

CABINET MEMBER FOR EDUCATION, CULTURE AND LEISURE SERVICES

Venue: Town Hall, Moorgate
Street, Rotherham.

Date: Tuesday, 15 February 2005

Time: 8.30 a.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. LEA Governor Appointments (Paul Carney, Principal Officer, School Improvement) (NOT AVAILABLE ELECTRONICALLY)
4. Progress Report on Culture, Leisure and Lifelong Learning Improvement Action Plan and Service Planning (Guy Kilminster, Libraries, Museums and Arts Manager) (report herewith) (Pages 1 - 50)
- update report on the progress made by Cultural Services following the Regular Performance Assessment
5. LGA Annual Cultural Services Conference 2005 - Broadening Horizons (copy herewith). NOT AVAILABLE ELECTRONICALLY
- to consider nominations for the LGA Annual Cultural Services Conference 2005
6. Date of Next Meeting

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
--

1.	Meeting:	ECALS Cabinet Member and Advisers
2.	Date:	15th February 2005
3.	Title:	Progress report on Culture, Leisure & Lifelong Learning Improvement Action Plan and Service Planning
4.	Programme Area:	Education, Culture and Leisure

5. **Summary:** This report provides an update on the progress made by Cultural Services following the Regular Performance Assessment (RPA) carried out by the Audit Commission in January 2004. 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 its 13th 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 th 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.
---	---

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"> • Provide Consultancy support (Sheffield & Hallam University and Audit Commission) 	£25,000	Sport England. ODPM Capacity Building support.
Develop a Cultural Services marketing strategy	<ul style="list-style-type: none"> • Provide Consultancy support (DIVA) • Establish a Marketing Budget 	£15,000	ODPM Capacity Building support.

Scoping exercise for a customer management systems in 4 leisure facilities	<ul style="list-style-type: none"> • Consultancy support (RBT) 	£20,000	IEG budget
--	---	---------	------------

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.

Contact Name:

Guy Kilminster

Libraries, Museums & Arts Manager

Telephone: (01709) 823623

e-mail: guy.kilminster@rotherham.gov.uk

Steve Hallsworth

Business Manager, Leisure and Green Spaces

Telephone: (01709) 822483

e-mail: steve.hallsworth@rotherham.gov.uk

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**

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

First Inspection Recommendation	1a) Deliver increased contributions to corporate aims, especially health improvement and social inclusion and economic regeneration. AND 1b) Increase participation by people from all key target groups and from areas of greatest identified need.					
Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
1. Further develop corporate understanding and commitment to Cultural Services as means to achieve Corporate priorities Regular reporting of: Aims/objectives Outcomes/Service Impact a. Drafting outline rationale for cultural activity in line with Corporate Plan, demonstrating links/impacts on priorities b. Develop a performance management plan to deliver and measure on above c. Establish cross service working groups focusing on: children's services, inclusion and diversity, customer need and advocacy and marketing	1. Increase in the awareness and evidence of the impact of Cultural Services on Corporate Priorities. 2. Increase in overall participation levels in physical activities. 3. Measurable increase in levels of participation in Health / Inclusion focused activities amongst identified target groups & communities. 4. Measurable increase in levels of participation in LMA, focused on target user groups 5. Increased and sustained budgets for mainstream cultural activity	March 2004 September 2004	CL&LLMT	Report draft to delegated powers for agreement Report via delegated powers for approval Monthly feedback from teams to CL&LLMT	Plan published. Performance management system in place and working – regular (monthly) management reports in place with quarterly delegated powers reports. Teams in place with clear objectives set 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

Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
<p>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</p>	<p>Bid to be submitted by May 2004</p> <p>Results of bid by Sept 2004</p>	<p>NB/ SH</p>	<p>Success of bid to be reported to working groups to allow resource planning.</p> <p>Report to delegated powers march 2004</p>	<p>Successful bid</p> <p>Utilisation of funds to develop services as per plan.</p>	<p>Bid to be developed and submitted June/July</p> <p>New application submitted to SE Jan 05</p> <p>Meeting held with Sport England to discuss bids potential</p> <p>Developing the bid for the Feb/Mar panel</p>
<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</p> <p>Launch Sept 2004</p> <p>Analysis Jan 2005</p> <p>Report Feb 2005</p> <p>Completed July 2004</p> <p>1st Report Feb 2005</p>	<p>JT</p>	<p>Report to SMT June 2004</p> <p>Delegated powers July 2004</p> <p>SMT – Feb 2005</p> <p>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</p> <p>b. Identify common objectives</p> <p>c. Share resources – consultation, delivery and measurement</p>	<p>Ongoing</p> <p>All joint Strategies produced June - Nov 2004</p>	<p>SH/JT/MH/PG GK/EF/SB/AP/ LA</p>	<p>Report to delegated powers by October 2004</p>	<p>Agreed joint working including: Shared objectives Roles & responsibilities Consultation, delivery, measurement, etc</p>	<p>Continuing contribution to delivery of Valley Allotments</p> <p>Project in partnership with PCT.</p> <p>Sport & 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>
---	--	---	---	---	--

<p>Actions</p>	<p>Timescale/ Milestone</p>	<p>Accountable staff</p>	<p>Monitoring/ Reporting</p>	<p>Success Criteria</p>	<p>Status</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 & 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 & 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 DIES 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 & Sport Development Officer</p> <p>SH/GK/EF</p>	<p>Report appointment to SMT July 2004</p> <p>Report strategy to SMT & delegated powers Sept 2004</p>	<p>PE & Sport Development Officer in Post</p> <p>PESSCL Strategy produced</p> <p>Arts in Education Strategy</p>	<p>PE & 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 & 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 & Fitness. Which include older people H & 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>Evaluation</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>Risk Assessment</p>	<p>Not doing: 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

1c) Deliver consistently good levels of cleanliness and presentation at all cultural facilities, comparable to the best available locally in public, voluntary or private sector.							
First Inspection Recommendation	Outcome / Target	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
	<p>Improved front line service delivery</p> <p>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</p>						
1.	Quickly identify areas effected by lack of attention and address accordingly e.g.	Set standards and establish procedures for	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:	Establishing a Facility improvement team Further developing cultural networks, locally, regionally and nationally, in order to identify good practice 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		March 2004	CN LM/AMT	Report to delegated powers November 2004	Accurate and up to date manual in each facility	All core (generic) documentation completed.
	Prioritise Health & Safety, Customer Care, Finance and Cleanliness		March 2004 May 2004 June 2004 Aug 2004 Sept 2004	CN CN/AFM		Time table of review and reporting review in place All staff trained and familiar with procedures	Site specific elements now being developed for full implementation before end March 2005 Sports Development procedures will be in place for April 05.
	Initiate staff training						Health & Safety 95% complete, Sports Awards complete.
	Complete manual						
	Complete staff training						
	Implement & monitor performance						

ANNEX 1

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>	<p>April 2004</p>	<p>MH LMAMT</p>	<p>AFM report monthly to MH</p> <p>Report quarterly to delegated powers starting June 2004</p>	<p>Timely response to repairs and maintenance.</p> <p>Efficient system for recording, chasing and reporting repairs and maintenance</p>	<p>Agreed that issues be reported monthly into AMT meetings.</p> <p>Written protocol produced in consultation with Buildings Manager</p> <p>R&M progress / performance monitoring is being undertaken through AMT.</p> <p>Budget commitment pressures are now being flagged up</p>
<p>6. Review staffing levels at each facility to ensure they are sufficient to deliver required improvements/meet Public Library Standards</p> <p>a. Identify necessary staffing levels</p> <p>b. Produce briefing note PR to include funding required for any increased staffing cost,</p> <p>c. Identify break even figure for remaining S&L facilities</p> <p>7. Implement any necessary staffing increases – dependent on achieving funding</p>	<p>MH produce briefing note March 2004</p> <p>Sufficient staff in place May 2004</p>	<p>MH KR/AP/SB</p> <p>MH EF/AP/SB</p>	<p>Report to delegated powers March 2004</p> <p>Review and report effectiveness to delegated powers Sept 2004</p>	<p>Duties required to ensure cleanliness, etc are carried out effectively</p> <p>Reduced no. emergency closures</p> <p>Improved staff morale</p>	<p>Review of staffing levels complete.</p> <p>Awaiting approval of additional resources as part of budget setting for 2005/6.</p> <p>Projects under development to extend Sports Development through: football development community coach NOF</p>
<p>8. Improve quality and availability of information available to customers</p> <p>a. Identify, review and distribute current information where appropriate</p> <p>b. Establish effective systems in each facility to display/distribute information</p> <p>c. Monitor and update</p> <p>d. Develop new information and systems as part of marketing plan</p>	<p>May 2004</p> <p>Engage Marketing Consultants March 2004 Implement plan Sept 2004</p>	<p>MH Current managers JT LMAMT</p>	<p>LMAMT/MH & CN to ensure current managers implement</p> <p>Report to SMT and delegated powers as part of development process</p>	<p>Appropriate information readily available</p> <p>New and improved information readily available</p>	<p>Current information availability reviewed.</p> <p>Actions taken to ensure current information displays are up to date, neat and tidy.</p> <p>Work on agreeing framework for information availability / displays etc underway. AK leading</p> <p>Sports Development: Improved amount and quality of publicity material.</p> <p>Consultants "DIVA" working towards the Marketing Strategy.</p> <p>Procedures and Monitoring Toolkit in place by April 2005.</p>

ANNEX 1

<p>9. Further develop day to day management systems</p> <p>a. Produce facility logbook to record daily checks – cleaning, health & 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 & 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>
---	--	--	---	---	---

<p>Actions</p>	<p>Timescale/ Milestone</p>	<p>Accountable staff</p>	<p>Monitoring/ Reporting</p>	<p>Success Criteria</p>	<p>Status</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 1st 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 & maintenance can be improved, including establishing a Technician post to carry out day to day repairs (L&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 & 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 1st 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"> Sports advisory group Sports specific action groups Disability forum Network of Library Support Groups

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
Evaluation	<ul style="list-style-type: none"> • Analysis of complaints relating to front line service delivery • Analysis of response time to repairs and maintenance – Programme of analysis agreed with colleagues in Asset Management Team. AMT following up issues with BWD • Analysis of mystery shopping and management inspections – Analysis of CAPS Cold Calling exercise during August/September 2004 • Comparison with the best available locally 				
Risk Assessment	Not doing: 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 st Jan 2005 Use of Reachout to inform 05/06 Green Spaces Events Programme. Draft projects identified	
Produce guidelines for developing 'target group' pilot projects (see recommendation 1, action 5 & 6 above) a. Produce project registration form to enable AFM & SDO's to access L&GS and Sport England funding to deliver new projects b. Establish evidence collection, monitoring and evaluation procedures c. Establish reporting procedures d. Produce & Implement action plans	May 2004 Sept 2004	JT MH/AFM/SDO	Monitoring and evaluation procedures built into project process Monthly report to JT/MH Include in quarterly report to delegated powers	Increased use of facilities by target groups	Project registration form 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 a. Establish monitoring systems b. Provide necessary training for all staff involved (assessor and recipient) c. Introduce gradually d. Integrate into planning and reporting procedures	Sept 2004	JT MH/AFM/SDO	Incorporated into AFM/SDO reporting procedures to JT/MH	% of activities being assessed as satisfactory and above	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.	
Evaluation	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					
First Inspection Recommendation	1e) Progressively reduce physical and cost barriers to access and participation.					
Outcome / Target	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.					
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
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	Work with EDS Asset Management Team to establish action plan a. Work with asset management team to programme necessary structural improvements within time scales	April 2004 and ongoing	MH/EF/AP/SB Gary Lindley	Include in quarterly report to delegated powers	Improvements towards DDA compliant	Outline project plan agreed with Buildings Manager (BM). BM to discuss with Disabled Access Officer and look to secure funding. All libraries either complete or work scheduled.
2. 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	July 2004 July 2004 Sept 2004 Oct 2004 April 2005 April – Sept 2005 Sept 2005	MH/SH LM/AMIT	Report to SMT Sept 2004 Report to delegated powers Sept 2004 Include in quarterly report to delegated powers	Pricing policy supports access of priority groups to RMBC facilities and opportunities	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	Meet with officers currently responsible for Rothercard Secure future role, purpose and fit with Sport & Leisure priorities Develop pilot project with South Yorkshire Sport & other South Yorkshire Authorities (Dearne Valley Area) Establish systems for promoting, monitoring and evaluating Report to members Integrate into market plan 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.	
Evaluation	<ul style="list-style-type: none"> • DDA plans are assessed as achievable • Surveys to identify impact of pricing policy • Surveys to identify impact of Rothercard 					
Risk Assessment	Not doing: 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	Sports Strategy to be in place by April 2004.	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	
Evaluation	Share plans with stakeholders Continually assess effectiveness of plan in identifying service priorities and focusing activity					
Risk Assessment	Not doing: Continuation of fragmented service provision and reduced effectiveness of resources.					

ANNEX 1

First Inspection Recommendation	1g) Develop an effective performance management system.						
Outcome / Target	Robust Performance Management Systems in place.						
	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status	
SEE Rec. 2		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	
Evaluation							
Risk Assessment							

First Inspection Recommendation	1h) Make service aims clearer and more challenging by linking directly to community and corporate aims.						
Outcome / Target	Agree clear service aims and objectives linked to corporate aims.						
	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status	
SEE Rec. 3 (also rec. 1a and outcome 1f)		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	
Evaluation							
Risk Assessment							

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.						
First Inspection Recommendation						
Outcome / Target	Clear targets set for outcomes <ul style="list-style-type: none"> • participation • quality • cost 					
	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status
SEE Rec. 2		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
Evaluation						
Risk Assessment						

1j) Effectively monitor performance against targets.						
First Inspection Recommendation						
Outcome / Target	Monitoring systems in place.					
	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status
	SEE Rec. 2	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
Evaluation						
Risk Assessment						

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.						
	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status	
1. Integrate plans and targets into the RMBC Personal Development Review(PDR) process a. 1 year plans used as reference in PDR		Oct 2004	LGSMT LMAMIT	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>Recommendation</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>Outcome / Target</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>Actions</p>	<p>Timescale/Milestones</p>	<p>Accountable staff</p>	<p>Monitoring/Reporting</p>	<p>Success Criteria</p>	<p>Status</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 & 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 & 2 complete. Point 3 currently being developed</p>	
<p>Evaluation</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>Risk Assessment</p>	<p>Not doing: 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	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status
<p>Agree clear service aims and objectives linked to corporate aims.</p> <p>Consolidate aims across service.</p> <p>Cascade 'Future Perfect' targets into whole service.</p> <p>Aims/objectives clearly support Corporate priorities.</p> <p>Staff will own/understand aims/objectives.</p> <p>Clarity about what are not priorities.</p>	<p>1. Review Community Strategy and new Corporate Plan</p> <p>2. Review Business Plan and Cultural Plan and ensure integration of aims/objectives/priorities</p> <p>3. See Recommendation 1f, action point 1 and 2</p> <p>4. Senior managers produce redraft of vision, mission, aims, objectives, target groups and themes linked to community/corporate/cultural aims, etc.</p> <p>a. Draft referred back to SMT/ SLT</p> <p>b. Share, improve and develop draft through various staff/team meetings</p> <p>c. Share and develop draft through various meetings with external partners/forums</p> <p>d. Seek member approval on mission, vision, aims and objectives</p>	<p>March 2004</p> <p>March 2004</p> <p>March 2004</p>	<p>SH/GK</p> <p>SH/GK</p> <p>SH/GK LMAMT</p> <p>SH/LGSMT</p>	<p>Tie into Corporate monitoring</p> <p>Report to SMT March 2004</p> <p>Report to Delegated powers April 2004</p>	<p>Clear alignment with all strategic documents</p> <p>Clear vision for service that is shared and communicated with all interested parties</p>	<p>Review carried out as part of the development of Key Strategic objectives</p> <p>Input into definition of new Community Strategy through consultation workshops.</p> <p>Final consultation & draft almost complete.</p> <p>Draft needs to be shared with members</p>
<p>5. Produce materials to promote aims/objectives with</p> <ul style="list-style-type: none"> • staff - 'how do I contribute as individual' • customers • partners 	<p>Produce materials to promote aims/objectives with</p>	<p>May 2004</p>	<p>SH/LGSMT GK/LMAMT</p>	<p>Conduct Annual Reviews with staff, customers and key partners</p>	<p>Vision and direction is visibly communicated at Leisure & Green Space sites</p> <p>Information on Vision and direction can be made available on request/website</p>	<p>Draft materials produced.</p> <p>Awaiting final approval</p>
Evaluation	Regularly survey knowledge and understanding of staff, partners and public regarding service aims and priorities					
Risk Assessment	<p>Feedback relating to perception of achievement of vision, aims, objectives</p> <p>Not doing: Continued lack of understanding of service priorities</p>					

ANNEX 1

Identify and make better use of information already within the council to target programmes on those with greatest need.						
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
		<p>1. Establish a clear view of existing and future information relating to target groups and themes (e.g. Young People, Health, etc)</p> <p>a. Gather and review baseline information from other RMBC services, external partners, and organisations.</p> <p>b. Review existing baseline information L&GS</p> <p>c. Identify gaps in information and develop strategies to fill.</p> <p>d. Establish own and others calendar and systems for ongoing consultation and feedback – related to service planning and reporting procedures.</p> <p>e. Use information to support target setting</p>	<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
		Evaluation	Regularly assess effectiveness of data gathering systems			
		Risk Assessment	Not doing: 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)

Recommendation	Develop a better understanding of potential customers and their needs by using appropriate processes and systems to monitor and establish the reasons for usage and non-usage of existing facilities and activities.					
Outcome / Target	Develop a regular programme of consultation and feedback (as part of Rec.4 above and Rec. 6 below).					
	Actions	Timescale/Milestone	Accountable staff	Monitoring/Reporting	Success Criteria	Status
1. Establish systems: for immediate feedback – customer comments/complaints a. Ensure systems are visible at sites and actively promoted b. Establish systems to monitor and analyse comments/complaints c. Develop system for feedback to customers on actions taken d. Build into monthly managers report e. Use to inform short and long term planning	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.	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 a. Ensure systems are actively implemented b. Information gathered centrally and used to inform quality of provision c. 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>
--	--	---	--	---	---

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.
Evaluation <ul style="list-style-type: none"> Regularly assess effectiveness of data gathering systems Assess usage of information analysis in terms of informing planning and improving usage 					
Risk Assessment Securing necessary funding Not doing: 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.	
Evaluation	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 Not doing: 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					
Risk Assessment						

ANNEX 1

<p>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>Recommendation</p>	<p>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>Outcome / Target</p>	<p>Establish a formalised work force development plan. Develop the Capability of all Staff to carry out duties.</p>					
	<p>Actions</p>	<p>Timescale/ Milestone</p>	<p>Accountable staff</p>	<p>Monitoring/ Reporting</p>	<p>Success Criteria</p>	<p>Status</p>
	<p>1. 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>2. 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>March 2004</p> <p>Plan completed by Sept 2004</p> <p>April – May 2004</p>	<p>SH/GK/JC</p> <p>SH/MH/JT</p>	<p>Report to SMT June 2004 and 6 monthly thereafter</p> <p>Report to SMT May 2004</p> <p>Include in quarterly report to delegated powers (as appropriate)</p>	<p>Staff are well trained and feel confident in carrying out their duties</p> <p>A quality service is being delivered supported by an appropriate staffing structure.</p>	<p>Made contact with Tracey Parkin. Need to agree Corporate Time scales with Audit Commission</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>Evaluation</p>	<p>Assessment of delivery of training provision against staff needs</p> <p>Assessment of staff evaluation relating to training provision</p> <p>PDR competency Framework</p> <p>Securing necessary funding</p> <p>Not doing: Failure achieve necessary service improvements due to lack of staff capacity/competency</p>					
<p>Risk Assessment</p>	<p>Securing necessary funding</p> <p>Not doing: 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/MAMT	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.
Also SEE Rec. 1e) & Rec.5						
Evaluation	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					
Risk Assessment	Limited capacity to target resources. Time scales relating to review of pricing policy. Not doing: Continued limited capacity to target resources. Restricted ability to meet priorities					

ANNEX 1

<p>Recommendation</p>	<p>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.</p>					
<p>Outcome / Target</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>Actions</p>	<p>Timescale/ Milestone</p>	<p>Accountable staff</p>	<p>Monitoring/ Reporting</p>	<p>Success Criteria</p>	<p>Status</p>
<p>Develop appropriate strategic partnerships in order to maximise benefits</p> <ol style="list-style-type: none"> Attend PCT strategic group Attend Youth Offending Team strategic group Co-ordinate PE and School Sport Strategic Group Identify other key groups/meetings and agree commitment to attend <p>2. Prepare guidelines for developing and evaluating partnerships</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 & 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"> Fly-tipping Group Sustainability Driver Group Groundwork Trusts Panel <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 & Fitness Co-ordinator who will feed in to the health & Fitness Forum established Dec 2004.</p> <p>Regular meetings with EDS Tourism Officers</p>	
<p>Also SEE Rec. 1f) action point 1</p>						
<p>Evaluation</p>	<p>Evaluate success as part of joint steering group activity</p>					
<p>Risk Assessment</p>	<p>Capacity, readiness and will of partners to engage Not doing Reduction in available resources. Reduced impact of opportunities. Restricted access to target groups and communities</p>					

ANNEX 1

Recommendation	Publish a clear customer charter for Cultural Services, so that users know what service they should be getting.					
Outcome / Target						
	Actions	Timescale/ Milestone	Accountable staff	Monitoring/ Reporting	Success Criteria	Status
	SEE Rec.1c) , action points 10 and 12					To be developed once Service Plan finalised
Evaluation						
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>Priority</p>	<p>1. Raising standards across our schools</p>	<p>Rotherham Learning 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>Improving the life chances of children and young people: Enjoying and achieving Enabling everyone to achieve functional skills for life: 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>Rotherham Learning 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>Rotherham Learning Improve the potential of Rotherham people by assisting them to develop through the provision of lifelong learning opportunities</p>	<p>Cultural Charter Objective 7 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 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>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.</p>		<p>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.</p>	<p>Proposed focus for measurement in Culture & Leisure performance indicators (draft):</p>	Targets to be reviewed and aligned with Culture & Leisure specific performance indicators, Spring/Summer 2005
	<p>Other SMART objectives towards which Cultural Services can make a contribution: Targets around children and young people (Community Strategy matrix)</p>	<p>Priority objectives towards which Cultural Services can make a contribution 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>Other targets towards which Cultural Services can make a contribution: 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>			

		<p>Other SMART objectives towards which Cultural Services can make a contribution:</p> <p>Targets around town centre <i>(Community Strategy matrix)</i></p>	<p>Priority objectives towards which Cultural Services can make a contribution</p>	<p>Other targets towards which Cultural Services can make a contribution:</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>Rotherham Alive 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>Improving the life chances of children and young people: Being healthy Enjoying and achieving</p>	<p>Rotherham Alive 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>Cultural Charter Objective 5 To improve provision for, and access to, quality cultural and sporting activity across the borough.</p>

Objective/ Outcome Measure/Target	<p>Proposed SMART objective: 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>Other SMART objectives towards which Cultural Services can make a contribution: Targets around the individual (prevention) (Community Strategy matrix)</p>	Priority objectives towards which Cultural Services can make a contribution	<p>Proposed Cultural Services targets: 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>Proposed focus for measurement in Culture & Leisure performance indicators (draft):</p>	Targets to be reviewed and aligned with Culture & Leisure specific performance indicators, Spring/Summer 2005
		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		

ANNEX 2

Rotherham Safe

Priority	LGA Shared Priorities	Community Strategy	Neighbourhood Renewal Strategy	Corporate Plan	Culture & Leisure Strategic Outcomes	Cultural Strategy
	4. Creating safer and stronger communities. 5. Transforming local environments	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/Outcome/Measure/Target		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):	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

					<p>Increased opportunities for people to participate in cultural activities</p> <p>Levels of volunteering and community sector involvement</p>	<p>Targets to be reviewed and aligned with Culture & Leisure specific performance indicators, Spring/Summer 2005</p>
			<p>Other SMART objectives towards which Cultural Services can make a contribution:</p> <p>Targets around liveability – green</p> <p>Targets around liveability - safe</p>	<p>Priority objectives towards which Cultural Services can make a contribution</p> <p>Reduce number of children and young people who are victims of crime or who live in fear of crime <i>(Neighbourhood Renewal Strategy p51)</i></p>	<p>Other targets towards which Cultural Services can make a contribution:</p> <p>Ensure 80% of public buildings are accessible to disabled persons by March 2010 <i>(Key Themes)</i></p> <p>Set up and support warden or CCTV schemes in all hotspot neighbourhoods identified in conjunction with the police <i>(Key Themes)</i></p> <p>Deliver a clear set of customer defined neighbourhood standards by 2006 which will help ensure the delivery of safe, clean and green neighbourhoods <i>(Draft Corporate Plan)</i></p> <p>Ensure 80% of public buildings are accessible to disabled persons by March 2010. <i>(Draft Corporate Plan)</i></p>	

ANNEX 2

Rotherham Proud

	LGA Shared Priorities	Community Strategy	Neighbourhood Renewal Strategy	Corporate Plan	Culture & Leisure Strategic Outcomes	Cultural Strategy
Priority		<p>Rotherham Proud 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>Improving the life chances of children and young people: Making a positive contribution</p> <p>Enabling everyone to achieve functional skills for life: Cohesive planning and delivery</p> <p>Improving quality of provision</p> <p>Improving quantity and range of provision</p>	<p>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.</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>Cultural Charter Objective 3 To define and develop the cultural distinctiveness of the borough and its communities</p>
Objective/Outcome/ Measure/ Target		<p>Proposed SMART objective: By 2010 the profile of users of local authority cultural facilities matches the local population profile</p>		<p>Proposed Cultural Services target: By 2010 the profile of users of local authority cultural facilities matches the local population profile</p>	<p>Proposed focus for measurement in Culture & Leisure performance indicators (draft):</p>	<p>Targets to be reviewed and aligned with Culture & Leisure specific performance indicators, Spring/Summer 2005</p>

		<p>Other SMART objectives towards which Cultural Services can make a contribution:</p> <p>Targets around cohesive communities Targets around diversity Targets around Borough pride Targets around involvement and participation</p>	<p>Priority objectives towards which Cultural Services can make a contribution</p>	<p>Other targets towards which Cultural Services can make a contribution:</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></p> <p>Increase in the positive perception by local people to X% by 2010 <i>(Draft Corporate Plan)</i></p> <p>Improve and maximise the external perception of Rotherham to the rest of the country <i>(Draft Corporate Plan)</i></p> <p>Raise the percentage of local people who are proud of their local environment to 70% by 2010 <i>(Draft Corporate Plan)</i></p> <p>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>
Page 46					

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>An Excellent Council 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>Proposed Cultural Services target: <i>To be determined</i></p> <p>Other targets towards which Cultural Services can make a contribution: To become a “Good” authority by April 2006 <i>(Rotherham Performing Key Challenges)</i> To become an “Excellent” authority by 2007 <i>(Rotherham Performing Key Challenges)</i> To implement Public Access Strategy by April 2006 <i>(Rotherham Performing Key Challenges)</i></p>	<p>Achieve excellence in cultural services provision through effective performance management, community engagement and partnership working.</p> <p>Proposed focus for measurement in Culture & Leisure performance indicators (draft):</p> <p>Partner and stakeholder satisfaction with cultural services Financial performance and efficiency ratios 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>		
--	--	--	--	---	--	--

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