which proposed changes in policy and legislation in England to maximise opportunities and minimise risk for all children and young people, focussing services more effectively around the needs of the child, young people and families. The consultation on the Green Paper showed broad support for the proposals, in particular the intention to concentrate on outcomes that children and young people themselves have said are important, rather than prescribing organisational change. This is very much aligned to the views expressed by Rotherham.

The Act has been produced in the light of this consultation and gives effect to the legislative proposals set out in the Green Paper to create clear accountability for children and young people's services , to enable better joined up working and to secure a better focus on safeguarding children.

Agreed: (1) That Members note the requirements of the Act

(2) That officers produce papers detailing the individual guidance provided by the DfES around the role of the Lead Member, Director of Children's Services and Voluntary Sector etc, and that these are consulted upon.

(3) That the Development Team continue to move forward as agreed, in bringing in the integration of children's services in line with the requirements of the Act.

(4) That members receive regular progress reports regarding planned developments.

**6. ROLE OF MEMBER & SENIOR EXECUTIVE DIRECTOR**

Di outlined the matters set out in the report circulated which detailed that across central and local government and all agencies that work with children, there is a shared commitment to ensure that every child has the opportunity to fulfil their potential. Achieving this vision will require national and local government to move to a position where:

- The well being of children and young people is at the heart of all policies and all agencies are working together toward shared outcomes.

- Clear overall responsibility and accountability exist for services.
- Key services are integrated around the needs of the children and young people, and mechanisms are put in place to involve them in determining how their needs are met.

To ensure clear accountability locally, the Children Act 2004 requires every Children's Service Authority (CSA) in England to appoint a Director and lead member for Children's Services (DCS). The DCS and the Lead Member respectively will provide a professional and political focus for children's services. They have three key roles:

- **Responsibility and accountability** for local authority children's services;
- **Leadership** to drive change;
- **Forging partnerships** to bring together relevant local partners.

The DCS and Lead Member are accountable for the Children's Services Authority functions in four main areas:

- a. **education services** – the authority's functions in its capacity as a local education authority (excluding certain LEA functions for adults)
- b. **social services** – the authority's social services function in so far as they relate to children and the local authority's functions for children and young people leaving care;
- c. **health services** – functions exercised by the authority on behalf of an NHS body, in so far as they relate to children;
- d. **inter – agency co-operation** – the new functions in the Children Act to build and lead arrangements for inter agency co-operation.

Agreed: (1) That the well being of children and young people is a priority and placed at the heart of the Community and Corporate Plan and policies related to this agenda.

- (2) That strategic planning is in place to ensure that all agencies are working together toward shared outcomes.
- (3) That consideration is given to new structures which reflect the requirements of the Act on the appointment of the Senior Executive

Director for Children and Young People's Services.

- (4) That consideration is given to the appointment of an elected member with responsibility for Children and Young People's Services, to coincide with the appointment of the Senior Executive Director Children and Young People's Services.

**7. APPOINTMENT - UPDATE.**

Mike reported that Sonia Sharp, currently Deputy Director of Education at Leeds, would take up the post of Senior Executive Director, Children and Young People's Services Development, at the end of April, 2005.

Mike referred to the interview process, which had included a wide range of organisations and partners and young people.

Agreed:- (1) That the position be noted.

(2) That everyone involved in the appointments process be thanked for their efforts.

**8. SAFEGUARDING BOARD DEVELOPMENT - PROGRESS.**

Mike reported that he had chaired the meeting of the Safeguarding Board yesterday and was pleased to report that good progress was being made with a variety of issues.

He reported that Zafar Saleem would be a member of the Safeguarding Board to advise on equalities and equal opportunities issues.

Agreed: That the good progress be welcomed.

**9. CONSULTATION ON INSPECTION FRAMEWORK.**

Di reported on the consultation document received and the need to respond by 24th February, 2005. It was proposed that the draft response be finalised by the Executive Group and emailed to Board Members for final comment.

Agreed:- That the above process be approved.

**10. CHILDREN'S INCLUSION & SUPPORT SERVICE AND ROTHERHAM CHILDREN'S FUND LOCAL EVALUATION**

Ged McNulty reported on the CISS Project and summarised that, following the difficulties encountered during the development stage, by the Children's Inclusion & Support Service (CISS), one of the Children's Fund projects supported by 25% Youth Crime Prevention allocation, it was felt necessary to give a brief history of the CISS and to update the Executive Group and Children's Board on the progress made by the CISS since October 2004.

Ged was pleased to report that the Project was now based at Montgomery Hall, Wath upon Dearne and that the new Steering Committee were making good progress with the initiative, service delivery and monitoring.

In addition, Simon Hughes reported on the Children's Fund Local Evaluation Progress Report and also about plans for the development of a robust system for monitoring quality, effectiveness and value for money of Children's Fund supported services. It is planned that throughout the year the Group and Board can be informed about how Children's Fund projects are delivering quality services and how they can provide evidence of this quality. The purpose of this process will be to ensure that future commissioners of services will have the evidence and knowledge to be able to make informed choices about which services they wish to purchase.

Simon reported that he acted as a "Critical Friend" and provided advice on systems, monitoring and evaluation of Children's Fund projects, in three stages, as follows:-

1. Development of partnership/organisation.
2. Planning and design of services.
3. Review delivery of services on the basis of prevention, partnership and participation.

Simon proposed that further work be undertaken on inputs, outcomes and indicators and that case study reviews be reported to the Executive and to the Board on a regular basis.

Agreed: (1) That the good progress now being made with CISS be welcomed.

(2) That the Executive Group and Board receive progress reports and case study reviews on the Children's Fund Projects on a regular basis.

**11. DATE OF NEXT MEETING**

The next meeting is scheduled to take place on Thursday, 3<sup>rd</sup> March, 2005 at 10.00 am.

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

Resolved:- That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in those paragraphs, indicated below, of Part I of Schedule 12A to the Local Government Act 1972.

**13. SEXUAL EXPLOITATION TASK & FINISH GROUP - PROGRESS.**

Di gave an update and reported that a meeting of the Sexual Exploitation Task and Finish Group would be held shortly.

**PERFORMANCE AND SCRUTINY OVERVIEW COMMITTEE**  
**11th February, 2005**

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

Apologies for absence were received from Councillors R. S. Russell and St.John.

**98.           DECLARATIONS OF INTEREST**

There were no declarations of interest made at this meeting.

**99.           BEST VALUE REVIEW OF COMMUNITY BASED SERVICES**

Helen Best, Project Manager Review of Community Based Services, presented the submitted report on the progress of the Best Value Review of Community Based Services. The review had recently reached its mid-point in terms of allocated time and the report outlined the progress made in meeting the review's targets.

The assessment of service areas was on target and the consultation with staff and stakeholder agencies was ahead of target. The public consultation although behind target was now underway and likely to be completed fully by the end of March, 2005. The inputting of data via SNAP had been delayed due to circumstances beyond the control of those working within the Social Services Department and highlighted were issues relating to inter-agency communication and response times.

The research was focussing on gathering both quantitative and qualitative data about service development and delivery, outcomes for service users and carers and on staff networking.

The report set out :-

- Background to the review
- Best Value Review Group
- Assessment of Service Areas
- Comparison with other Authorities
- Consultation with Service Users, Potential Service Users and Carers
- Finance

Also submitted was an addition to the Action Plan covering activity beyond February, 2005 in draft form for discussion with the Best Value Review Group and Best Value Review Team.

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

- inspection timescales
- need to link in to relevant scrutiny reviews already carried out

- criteria for selecting which Councils to visit
- remit and scope of the review
- input from Neighbourhood Management
- strategic procurement strategy
- impact in terms of Gershon savings
- Commission for Social Care/Inspection

Resolved:- (1) That the information be noted, particularly that the consultations was providing both qualitative and quantitative data and that the response to the questionnaires had so far been encouraging.

(2) That there was a need to link in to relevant scrutiny review work carried out.

(3) That the remit of the review group and scope of the review be clarified.

(4) That consideration be given to linking in the work to the National Service Framework and Strategy for Older People.

(5) That the final draft of the project's report and its recommendations be presented to this Committee.

#### **100. CONNEXIONS : EMERGING ISSUES**

Rod Norton , Young People's Service Manager, explained the background to the Connexions service and the reasons for the organisational changes.

Negotiations had commenced in November, 2004 and it was proposed that Rotherham be the host body for Connexions South Yorkshire. The four local authority solicitors had met regarding the Connexions deed and a report was expected shortly for Corporate Management Team which would subsequently be submitted to Members and the Cabinet.

The deed would include the issue of a Rotherham Scrutiny Panel for the Connexions Service in South Yorkshire. The Rotherham Scrutiny Panel could provide information to other scrutiny panels on request.

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

- which scrutiny panel should be responsible for Connexions South Yorkshire
- need for a tax avoidance disclosure
- remit of Connexions
- background to Rotherham being proposed as the host organisation

- resource implications
- composition of the Advisory Board
- elected Member representation on the Advisory Board

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

(2) That the principle of Rothe rham leading on scrutiny of Connexions South Yorkshire be agreed.

(3) That Rod Norton and Cath Saltis liaise and incorporate the Committee's views in the report for Corporate Management Team,

(4) That Rod Norton liaise with the Heads of Legal and Democratic Services and Corporate Finance to clarify the position regarding the issue of a disclosure of tax avoidance.

(5) That further reports be submitted as appropriate.

#### **101. PROTOCOLS FOR CROSS CUTTING REVIEWS**

Cath Saltis, Head of Scrutiny, referred to checklists for reviews and that, in practice, cross cutting reviews were being carried out. However, there was no formal protocol for such working.

It was felt that any protocol needed to be simple and not prescriptive, giving scrutiny panels the flexibility to initiate a review and communicate at the scoping stage.

Resolved:- That Cath Saltis strengthen the current checklist into the form of a protocol.

#### **102. JOINT SCRUTINY SOUTH YORKSHIRE**

The Chairman raised the question of how to tackle South Yorkshire wide issues making reference to such issues as blue light services, health and transport.

It was proposed to build some cross cutting work into the programme for next year.

Resolved:- That the Chairman liaise with the Chairs of the other local authority scrutiny committees with a view to taking this initiative forward.

#### **103. ANNUAL SCRUTINY PLAN : PROGRESS**

Cath Saltis, Head of Scrutiny, indicated that scrutiny overall was excellent regarding reviews and outputs and that scrutiny advisers would be working with Chairs and Vice-Chairs of Panels to pull information



together.

Two areas requiring further work were with regard to (a) the policy review programme and (b) scrutiny and area assembly/community involvement working.

The profile of scrutiny had been raised nationally but not so much locally.

Reference was made to the forthcoming request to carry out a review of area assemblies and that such review should be carried out by the Democratic and Resources Scrutiny Panel.

Reference was also made to the need to think about what scrutiny would look like when cabinet portfolios were finalised.

Resolved:- (1) That a Special Meeting take place in April, 2005, to consider the position after portfolios had been finalised.

(2) That, in the meantime, the Chairman pull together models of good practice.

**104. MINUTES**

Resolved:- That the minutes of the previous meeting held on 28th January, 2005 be approved as a correct record for signature by the Chairman.

**105. WORK IN PROGRESS**

Members of the Committee reported on the following issues :-

(a) Councillor License reported budget considerations.

(b) Councillor Doyle reported consideration of progress on past reviews and the domestic violence agenda.

(c) Councillor Hall reported ongoing review work regarding Wardens/Caretakers/Rangers and a special meeting next Tuesday regarding the Waste Management Strategy.

(d) Councillor Sangster reported :-

Regeneration Scrutiny Panel

- budget considerations
- consideration of implications of Civil Contingency Act
- consideration of the regeneration of housing estates

- receipt of a letter of thanks from Vaughan Williamson, South Yorkshire Police, regarding the Off Road Motorcycle Nuisance Initiative

#### Health Scrutiny

- the Health Services Working group were to have a joint scrutiny level meeting

(e) Councillor Stonebridge reported :

- the first part of the review of the LSP was coming to an end. The second part would look at the working of spokes and the work of the voluntary sector
- the use of consultants by the Authority and the possible need for a future cross cutting review

(f) Cath Saltis reported that the Centre for Public Scrutiny had invited Rotherham to participate in a case study regarding how Rotherham engages members of the community in scrutiny reviews and scrutiny work.

#### **106. CALL-IN**

There were no formal call in requests.

(The Chairman authorised consideration of the following items to prevent any unnecessary delay in processing the matters referred to)

#### **107. FREQUENCY OF FUTURE SCRUTINY PANEL MEETINGS**

Resolved:- That each scrutiny panel consider its own requirements regarding the frequency of future scrutiny panel meetings and report back to this Committee.

#### **108. BUDGET PROCESS**

The Committee considered future scrutiny involvement in the budget process.

Resolved:- That scrutiny no longer participates in the budget process in the future but scrutinises the outcomes of the budget linked to performance.

**PERFORMANCE AND SCRUTINY OVERVIEW COMMITTEE**  
**25th February, 2005**

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

Apologies for absence were received from Councillors Doyle and Hussain.

**109.       DECLARATIONS OF INTEREST**

There were no declarations of interest made at this meeting.

**110.       CHILDREN ACT 2004**

The Executive Director, Children and Young People's Services Development, presented the submitted report relating to the above.

The Executive Director outlined the background and matters set out in the report which summarised that The Children Bill was given Royal Assent on Monday, 15th November, 2004. This followed the publication of the Green Paper 'Every Child Matters' in 2003 which proposed changes in policy and legislation in England to maximise opportunities and minimise risk for all children and young people, focusing services more effectively around the needs of the child, young people and families.

The consultation on the Green Paper showed broad support for the proposals, in particular the intention to concentrate on outcomes that children and young people themselves have said are important rather than prescribing organisational change. This was very much aligned to the views expressed by Rotherham.

The Act had been produced in the light of this consultation and gave effect to the legislative proposals set out in the Green Paper to create clear accountability for children and young people's services, to enable better joined up working and to secure a better focus on safeguarding children.

Discussion ensued and the following issues were covered :

- Safeguarding Board
- Annual Self Assessment
- In depth rigorous inspection sometime between March, 2006 and March, 2007

Resolved:- (1) That the requirements of the Act be noted.

(2) That the proposal, that officers produce papers detailing the individual guidance provided by the DfES around the role of the Lead Member, the Director of Children's Services and the Voluntary Sector etc and that these are consulted upon, be supported.

(3) That the proposal, that the Development Team continues to move forward as agreed in bringing in the integration of children's services in line with the requirements of the Act, be supported.

(4) That this Committee receives regular progress reports regarding planned developments.

**111. DRAFT STRATEGY GUIDANCE ON THE ROLE OF THE DIRECTOR AND LEAD MEMBER OF CHILDREN'S SERVICES**

The Executive Director, Children and Young People's Services Development, presented the submitted report relating to the above matter.

The Executive Director outlined the matters set out in the report submitted which detailed that, across the central and local government and all agencies that work with children, there is a shared commitment to ensure that every child has the opportunity to fulfil their potential. Achieving this vision would require national and local government to move to a position where :

- The wellbeing of children and young people is at the heart of all policies and all agencies are working together toward shared outcomes
- Clear overall responsibility and accountability exist for services
- Key services are integrated around the needs of the children and young people, and mechanisms are put in place to involve them in determining how their needs are met.

To ensure clear accountability locally, the Children Act 2004 requires every Children's Service Authority (CSA) in England to appoint a Director and lead member for Children's Services (DCS). The DCS and the Lead Member respectively will provide a professional and political focus for children's services. They have three key roles :

- **Responsibility and accountability** for local authority children's services
- **Leadership** to drive change
- **Forging partnerships** to bring together relevant local partners

The DCS and Lead Member are accountable for the Children's Services Authority functions in four main areas :

- a. **education services** – the Authority's functions in its capacity as a local education authority (excluding certain LEA functions for adults)
- b. **social services** – the Authority's social services function insofar as they relate to children and the local authority's functions for

- children and young people leaving care
- c. **health services** – functions exercised by the Authority on behalf of an NHS body, insofar as they relate to children
  - d. **inter-agency co-ordination** – the new functions in the Children Act to build and lead arrangements for inter agency co-operation

Discussion ensued and the following issues were covered :-

- hand over period to the new Senior Executive Director
- responsibility and accountability
- Inspection regimes
- support services
- commissioning arrangements
- value for money elements and performance indicators
- multi-service centres

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

(2) That this Committee supports the following proposals :-

(a) That the wellbeing of children and young people is a priority and placed at the heart of the Community and Corporate Plan and policies related to this agenda

(b) That strategic planning is in place to ensure that all agencies are working together toward shared outcomes.

(c) That consideration is given to new structures which reflect the requirements of the Act following the commencement of the Senior Executive Director for Children and Young People's Services.

(d) That consideration is given to the appointment of an elected member with responsibility for Children and Young People's Services, to coincide with the appointment of the Senior Executive Director Children and Young People's Services.

(3) That Di Billups be thanked for all her work on integrating Children and Young People's Services and she be wished all the very best for the future.

## **112. DEVELOPING A STRATEGY FOR OLDER PEOPLE IN ROTHERHAM**

Colin Bulger, Head of Policy and Partnerships, presented the submitted report which argued that a strategy for older people was required in Rotherham which mapped the known needs of local older citizens, incorporated further needs assessment/research and set out an action plan to meet local needs and aspirations of current and future older

citizens for improved quality of life.

It was proposed that a task group be established to oversee the development of the Strategy involving all Council programme areas, the Council's Older Persons and Health Member Champion, Primary Care Trust, voluntary sector, Rotherham Partnership and all other stakeholders.

The Strategy would be developed in a national and local policy context, which had seen older people issues come to the fore as reflected in the recent Improving the Quality of Life of Older People's Shared Priority agreed between the Government and the Local Government Association. Reflecting a national trend, Rotherham's older population was also forecast to grow significantly over the next twenty years from about 20% of the population to 30%.

Reference was made to the Government's initiative Better Government for Older People which identified the following six priorities :-

- Employment
- Regeneration/Neighbourhood renewal
- Lifelong Learning
- Health and Social Care
- Race and age diversity
- To follow the World Assembly on Ageing Action Plan (the first international agreement that specifically recognised the potential of older people)

Such a policy move was also reflected at the local level.

The report set out the proposals and details covering :-

- Policy context for Older People
- Social Care
- Current service provision within Social Services
- CPA 2005
- Content of the Strategy
- Taking the work forward

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

- National Service Framework
- Composition of Task Group
- Reporting of the Task Group
- Involvement of Older People's Champions
- Capturing Learning

Resolved:- (1) That the key statistics, research findings and policy imperatives concerning older people be noted.

(2) That this Committee welcomes that a Strategy is being produced for older people by Summer 2005 led by Rotherham MBC with the Primary Care Trust, Voluntary Sector and other key partners such as Housing and feels that the Strategy should be built on the National Service Framework for Older People already undertaken.

(3) That it be noted that a copy of the report was to be placed before the Rotherham Primary Care Trust, Rotherham Partnership Board and the Local Strategic Partnership for their agreement.

(4) That the Task Group should utilise existing knowledge and experience in the form of Older People's champions.

(5) That a report be submitted on the initial meeting of the Task Group.

(6) That further reports be received as the Strategy develops.

**113. POLICY REVIEW - PART 2**

Colin Bulger, Head of Policy and Partnerships, presented the submitted report outlining the outcome of a major review of key strategic policies and strategies that were core to the Council's business and critical in ensuring effective corporate governance.

This followed an initial review (completed in August, 2004) of the key policies/strategies that drive the rest of the Council's Corporate Policy Framework, particularly the Community Strategy and Corporate Plan. This second stage of the review provided an assessment of the key service specific and cross cutting strategies that were key to the Council's delivery.

The assessment covered two issues :

- Alignment with Community Strategy and Corporate Plan
- Whether the strategies and polices were "fit for purpose" assessed against a range of quality standards and criteria

A further stage was now underway with a full review of key strategies in line with the new Vision for the Borough.

Discussion and a question and answer session ensued and the following issues were covered :

- the need for a glossary of terms used in the documentation
- hallmarking policy and policy development
- use of web sites and other facilities to make the policy more accessible and user friendly

- timescales

Resolved:- (1) That the content of the assessment now submitted be noted.

(2) That it be noted that some strategies/policies/plans were not currently aligned with the existing Community Strategy and Corporate Plan.

(3) That it be noted that the third stage of the Review would be critical in ensuring that the Council's policies and strategies were in line with the new Vision for the Borough.

(4) That the outcomes of the Policy Review 3 be reported to this Committee in due course.

(5) That it be noted that work was underway to develop a policy toolkit that would assist in the process of strengthening and improving the Council's strategies and policies and that this be presented to this Committee along with the outcome of Policy Review 3.

(6) That policy hallmarking be built into policy development and the toolkit.

(7) That Lee Adams attend the next meeting of this Committee and present the timescales.

(8) That a presentation on the accessibility of the policy framework be made to members of the public.

(9) That an overview of strategies be prepared.

(10) That further consideration be given to the role of scrutiny in policy review.

**114. POST OF STRATEGIC LEADER, RBT - RECRUITMENT PROCESS**

Consideration was given to nominating two scrutiny representatives on to the appointment panel for the above post.

Resolved:- That Councillors Sangster and Stonebridge be nominated to serve on the appointment panel.

**115. SCRUTINY FORWARD PLANNING**

Resolved:- That arrangements be made for a half day session in April to consider the above.

**116. FORWARD PLAN OF KEY DECISIONS 1ST FEBRUARY TO 31ST MAY, 2005**



The Committee noted the above.

**117. MINUTES**

Resolved:- That the minutes of the previous meeting held on 11th February, 2005 be approved as a correct record for signature by the Chairman.

**118. WORK IN PROGRESS**

Members of the Committee reported on the following issues :-

(a) Councillor St. John reported that the Key Stage 3 SATS review was now complete and would be submitted to Corporate Management Team and subsequently this Committee.

(b) Councillor G. A. Russell reported :

- Corporate Parenting review was ongoing
- the next Panel Meeting was focusing on domestic violence. The voluntary sector providers had been invited to attend. A researcher from the Centre for Public Scrutiny would also be attending the meeting using the domestic violence review as a case study
- the Learning Disability Review Group was being reconvened

(c) Councillor Hall reported :

- ongoing review work regarding Wardens/Caretakers/Rangers
- the next Panel meeting on 10th March, 2005 was to be a themed meeting considering food standards

(d) Councillor Stonebridge reported :

- attendance at a seminar in London regarding ? . . . . .
- that, along with Cath Saltis, he had met Colin Cupus to discuss the external review of scrutiny
- a further meeting next week of the LSP Group

(e) Cath Saltis reported a positive response from the other local authorities regarding joint working.

**119. CALL-IN**

There were no formal call in requests.

(The Chairman authorised consideration of the following item to keep Members informed)

**120. LIFELONG LEARNING OPPORTUNITIES SCRUTINY PANEL**

Councillor St. John indicated a request from the scrutiny panel to consider a report prior to it being determined by the Cabinet Member had not been acceded to. He sought clarification of the position.

Reference was made to the availability of the call-in procedure if Members were not happy with a decision. The Chairman reminded Members that Chairs and Vice Chairs of Scrutiny Panels could attend Cabinet Member meetings. The Chairman informed the Committee of a pre-decision call in system operating in some authorities.

Some concerns were however expressed regarding scrutiny becoming involved in issues before they were determined by the Executive in that such involvement could prejudice effective scrutiny after the decision was made.

Resolved:- That the information be noted.