ROTHERHAM CULTURAL CONSORTIUM

Venue: Town Hall, Moorgate Street, Rotherham.

Date: Wednesday, 16 February 2005

Time: 2.00 p.m.

AGENDA

1. Apologies for absence

2. Minutes of the meeting held on 8th December, 2004 (Pages 1 - 9)

3. Matters Arising

4. Reports from Advisory Panels
   Panel for Arts, Libraries, Writing & Museums, 4th February (Guy Kilminster)
   Green Spaces Panel, 26th January (Steve Hallsworth)

5. Clifton Park Museum
   Verbal report and presentation from Guy Kilminster and Steve Blackbourn

6. Design Code for the Rotherham Town Centre River Corridor (Pages 10 - 11)
   Presentation by Ryan Shepherd, RMBC Planning & Transportation Service

7. Rotherham Arts Festival 2004
   Presentation by Lizzie Alageswaran, Principal Officer, Community Arts

8. Kiveton Park Colliery Regeneration Project (Pages 12 - 17)
   Presentation by Paul Weston, Kiveton Park Community Development Trust

9. Strategic Cultural Links (Pages 18 - 30)

10. Kimberworth Manor House Update

11. Cultural Conference Update

12. Date of Next Meeting
13. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Austen, Littleboy and St. John, Martin Happs, Val Allen, Michelle Mellor (representing Tourism Officer) and Tony Clabby.

14. MINUTES OF THE MEETING HELD ON 15TH SEPTEMBER, 2004

The minutes of the previous meeting were approved as a correct record.

15. MATTERS ARISING

(a) The Old Three Cranes, High Street

In response to a question raised regarding the present position of ownership of these premises, the meeting was informed that the owner had now sold it on. Economic and Development Services was currently trying to ascertain the name of the purchaser.

The main issue for the Council was the need to act upon a Notice served requiring the removal of the shop front or action to tone it down. There was presently no Conservation Officer in post within Economic and Development Services.

Agreed:- That Councillor Boyes raise this matter with the Executive Director, Economic and Development Services at the next meeting of the
Property Board.

(b) St. Ann’s Swimming Pool

A question was raised regarding the completion date of 2007 for the new central swimming pool and whether this continued to be on target.

It was confirmed that this remained the case.

16. FUTURE PERFECT: ROTHERHAM'S CULTURAL STRATEGY

Quarterly update reports were given on the implementation of individual elements of the Future Perfect Action Plan, as follows:-

Museum & Arts - The official opening of the newly refurbished Museum would take place on Friday, 11th March 2005 and all members of the Consortium would receive an invitation to attend.

A “soft” opening for members of the public was planned for Saturday, 29th January 2005 and work was on target to meet this date.

It had been almost seven years since the original bid had been submitted to Heritage Lottery Council which was the usual timescale for projects of this size.

Building work was expected to be completed by Christmas 2004.

Display units were now well under way and graphic panels had arrived. Staff were moving back and the installation of objects started next week. A great deal of work was to be done in the next six weeks.

The meeting paid tribute to all staff for their efforts in achieving the completion of a massive project to schedule.

The new museum was a significant improvement and the project had dominated other work.

Members of the Consortium paid compliments to Friends Groups which it was felt had been crucial to the success of the project and looked forward to the opening of such a prestigious project.

Libraries – Excellent news was that Charter Mark status had recently been awarded for good customer focus within the Library Service.

In addition, the Authority had recently been awarded overall scores of 3 for their approach to ‘Framework for the Future’ and in relation to Public Library Standards. This compared to scores of 3 and 1 last year.

This was viewed as a good foundation to build on and was a consequence of the hard work of library staff.
Library Standards remained challenging and new challenges remained to be focused on next year. Work was ongoing to identify what those challenges were and how it was possible to meet them.

Councillor Boyes made the point that both awards were of great benefit to the Council in terms of the way it was regarded and assessed both locally and nationally. It was particularly pleasing to have a representative from the IdEA peer assessors from other Councils to look at developing excellent targets in Councils across the country who had made a request to work with Rotherham to improve Library Services in general and to learn from Rotherham’s good work. Officers from Rotherham had also been invited to Kent County Council to discuss good practice in Rotherham.

It was noted that Assessors had commented on the good relationships with Friends Groups and the whole range of support in order to achieve success in this work.

Particular reference was made to the good work carried out by the Friends of Maltby Library and Junior Cricket Club.

Questions were raised on the following areas of work:-
- purchase of books produced locally – funding initiatives
- accessing new cataloguing system online
- future work/plans to address the physical condition of libraries and need for new build
- local funding/editorial support for local history writers

The meeting noted the new appointment of Sarah Wickham, Principal Officer to the Archives and Local Studies Service.

The meeting praised the hard work and dedication of the staff of the Archives Department, in particular to research and support recently given to the Rotherham Rep.

Agreed:- That the Manager, Libraries, Museums and Arts liaise with colleagues regarding issues raised in the discussion of this item and feed back advice to relevant members of the consortium.

Theatre and Arts Centre – The Pantomime had opened to the public this week. Tickets were still available but the number of seats sold and revenue from sales had increased compared to last year.

A recent visit had been made to the Brindley Theatre and Arts Centre in Runcorn (Halton) – a new impressive complex. The visit had included a Learning Centre and Sports Stadium and had been worthwhile.

One member referred to the recent success of a play performed by
Rotherham Rep and felt it should be preserved as a Rotherham play. It was further suggested that the performance be repeated in the future.

**Leisure and Green Spaces** – Friends of Parks Schemes continued to be successful.

The Green Space Audit leading to a Green Space Strategy (and the Playing Field Strategy) were both nearing completion. An additional element has been to catalogue information in terms of Areas Assemblies and attend those meetings to share information.

Green Space Unit has received funding from the Heritage Lottery Fund to carry out work at Clifton and Boston Parks. This is ongoing.

A new play area had been opened at Bradgate Park as a result of funding through partnership work with the Friends of the Park. A successful opening event had taken place.

Recreation ground at Canklow – the new playing/changing facilities was now complete and available for use.

Valley Park – There are plans to build a new play area over the next few months. and a Friends of Valley Park Group had recently been formed.

**Events Programme** – This had been extended in Green Space this year, and also included sports events organised by Urban Park Rangers. This had been well received and successful.

**The Urban Park Ranger Scheme** continued to be successful. The Service continued to be temporary but every effort was being made to secure sustained funding so that the scheme would continue into the next financial year.

**Clifton Park** – A successful partnership had been formed with a private operator which had allowed investment into the park. There were new rides at reduced costs. It was hoped this would be well received and well used.

Councillor Wyatt raised an issue regarding Highfield Park, Swinton. The park was a priority 4(a) deemed by the European Commission to be one of the most deprived areas. The Highfield Park Action Group had tried to obtain funding from various sources over the years. The Group had been given support to write bids by Groundwork but had failed every time.

Steve Hallsworth undertook to look into this matter and pointed out that the long term view of RMBC, through the work of the Green Space audit and strategy, was to establish a plan to enable more decisions to be made and be more successful in terms of accessing funding.

**Thrybergh and Rother Valley Country Parks** – The management of
cafes has now transferred back to RMBC which had been seen by Managers as a good opportunity to develop facilities and offer a quality service to the users of the parks.

**Grange Park Golf Course** – RMBC was to work with the successful partner to maintain a municipal golf course and to create the required investment. A great deal of interest had been shown in the invitation to bid from which a shortlist would be drawn up on 21st December. It was hoped that in early January the parties will be invited to make presentations, with a final partner being chosen who then had a reasonable lead into the new season to start making long term improvements.

**Sport and Leisure** – The Council had recently secured a partnership with the All Pakistani Women’s Association to establish a community coaching initiative.

This had secured further funding for the delivery of target sports in communities. There was a great deal of interest and funding was available to make it happen but the biggest problem was finding people qualified to deliver – the object of this initiative being to fill that gap. Partnership work was ongoing with Rotherham Rugby Club.

The Council had secured funding for a Football Development Officer from the Football Foundation. This is a 5 year full time and a two year part-time post. The Football Foundation had recently approved the person specification and adverts would be published in the New Year. It was hoped to have an Officer in post by 1st April, 2005.

**Rotherham Rugby Club** – RMBC were working in partnership with Kimberworth partnership/Rawmarsh Sports College and the All Pakistani Women’s Association in Ferham with plans for the next Panel in the New Year for a multi-sports coach (north and south of the Borough) to have a disability and gymnastic coach working across the borough. In working together with communities it was possible to demonstrate a strategic approach to delivering initiatives.

**Disability** – A Disability Sport and Activity Forum had been established in October. The next meeting was in January, 2005. This consisted of members from SCOPE (a Disability Group) who had advised the Council on ways of establishing sport and leisure facilities for disabled.

**Sport** – A regular programme of events had been established throughout the year.

**Health and Fitness Open Day (April, 2005)** - Girls Football Festival (May) – and Rotherham Schools Sports Centenary Year in 2005, a grand day was planned using the fields and athletic track and which would involve lots of children in a host of activities.
There was also a regular programme of swimming activities.

**Street Sports** – A mobile unit was touring the borough with skateboarding facilities.

**Herringthorpe Leisure Centre** – A good festival of gymnastics was to take place. Several groups and organisations would be participating, including disability groups.

A question was raised regarding an update on the development of indoor sports facilities and re-development at HLC. The meeting was informed that the whole programme was scheduled to be complete by the end of 2007.

There was no further progress in terms of the detail of the build but a selection process was ongoing. Members of the Consortium would be updated once further information was available.

Plans were still progressing in terms of the Maltby Leisure Centre development.

Members of the Consortium raised issues concerning the following aspects:-

- Walking Festival
- Footpaths/Disability Access Forum – corporate links
- Health Benefits
- Community Data
  - Minority Sports – i.e. Yoga
- List of Speakers

The meeting was informed that a team of Sports Development Officers had recently been established to form a physical activity group and that work was taking place with the Primary Care Trust (PCT) and others in order to re-address the need for a joined up approach to the promotion of physical activity – which included walking and cycling. Services organised by Economic and Development Services (which included the Walking Festival) and meetings of Boston Park and Clifton Park and heritage landscape formed part of those discussions.

Agreed:- That consideration be given to placing an advertisement in Rotherham Matters regarding the availability of the Helping Hands Directory – a data base on the Council’s website containing information on Groups/Organisations.

17. **CULTURAL CONSORTIUM ADVISORY PANELS**

**Green Spaces** - Limited progress had been made due to the non-availability of members at the last meeting.
It may be more suitable to merge this Panel with Sport and Leisure in view of some members attending both forums.

The Urban Park Ranger Team had given a presentation at the last meeting of the Panel and discussion had taken place regarding the value of this service and the need to sustain it.

The Panel had also noted all areas of work contained within the Green Space Strategy and other work which included Heritage Park Schemes, and Green Flag Award, and officers were looking forward to raising the profile of green space and awareness of Local Strategic Plans of corporate objectives.

Agreed:- That a letter be sent to all Panel Members on suggestions for the future makeup and business of these groups.

Sport and Leisure – This was a very worthwhile group who met on a regular basis and throughout the year specific sessions would take place.

The Panel was currently reviewing sport and recreation strategies and members of the group were involved. A Service Plan was currently being drafted which would be shared with members of the Advisory Group. As part of this work site visits would be made to staff.

18. FUTURE OF THE HERITAGE, ARCHIVES & TOURISM AND THEATRE, LIBRARIES, WRITING AND THE ARTS PANELS

Heritage, Archives & Tourism/Theatre, Libraries, Writing and the Arts – In view of poor attendance at meetings, it was felt appropriate to merge both Panels.

A letter would be sent to members of both Panels inviting expressions of interest in the two merged groups, which will include times and details of the proposed dates for 2004/05.

It will be suggested that in order to ensure consistency of membership, a specific day throughout the twelve month period must be adhered to.

A question was raised regarding the future of Kimberworth Manor House.

The meeting was informed that it was presently intended to move Education staff out of the building as it was not suitable for office use. A decision on the most suitable way to dispose of the building would then be determined by the Property Board. The Planning Service would control any planning proposals on its future use in view of its Grade II listed building status.

19. THE COUNCIL'S CORPORATE VISION AND KEY PRIORITIES. RELATIONSHIP WITH THE ROTHERHAM PARTNERSHIP AND COMMUNITY STRATEGY
The meeting considered the contents of a document outlining the way the Council will work in delivering the Borough Vision, the main themes of which were:

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

The topics had been agreed in partnership with Rotherham Partnership and the Council in ensuring the aims of both were integrated, both parties having signed up to the same priorities.

These priorities will be reflected in the Community Strategy next year and work was presently being developed within those priorities. Officers would ensure that the cultural centre is well represented and support all schemes. Members of the Cultural Consortium will be given an opportunity to discuss their views.

Agreed: That a further update report be submitted to the next meeting.

20. 3RD ROTHERHAM CULTURAL CONFERENCE, 2005

The meeting considered a draft timetable for the next Cultural Conference to be held on 6th May, 2005.

The topic is Built and Landscape Heritage.

Discussion took place on the membership of the Cultural Consortium with a suggestion being made that it should be expanded.

Officers reported that it was intended to focus future meetings on specific issues and invite relevant specialists to attend certain meetings.

Consortium members felt the conference offered an exciting timetable of events and was an appropriate topic to coincide with the newly refurbished museum.

An appropriate publication would be included in the next issue of Rotherham Matters and invitations sent to Heritage Groups within the Borough nearer the time of the Conference.

21. THE SOUTH YORKSHIRE CULTURAL PROSPECTUS

Consideration was given to a document on South Yorkshire Culture (a spoke of Yorkshire Culture, the Regional Cultural Consortium) and their role in continuing to work to promote the cultural sector as a key element of the regeneration agenda.
The paper set out the following:-

- The Vision
- The vision expressed in four strategic themes
- South Yorkshire Spatial Strategy Group: Vision for Rotherham

It was pointed out to members of the consortium that both Guy Kilminster and Tony Preston are attending meetings to represent this Consortium.

It was the intention to promote the cultural aspect at the South Yorkshire level and to identify good projects which work sub-regionally.

Further details of this work was made available to members of the Consortium.

A further update would be given on this matter at the next meeting.

22. LIFELONG LEARNING OPPORTUNITIES SCRUTINY PANEL

The meeting considered a request to nominate up to three co-optees to the Lifelong Learning Opportunities Scrutiny Panel from this forum.

Agreed:- That Christine Cox, Joyce Williams and Roy Newman be appointed to serve on the Lifelong Learning Opportunities Scrutiny Panel as co-optees for a further year.

23. ANY OTHER BUSINESS

The meeting welcomed the recent award of the Turner prize to Jeremy Deller.

Jeremy was known to this Authority through his work and involvement in the reconstruction of the Battle of Orgreave at Rother Valley Country Park and was held in high regard for the work he had carried out.

Agreed:- That Guy Kilminster send a letter of congratulations to Jeremy on behalf of this Consortium.

24. DATE OF NEXT MEETING

Agreed:- That the next meeting of this Consortium be held on 16th February, 2005 at 2.00 p.m.
1 Office of the Deputy Prime Minister’s Design Code Pilot Programme

1.1 The Government has placed the importance of high quality design at the heart of its plan to create sustainable communities, and is investigating various models and approaches for developing, adopting and implementing design codes. Rotherham is participating in a major national pilot programme to test the effectiveness of design coding as a tool for delivering high quality places whilst speeding up the planning system. Feedback from design code pilots informed a report by the Office of the Deputy Prime Minister (ODPM) to the Urban Summit in January 2005.

1.2 A design code is planning guidance which sets out specific rules or requirements to guide the physical development of a site or a place. For example, guidance might include the relationship of buildings to each other and to areas of public space, the scale, height and massing of buildings and acceptable building materials. The aim of design coding is to provide clarity as to what constitutes acceptable design quality, and thereby a level of certainty for developers and the local community alike, that can help to accelerate the delivery of high quality new development. Design codes are not a new phenomenon; however have not been widely used in the UK.

2 Rotherham’s Design Code

2.1 Rotherham’s design coding exercise will focus on the Town Centre River Corridor. The importance of the river corridor and securing a high quality of design in the town centre are key elements of Rotherham Town Team’s Renaissance Charter and emerging Spatial Development Framework (SDF) arising from Yorkshire Forward’s Renaissance Towns Initiative.

2.2 Objective 1 funding from European Union Structural Funds has already financed a Westgate masterplan carried out by consultants LDA, who are currently assisting the Rotherham Town Team with the emerging town centre SDF. In addition the town centre falls within the South Yorkshire Housing Market Renewal Pathfinder area which has secured government funding for projects to address low housing demand. As the focus of a number of initiatives which seek to promote an urban renaissance, this is emerging as a key strategic location for the revitalisation of Rotherham’s urban centre.

2.3 Along with RMBC key partners who have committed themselves to this project are Transform South Yorkshire, Yorkshire Forward, Rotherham Town Team, The Commission for Architecture and the Built Environment (who have appointed Matrix Partnership to provide the equivalent of 28 days support with the production and adoption of the design code) and Satnam Developments (as owners of the Bathworks site at Westgate).

2.4 The design code will consist of a highly-illustrated, clear written report. A variety of illustrative techniques will be used to convey design requirements including sections, sample elevations, axonometrics and perspectives. The Council will adopt the final design code as an Interim Planning Statement which will eventually form part of the Local Development Framework (the borough’s statutory development plan which will replace the Unitary Development Plan). By agreeing to abide by the design code
developers will receive “fast tracked” planning permissions. Essentially the design code reduces the time needed to determine applications for permission as the standards which the Council will accept have already been established. This also helps to speed up the planning process.

3 Raising design quality
3.1 The design code will provide a key tool for driving forward the town’s renaissance agenda, providing a means of securing high quality development and acting as a catalyst for raising design standards throughout the town centre. It will also be a key influence in respect of the Housing Market Renewal Pathfinder Westgate Demonstrator Project. The consultants working on both the design code and the Demonstrator feasibility study (running in parallel) are working together to ensure co-ordination between projects.

3.2 The design code itself will act as a tool to secure high quality development which will act as a catalyst to raise design standards throughout the town centre. As one of only seven pilot areas there is the potential to raise Rotherham’s profile nationally. Aside from Newcastle, Rotherham is the only pilot in the North and is unique in focusing upon an urban area with a mix of existing uses and planned developments from a number of developers. In addition it will bring extra resources to Rotherham (for example 28 free consultancy days to assist in procurement and production of the design code) and provide training on design issues for Members and Council officers.

4 Work programme
4.1 Roger Evans Associates have been commissioned to produce the design code.

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<tr>
<th>Key milestones</th>
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<tr>
<td>11 February</td>
<td>Joint Housing Pathfinder Demonstration Project and Design Code consultation event (Bailey Suite)</td>
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<tr>
<td>Early March</td>
<td>Stakeholder and public consultation on the draft design code.</td>
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<tr>
<td>March</td>
<td>Completion of draft design codes</td>
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<tr>
<td>28 March – 22 April</td>
<td>4 week formal consultation period</td>
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<tr>
<td>April/May 2005</td>
<td>Analysis of consultation feedback and production of the final design code. Adoption of final design code by the Council as an Interim Planning Statement</td>
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5 Design Code Contacts
Project manager: Karl Battersby, Head of Planning and Transportation
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Lead Officers: Alan Mitchell, Forward Planning Manager
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Preamble
It is almost exactly 10 years since the colliery at Kiveton Park closed down. On that day 800 miners were left without work, many families were left without a regular income and the future of the community itself was left very uncertain. Within months the whole colliery site was swept away except for two buildings that had been judiciously listed and saved for the nation. One was the Old Colliery Offices from where the mine had been managed. The other was the pithead baths, a massive 1930’s structure. Neither had any immediate use and both were left vulnerable and neglected - as was the village and its community.

Community pride and resolve however refused to let the village die. Working closely with Rotherham Borough Council, local people and organisations with a local interest put a survival plan in place that exploited the natural advantages of being in a semi-rural environment, on the edge of the South Yorkshire conurbation and close to major transport arteries. Land was released for new housing and industrial development, older housing was renovated, environmental improvements took place, community facilities were improved and, most significantly, the community was given a stake in the future through the setting up of its own community-owned Development Trust. The Trust was registered as a company limited by guarantee in 1997.

The Kiveton Park and Wales Community Development Trust (KP&WCDT) became a registered charity in 1999. Its membership is drawn from all strata of the community in the villages of Kiveton Park and Wales. Its ten trustees serve voluntarily and are elected from the membership at the Annual General Meeting. The Trust took occupancy of the Old Colliery Offices in 1997 and quickly began to make its mark. The offices themselves have developed as a busy community resource and training centre. The Trust also provides a range of spaces that are let mainly to agencies who are serving the social welfare needs of the local community.

The regeneration strategy is working. Many new people have come to live in the village whilst a majority of the mining families have remained. The rather rapid influx of newcomers has not been without its problems and the village has had to learn how to cope with change and a breakdown of the long traditional community-based lifestyle of a mining village. The Trust has played a vital part in managing this change and uniting the community around a new set of aspirations and ambitions.

The Trust has built up its strength, knowledge and expertise over the past five years and is now delivering a forward programme that includes:
• A review of arrangements with Yorkshire Forward over the Old Colliery Offices that will result in the Trust taking ownership of the building in due course.
• The further development of its training and social enterprise development programmes.
• A partnership to manage unique recreation opportunities that will serve more than local needs on the reclaimed Colliery site.
• Working in partnership with others to find a way to re-open the Chesterfield Canal and construct a marina at Kiveton Park.
• A viable, vital and sustainable use for the pithead baths that will justify its rescue and retention.

Developing the Project
There is no doubt that the “Bath House Project” is the Trust’s main regeneration project and a priority project for the villages of Kiveton Park and Wales.

Rescuing the pithead baths is a project that the Trust took the initiative on some four years ago at a time when it was under a real threat of demolition. It had been left to rot and had become a target for vandals and a home for unsociable activities. The owners, Yorkshire Forward, sought permission to demolish it in 1999 but they met with considerable opposition from the community. Many local people remembered what an important building it had been in the life of the miners. They also knew of its wider heritage value – it is one of only four such listed structures remaining in the UK. English Heritage and Rotherham Council also felt the building had great value and turned down the owner’s request.

In the wake of the furore, the Trust offered to carry out a feasibility study to consider whether the pithead baths building could be restored and, if so, what it could be used for and what it would cost. The results of the feasibility study in 2002 were encouraging. Many good ideas came forward from our surveys and consultation events with the community. We also established that the building was structurally sound but did have substantial repair and restoration costs. The feasibility study recommended that the building should be converted into a creative enterprise centre to promote cultural pursuits and creativity amongst the population of the whole of the South Rotherham area and to further the development of creative industries in this part of South Yorkshire.

Creative Industries are defined by the Department for Culture, Media and Sport as:
“those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property.” The term “cultural enterprise” is used to distinguish business and economic activity which is generated through, derived from or reliant on artists’ practice.
A cultural/creative enterprise centre brings together a cluster of artists in the creative endeavour, media and multi-media industries and provides a focus for community arts development of indigenous talent and skills in these fields.

This concept and the vision as set out in the 2002 feasibility study generated much enthusiasm locally. It won the support by Rotherham Borough Council. It was endorsed by the Area Assembly and included in the Area Plan for Rother Valley South. It also gained interest from a number of regeneration agencies and funders who could see its potential as a catalyst for economic regeneration. Yorkshire Forward agreed to fund the development work for the project and, with the help of a first class consultancy team, we now have plans, drawings, specialist reports, a business plan, presentations and detailed costings. We have recently made a full planning application and we are making a range of funding applications.

**Project Description**

The Bath House at Kiveton Park will be a creative enterprise centre that will offer opportunities to ‘experience’ a range of performing and visual arts in a “state of the art” facility on the edge of the village, in a magnificent new parkland setting. (The spoil heaps are presently being reclaimed and landscaped by Renaissance South Yorkshire.)

The Bath House will be a hub of activity and enterprise seven days a week. It will be the venue for a wide variety of live performances such as music concerts, dramas and dance performances. It will house a local and alternative cinema. It will be the base of the area’s community TV and radio station. It will have an arts exhibition area that will allow an exciting programme of exhibitions and education events by local, national and international artists to be presented in Kiveton Park. It will be home to RMBC’s Redroad Music project, the area’s premier media technology training organisation.

Redroad, with whom the Trust is already working in partnership, is to have a substantial presence in the Bath House. Redroad currently offers a range of easy access training and skills development for young people, and seeks to help especially the more excluded and disaffected. It intends to establish a multi-media centre for professional application and training. It will support the skilled and experienced as well as train and teach the novice. Redroad will make regular use of the theatre/performance space itself, as well as running a programme of film and live performance events. It will offer rehearsal rooms and recording facilities. It will encourage and support live performance at the Bath House.

The Bath House will incorporate a range of custom-designed workspaces to be let to individuals or enterprises carrying out or supporting creative or artistic work. We aim to attract those with a common artistic purpose and ethos who will help inspire and encourage visitors and users of the Bath House to greater creativity. The Centre will also have a number of activity rooms that can accommodate a wide
range of community events and functions including regular arts projects in association with local schools and colleges.

The Bath House will have its own café that will be available for use by visitors to the parkland as well as the building. It will provide a range of rooms that will make it an ideal venue for conferences, meetings, presentations, training and education and many other community events. These rooms will be available for hire by tenants, community groups and the general public.

The space in the old water tower will become an integral part of the building. On the ground floor it will accommodate the reception and management office. On the first floor, making best use of the impressive glazed west elevation, there will be a bar and lounge. The upper part of the tower will house the community TV/radio studios. The tower may also provide a viewing facility from its roof and there have been suggestions that this could, in time, be the location of a community observatory.

In creating a state of the art centre we have not forgotten the heritage of the building. We intend to mark this in a most imaginative way using the latest virtual reality techniques to bring the building’s and the site’s past back to life in both the theatre and the large hall on a daily basis. There will also be a Gallery on the first floor that will provide a permanent display of lockers and showers in sequence together with other relevant plant and fixtures from the building. The lockers will be used to disclose a variety of interpretive and archival material about the building and the pit. Different lockers will hold artefacts, audio, photographic and interactive multi-media displays.

This we intend will add to the visitor attraction of the site and connect the project with the Creswell Craggs and the Yes developments as well as Magna to offer a diversity of high quality visitor experiences.

We expect 50,000 visitors a year to the Centre. To serve them we shall create 7 new full-time jobs. We shall accommodate 15 new businesses operating within the creative and digital high-growth sector (CDI). We shall provide 3,500 sq ft of well equipped training space and South Rotherham shall have a new, modern, theatre, its first exhibition gallery, its first cinema for a very long time, a community media suite and high quality community spaces that can be used for a host of activities.

**Capital Cost**

The overall project is estimated to cost almost £4m to repair, restore and convert into the creative enterprise centre we envisage. We have a big fund raising challenge ahead that needs the help of everyone with an interest in bringing cultural and creative enterprise to Rotherham.
Ownership and Management
Part of the current stage is negotiations with Yorkshire Forward over the transfer of the freehold of the building and surrounding land. The Trust is also negotiating over the Old Colliery Offices. It wishes to take ownership of both buildings – this will be needed to satisfy the funders.

The Trust intends to manage and run the Bath House, though it will probably create a wholly-owned subsidiary trading company for the purpose. It will appoint a Centre Manager to run and develop the activities at the Bath House and supervise five other staff. Overall management responsibility will be in the hands of the Trust’s Chief Executive. The Chief Executive will report regularly to the Trust’s Board although the Bath House will have its own management committee, including user representatives, to which the Trust will delegate some of the policy and decision making responsibilities.

Revenue Strategy
Indications are that the Bath House can be run without subsidy within five years if it is given a proper start. The financial strategy is based on a set assumptions and targets that are ambitious for the development and success of the centre but not over-ambitious in their aspirations. The Bath House must be marketed properly and well before it opens. The employment of experienced and skilled development staff is an essential pre-requisite. Together these will require revenue grant support in the early years. Should this be forthcoming, then the letting and management of the workspaces so that they average no more than a 10% vacancy rate and the growth and development of a wide variety of community-based training and arts activities, will ensure the Bath House is a sustainable venture. The proposed charges for workspaces, lettings and services have been set at the market rate. A sensitivity analysis shows that concessions can be made to local community groups and to start-up businesses if needed.

The Bath House project is a massive project in many ways. It has to be to justify a substantial investment in the Pithead Baths. But it deserves to be, so as to acknowledge and pay tribute to the endeavour and enterprise that sustained the pit at Kiveton Park for so many years and was responsible for building the baths. That legacy will carry on into the 21st century at the Bath House in the pursuit of creative excellence and the encouragement of cultural activity that will bring great opportunities for the young and great enjoyment and satisfaction to the rest of the community.
Acknowledgments:
We have received a lot of support for the project already. We are most grateful for the help and assistance we have received from the following bodies and organisations whilst we have developed the project:

- Rotherham MBC
- Cultural Industries Quarter Agency (Sheffield)
- Coalfields Regeneration Trust
- Five Parishes History Project
- Kiveton and Wales Community Learning and Opportunities Centre
- Kiveton Park Youth and Community Centre
- Redroad Music Project
- Rotherham Investment and Development Office
- Rotherham Social Enterprise Unit
- Voluntary Action Rotherham
- Wales Parish Council
- Yorkshire Forward/ Renaissance South Yorkshire

We have had the support of a first class consultancy team:

<table>
<thead>
<tr>
<th>Role</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architect</td>
<td>Latham Architects of Derby</td>
</tr>
<tr>
<td>QS</td>
<td>Monaghan’s of Sheffield</td>
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<tr>
<td>Structural Engineer</td>
<td>Wm Saunders Partnership of Newark</td>
</tr>
<tr>
<td>Mech. &amp; Elec. Engineers</td>
<td>Operon of Sheffield</td>
</tr>
<tr>
<td>Transport Consultant</td>
<td>MVA of Manchester</td>
</tr>
<tr>
<td>Arts</td>
<td>James Copp, arts consultant of Doncaster</td>
</tr>
</tbody>
</table>
Rotherham Cultural Consortium, 16 February 2005
Strategic Cultural Links: Cultural Services Outcomes and Measures mapped against key strategies.

### Rotherham Learning

<table>
<thead>
<tr>
<th>Priority</th>
<th>LGA Shared Priorities</th>
<th>Community Strategy</th>
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<th>Corporate Plan</th>
<th>Culture &amp; Leisure Strategic Outcome</th>
<th>Cultural Strategy Action Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Raising standards across our schools</td>
<td>Rotherham Learning</td>
<td>Improving the life chances of children and young people: Enjoying and achieving</td>
<td>Rotherham Learning</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Enabling everyone to achieve functional skills for life: Engaging and involving learners</td>
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<td></td>
<td></td>
<td>Improving quality of provision</td>
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<td></td>
<td></td>
<td>Improving quantity and range of provision</td>
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<td>Improving the position of the economically disadvantaged through sustainable employment:</td>
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<td>Rotherham Learning</td>
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<td></td>
<td></td>
<td>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</td>
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<td>Rotherham Learning</td>
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<td></td>
<td></td>
<td>Improve the potential of Rotherham people by assisting them to develop through the provision of lifelong learning opportunities</td>
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<td></td>
<td>Cultural Charter Objective 7</td>
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<td></td>
<td>To maximise the use of, and provide opportunities to develop to the highest possible levels, artistic, creative, sporting and intellectual skills and talent. Cultural Charter Objective 8</td>
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<td></td>
<td></td>
<td>To ensure education, training, learning, development, work experience and employment opportunities in cultural industries assist in enabling the growth of a dynamic cultural economy.</td>
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</tr>
<tr>
<td>Objective/Outcome</td>
<td>Measure/Target</td>
<td>Proposed SMART objective: 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.</td>
<td>Proposed Cultural Services target: 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.</td>
<td>Proposed focus for measurement in Culture &amp; Leisure performance indicators (draft): More involvement in learning opportunities Residents reporting increased confidence and potential School attainment targets</td>
<td>Targets to be reviewed and aligned with Culture &amp; Leisure specific performance indicators, Spring/Summer 2005</td>
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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)</td>
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</tbody>
</table>

**Other SMART objectives towards which Cultural Services can make a contribution:**

- Targets around children and young people (Community Strategy matrix)
  - 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)
  - 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)

**Priority objectives towards which Cultural Services can make a contribution:**

- Ensure providers delivering to each of the target areas are working to recognised quality standards (Neighbourhood Renewal Strategy p57)
- 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)

**Other targets towards which Cultural Services can make a contribution:**

- Targets around adults and older adults (Community Strategy matrix)
  - 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)
## Rotherham Achieving

<table>
<thead>
<tr>
<th>Priority</th>
<th>LGA Shared Priorities</th>
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<th>Cultural Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.</td>
<td>Meeting local transport needs effectively</td>
<td>Rotherham Achieving</td>
<td>Improving the position of the economically disadvantaged through sustainable employment: Developing an entrepreneurial spirit Access to sustainable employment Skills development Work and benefits</td>
<td>Rotherham Achieving</td>
<td>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.</td>
<td>Increase the economic vitality of the Borough, specifically the town centre and disadvantaged communities, through targeted investment in cultural initiatives.</td>
</tr>
<tr>
<td>7.</td>
<td>Promoting economic vitality of communities</td>
<td>Rotherham Achieving</td>
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<td></td>
<td>Cultural Charter Objective 2 To attract inward investment into, and regeneration of, the borough through cultural initiatives.</td>
</tr>
</tbody>
</table>

### Objective Outcome Measure/Target

<table>
<thead>
<tr>
<th>Objective/Outcome Measure/Target</th>
<th>Proposed SMART objective:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£ leverage of local authority funding to external funding for cultural facilities, activities and events that contribute to the regeneration of disadvantaged areas.</td>
</tr>
<tr>
<td></td>
<td>£ leverage achieved by the local authority’s investment in cultural facilities and services.</td>
</tr>
</tbody>
</table>

### Proposed Cultural Services targets:

*Bring in £20m of additional external funding for improvements in culture & leisure facilities, including a new cultural centre and town centre swimming pool, by 2010.*

*(Draft Corporate Plan)*

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

<table>
<thead>
<tr>
<th>LGA Shared Priorities</th>
<th>Community Strategy</th>
<th>Neighbourhood Renewal Strategy</th>
<th>Corporate Plan</th>
<th>Culture &amp; Leisure Strategic Outcome</th>
<th>Cultural Strategy</th>
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<tbody>
<tr>
<td><strong>Priority</strong></td>
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<tr>
<td>2.</td>
<td>Improving the quality of life for children, young people and families at risk.</td>
<td><strong>Rotherham Alive</strong> 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. (suggest we move this from Rotherham Proud).</td>
<td><strong>Improving the life chances of children and young people:</strong> Being healthy Enjoying and achieving</td>
<td><strong>Rotherham Alive</strong> 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.</td>
<td>Improve quality of life and levels of health and wellbeing for all people in Rotherham by increasing and widening participation in cultural activities.</td>
</tr>
<tr>
<td>Objective/Outcome Measure/Target</td>
<td>Proposed SMART objective:</td>
<td>Proposed Cultural Services targets:</td>
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<tr>
<td>Directly related to the people</td>
<td>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. Achieve 26,800 attendances per 1,000 head of population a year to cultural facilities by 2010. 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. 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.</td>
<td>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) Provide state of the art leisure facilities across the Borough by 2010. (Draft Corporate Plan) 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) 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) Achieve 26,800 attendances per 1,000 head of population a year to cultural facilities by 2010. (Draft Corporate Plan)</td>
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</table>

**Other SMART objectives towards which Cultural Services can make a contribution:**
- Targets around the individual (prevention) (Community Strategy matrix)

**Priority objectives towards which Cultural Services can make a contribution:**

**Other targets towards which Cultural Services can make a contribution:**
- Residents who state that participating in cultural activity has a beneficial effect on quality of life

**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**
<table>
<thead>
<tr>
<th>Ensure children and young people have access to and satisfactory choice of quality play, sport, entertainment and cultural resources in target areas. (Neighbourhood Renewal Strategy p52)</th>
<th>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. (Draft Corporate Plan)</th>
<th>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</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mximise physical and mental well-being of children and young people from conception to adulthood (Neighbourhood Renewal Strategy p49)</td>
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</tbody>
</table>
### Rotherham Safe

<table>
<thead>
<tr>
<th>Priority</th>
<th>LGA Shared Priorities</th>
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<th>Culture &amp; Leisure Strategic Outcomes</th>
<th>Cultural Strategy</th>
</tr>
</thead>
</table>
| 4.       | Creating safer and stronger communities. | **Rotherham Safe**  
Rotherham people will have access to a high quality and attractive living environment and green spaces  
Rotherham people will have access to a wide range of well-designed, high quality housing  
Rotherham’s neighbourhoods will provide a clean living environment, free from litter and graffiti  
Rotherham people will feel safe from anti-social behaviour, crime and the fear of crime | **Improving the life chances of children and young people:**  
Staying safe | **Rotherham Safe**  
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. | Contribute to safer, stronger neighbourhoods through the active engagement of priority communities in cultural activity. | Cultural Charter **Objective 1**  
To empower and resource local communities to participate in the preservation and development of cultural identity.  
**Objective 4**  
To encourage the preservation, development, interpretation of and access to the borough’s cultural heritage.  
**Objective 6**  
Provide and facilitate a range of cultural activities through the development and support of an infrastructure of professional, amateur and voluntary organisations and venues |
| 5.       | Transforming local environments | **Proposed SMART objective:**  
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 | **Proposed Cultural services targets:**  
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 | **Proposed focus for measurement in Culture & Leisure performance indicators (draft):** | |
<table>
<thead>
<tr>
<th>Other SMART objectives towards which Cultural Services can make a contribution:</th>
<th>Priority objectives towards which Cultural Services can make a contribution</th>
<th>Other targets towards which Cultural Services can make a contribution:</th>
<th>Increased opportunities for people to participate in cultural activities</th>
<th>Levels of volunteering and community sector involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Targets around liveability – green</td>
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<tr>
<td>Targets around liveability - safe</td>
<td>Reduce number of children and young people who are victims of crime or who live in fear of crime (Neighbourhood Renewal Strat p51)</td>
<td>Ensure 80% of public buildings are accessible to disabled persons by March 2010 (Key Themes)</td>
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<td>Set up and support warden or CCTV schemes in all hotspot neighbourhoods identified in conjunction with the police (Key Themes)</td>
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<td></td>
<td>Deliver a clear set of customer defined neighbourhood standards by 2006 which will help ensure the delivery of safe, clean and green neighbourhoods (Draft Corporate Plan)</td>
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<tr>
<td></td>
<td></td>
<td>Ensure 80% of public buildings are accessible to disabled persons by March 2010. (Draft Corporate Plan)</td>
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</table>

Targets to be reviewed and aligned with Culture & Leisure specific performance indicators, Spring/Summer 2005
### Rotherham Proud

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Rotherham Proud</td>
<td>Improving the life chances of children and young people: Making a positive contribution Enabling everyone to achieve functional skills for life: Cohesive planning and delivery Improving quality of provision Improving quantity and range of provision</td>
<td>Rotherham Proud 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.</td>
<td>Increase levels of civic pride and citizen involvement through the provision of inclusive cultural services, and opportunities for voluntary and community sector involvement.</td>
<td>Cultural Charter Objective 3 To define and develop the cultural distinctiveness of the borough and its communities</td>
</tr>
</tbody>
</table>

| Objective/Outcome/Measure/Target | Proposed SMART objective: By 2010 the profile of users of local authority cultural facilities matches the local population profile | Proposed Cultural Services target: By 2010 the profile of users of local authority cultural facilities matches the local population profile | 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 |
| Other SMART objectives towards which Cultural Services can make a contribution: |
| Priority objectives towards which Cultural Services can make a contribution: |
| Other targets towards which Cultural Services can make a contribution: |
| % or nos of residents using cultural services |
| Inclusivity of the service – equality and diversity |
| Levels of volunteering / community sector involvement |

- Targets around cohesive communities
- Targets around diversity
- Targets around Borough pride
- Targets around involvement and participation

- 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 *(Draft Corporate Plan)*
- Increase in the positive perception by local people to X% by 2010 *(Draft Corporate Plan)*
- Improve and maximise the external perception of Rotherham to the rest of the country *(Draft Corporate Plan)*
- Raise the percentage of local people who are proud of their local environment to 70% by 2010 *(Draft Corporate Plan)*
- Increase the number of people who participate in community organisations to 25% by 2010 *(Draft Corporate Plan)*
### Rotherham: an Excellent Council

<table>
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<td><strong>An Excellent Council</strong>&lt;br&gt;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.</td>
<td>Achieve excellence in cultural services provision through effective performance management, community engagement and partnership working.</td>
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<td></td>
<td><strong>Proposed Cultural Services target:</strong>&lt;br&gt;<strong>To be determined</strong></td>
<td><strong>Proposed focus for measurement in Culture &amp; Leisure performance indicators (draft):</strong></td>
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<td></td>
<td><strong>Other targets towards which Cultural Services can make a contribution:</strong>&lt;br&gt;To become a “Good” authority by April 2006 (Rotherham Performing Key Challenges)&lt;br&gt;To become an “Excellent” authority by 2007 (Rotherham Performing Key Challenges)&lt;br&gt;To implement Public Access Strategy by April 2006 (Rotherham Performing Key Challenges)</td>
<td><strong>Partner and stakeholder satisfaction with cultural services</strong>&lt;br&gt;<strong>Financial performance and efficiency ratios</strong>&lt;br&gt;<strong>Other external assessment of performance, eg CPA, TAES, Quest</strong></td>
<td></td>
</tr>
</tbody>
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**Notes:**

- Rotherham: an Excellent Council
- LGA Shared Priorities
- Community Strategy
- Neighbourhood Renewal Strategy
- Corporate Plan
- Culture & Leisure Strategic Outcomes
- Cultural Strategy
| | | | To achieve e-government access to service targets by 2007  
  (Rotherham Performing Key Challenges)  
All areas of Council iIP compliant by March 2006  
(Rotherham Performing Key Challenges)  
To reduce absence and sickness to lower (?) LA quartile by 2007  
(Rotherham Performing Key Challenges)  
To ensure all staff have at least one Personal Development Review per year by April 2006  
(Rotherham Performing Key Challenges) |