CABINET MEMBER FOR LIFELONG LEARNING, CULTURE AND LEISURE

Venue: Town Hall,   Date: Tuesday, 21ˢᵗ March 2006
         Moorgate Street,
         Rotherham.

                                       Time: 9.00 a.m.

A G E N D A

1.   To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.

2.   To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.

3.   Minutes of previous meetings held on 28th February and 7th March, 2006 (Pages 1 - 4)
     - to receive minutes

4.   Transfer of Hosting Arrangements - South Yorkshire Sports Partnership (Pages 5 - 7)
     - to consider the proposal to transfer the hosting arrangements for Rotherham MBC to Barnsley MBC

5.   Single Plan (Pages 8 - 118)
     - to approve the final version

6.   GCSE Examination Results 2005 (Pages 119 - 136)
     - to receive the report

7.   More People More Often, Culture and Leisure Marketing Strategy 2006-2008 (Pages 137 - 194)
     - to accept the Plan and refer to Tourism Panel for information

8.   Culture & Leisure Services Events Plan 2006-09 (Pages 195 - 213)
     - to accept the Plan and refer to Tourism Panel for information

(The Chairman authorised consideration of the following items in order to process the matters referred to without delay)

9.   New Name for Green Arbour Special School (Pages 214 - 215)
     - to request approval be given to the new name for Green Arbour Special School

10. Annual Determination: The Local Authority (Post-Compulsory Education Awards) Regulations 2000 (Pages 216 - 217)

- to consider the annual determination of exercising powers to make financial awards to the new HE and FE students

11.   Date and Time of Next Meeting

Agenda Item 3

CABINET MEMBER FOR LIFELONG LEARNING, CULTURE AND LEISURE
Tuesday, 28th February, 2006

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

Apologies for absence:- Apologies were received from (none).

175. MINUTES OF A PREVIOUS MEETING HELD ON 7TH FEBRUARY, 2006

The minutes of a meeting held on 7th February, 2006 were agreed as a correct record.

176. CULTURE AND LEISURE SERVICES - BUDGET MONITORING REPORT AS AT JANUARY, 2006

Consideration was given to a report of the Strategic Finance Officer which showed the budgetary position as at January, 2006.

This is the seventh Budget Monitoring report for Culture and Leisure Services in 2005/06 and the fourth separate report, reflecting the organisational change that resulted in the formal cessation of the Education, Culture and Leisure Services Programme Area and the creation of the Children and Young People's Services Programme Area on 1st October, 2005.

The current forecast is for the service to achieve a balanced budget by the end of the financial year. This is in line with the forecast outturn reported at the end of December, 2005.

Resolved:- That the forecast outturn for 2005/06 based on actual costs to 31st January, 2006 and forecast costs to the end of March, 2006 be noted.

177. BUDGET MONITORING REPORT AS AT JANUARY, 2006 - EDUCATION ELEMENT

Consideration was given to a report of the Strategic Finance Officer which showed the budgetary position as at January, 2006.

This is the seventh Budget Monitoring report for Children and Young People's Services in 2005/06 and the third separate report, reflecting the organisational change that resulted in the formal cessation of the Education, Culture and Leisure Services Programme Area and the creation of the Children and Young People's Services Programme Area on 1st October, 2005.

The current forecast is for the former Education element of the service to achieve a balanced budget by the end of the financial year.

Reference was made to:-

- the reporting of costs and savings relating to the strategic partnership with RBT;

- recurrent budget pressures (eg: the costs of the placement of out-of-area pupils in Rotherham schools;

- the future, detailed reporting of main code costs from 1st April, 2006 onwards.

Resolved:- That the forecast outturn for 2005/06 based on actual costs to 31st January, 2006 and forecast costs to the end of March, 2006 be noted.

CABINET MEMBER FOR LIFELONG LEARNING, CULTURE AND LEISURE
Tuesday, 7th March, 2006

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

178.   MINUTES OF PREVIOUS MEETING HELD ON 28TH FEBRUARY 2006

The minutes of a previous meeting held on 28th February, 2006 were agreed as a correct record.

179.   EXCLUSION OF THE PRESS AND PUBLIC

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

180.   LONGDENDALE OUTDOOR EDUCATION CENTRE - PROPOSED REFURBISHMENT AND EXTENSION

In accordance with Minute No. 129 of a meeting of the Cabinet Member, Lifelong Learning, Culture and Leisure held on 22nd November 2005, consideration was given to a report of the Young People's Services Manager which contained details of the final outcome, and confirmed costs of the Partnering negotiations, in respect of a contract to refurbish and extend Longdendale Outdoor Education Centre.

Work started on 14th February, 2006 with a completion date during mid October, 2006.

The scheme involved refurbishment of the existing two storey house, demolition and rebuild of the boiler house, remedial works to the existing equipment store and construction of a new two storey extension, and all associated works.

In addition, the report gave an update on progress around the development of the management partnership with the Youth Hostel Association, together with the anticipated current spending profile.

A draft contract will be agreed by July 2006 in readiness for agreement by August 2006.

The new outdoor education centre will provide a facility for outdoor educational needs and pursuits which will benefit all Rotherham schools. A publicity exercise would take place at an appropriate stage of the project.

Once the work had been completed and bookings re-commenced, and in

response to a request from the Manager, it was noted that the name of the facility would revert to its old name of Crowden.

Resolved:- (1) That the final tender costs be noted.

(2) That the progress in developing the management partnership with the Youth Hostel Association be noted.

(3) That a further progress report be submitted to a future meeting.

(Exempt under Paragraph 3 of the Act – information relating to the financial or business affairs of any particular person (including the Council)

181.   CULTURE AND LEISURE SERVICES - FEES AND CHARGES 2006/ 07

Consideration was given to a report of the Head of Culture and Leisure which outlined the annual review of fees and charges for 2006/07.

The proposed charges are with effect from 27th March, 2006 (25th March, 2006, for Country Parks and 1st September, 2006 for Civic Theatre).

In the main, and whilst there are several exceptions, increases range from 0% to 5%.

It was noted that several core services still remain free of charge, e.g. public library service, museum service, archives and local studies service and casual access to green spaces and children's play areas. Where there is a charge there is often a concessionary rate and, particularly related to leisure activities, a junior rothercard rate. Concessionary customers are not restricted to access at off-peak times as is the case in many other local authorities.

A new concessionary use policy has been adopted for the hire of Culture and Leisure premises by local organisations. As from April 2006 eligibility for concessionary hire will be determined by whether the activity helps deliver one or more corporate (and hence Culture and Leisure) priorities.

Resolved:-   That, with the exception of specific amendments, as discussed, the fees and charges, as set out in Appendix A now submitted, be approved.

(Exempt under Paragraph 3 of the Act – information relating to expenditure and recipients of service provided by the Authority).

Agenda Item 4

	ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Lifelong Learning, Culture & Leisure Cabinet Member and Advisors
2.	Date:	21st March 2006
3.	Title:	Transfer of Hosting Arrangements – South Yorkshire Sports Partnership
4.	Programme Area:	Children and Young People's Services

5. Summary

This report identifies the proposal to transfer the South Yorkshire Sports Partnership hosting arrangements from Rotherham Metropolitan Borough Council to Barnsley Metropolitan Borough Council. Rotherham MBC has acted as host agency for the Partnership since its conception in 2001. Given the length of time that Rotherham has operated in this role it is proposed that Barnsley MBC take on the responsibility at least for the next 3 years.

6. Recommendations

Members are asked to consider the proposal to transfer the hosting arrangements for Rotherham MBC to Barnsley MBC.

7. Proposals and Details

Rotherham Metropolitan Borough Council, along with the three other South Yorkshire Local Authorities, has been a member of the South Yorkshire Sport and Physical Activity Partnership (SYSPAP) since it was established in 2001. The Partnership, which includes other sport and physical activity stakeholders (e.g. health, regeneration, and voluntary sector), plays a leading role in the co-ordination and delivery of a wide range of sport and physical activity opportunities across the sub region. Rotherham MBC contributes both financially and in officer time to SYSPAP and in return benefits from external funding directed into the partnership by Sport England and other funders, as well as the work carried out by Partnership Officers centrally and in the Borough itself.

Partnership successes to date include a number of programmes and initiatives (e.g. stakeholder engagement, community clubmark and the Community Coach Scheme in Eastwood) that have been identified nationally as examples of good practice and as such adopted by other Sports Partnerships. In addition thousands of adults and young people in Rotherham have benefited from the programmes and opportunities developed and delivered through the Partnership.

As part of a national review process, initiated by changes in the structure of Sport England (the major funding body), the Partnership is currently going through a process of restructure in order to meet new Sport England criteria; establish itself as 'Fit for New Purpose' and consequently secure funding for the next 3 years. As part of this process and due mainly to the length of time Rotherham has acted as host, Barnsley MBC has made an offer to take on the host responsibility. This is supported by the SYSPAP Executive Board and the proposal is to commence the new arrangement from 1st April 2006.

Whilst officers in Rotherham MBC, Culture and Leisure and other service areas have made an effective contribution to the hosting arrangements, it is felt that this transfer will allow others to make a similar contribution, whilst at the same time enable RMBC officers to play a more supportive role.

8. Finance

There are no direct financial implications of transferring the hosting arrangements, although a degree of officer time will be needed to ensure correct procedures are followed. RMBC officers will continue to work with SYSPAP colleagues to ensure proper financial monitoring procedures are adhered to, as part of the ongoing work of the Partnership.

9. Risks and Uncertainties

As Barnsley MBC have accepted in principle, the responsibility for acting as host organisation to the SYSPAP, no risks are anticipated other than possible delays in the transfer deadline, which may be caused by any procedural difficulties. In this event the transfer date would need to be extended, with Rotherham MBC continuing to act as host in the interim period.

10. Policy and Performance Agenda Implications

The SYSPAP makes a significant contribution to the work of Cultural and Leisure services, particularly in the area of Sport and Physical activity development. As such it contributes to all of the corporate priorities identified in the Cultural and Leisure business plan and Rotherham's Sport and Active Recreation Plan.

11.   Background Papers and Consultation

None.

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	ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS	

1.	Meeting:	Cabinet Member for Lifelong Learning, Culture and Leeisure
2.	Date:	21st March 2006
3.	Title:	Single Plan
4.	Programme Area:	Children and Young People's Service

5. Summary

This report presents the final draft version of the Single Plan.   The plan has been developed by a multi agency steering group and has been the subject of broad engagement and consultation.   This final draft incorporates feedback received.

The presentation is being worked on by the Design Studio to convert the document into an attractive, children and young person friendly format.

Publication must take place by 1st April to meet the statutory deadline.

6. Recommendations

- **That the Cabinet Member approves the final version for the publication to go ahead.**

7. Proposals and Details

The plan has been drafted by a multi agency steering group and wide consultation and engagement has been ongoing throughout the development stage as well as when the plan reached draft format.

We have incorporated as much of the feedback as possible, recognising that this is a strategic plan and that operational detail will follow as locality plans are developed. There will be a locality plan for each Area Assembly, which will be based on the strategic plan, but will be designed to meet the specific needs for that area.

The priorities in the plan are based upon sound research, using the Audit of Need, Children and Young People's Visioning, stakeholder meetings and events and other recent feedback from consultation.

8. Finance

The cost of publication is limited and is contained within existing budgets. We will publish the plan on the Council's website and Intranet, and publicise it using poster campaigns. We will produce the plan on CD Rom and a summary version will be produced.

Printed publication will be limited in this first instance, as we are conscious that the plan will need to be reviewed and revised following the Joint Area Review.

9. Risks and Uncertainties

Without a single plan our capacity to deliver better outcomes for children and young people will be hindered as the plan sets out shared objectives for all agencies across the Borough. We would also fail to meet our legislative duties.

10. Policy and Performance Agenda Implications

We are able to demonstrate that our priorities in the plan are based on sound evidence and research about the needs within the Rotherham Borough. The single plan will be a key document in the Joint Area Review, demonstrating the link between needs, priorities, actions and outcomes.

The Joint Area Review will feed into the Comprehensive Performance Assessment.

11.   Background Papers and Consultation

Consultation drafts of the single plan
Audit of Need
Children and Young People's Visioning
Steering Group and Stakeholder Meetings
DfES Guidance on the content of the Single Plan

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Rotherham Children and Young People's Services

Children and Young People's Plan and Well-Being Strategy 2006-2009

April 2006

Copies of this Plan can be obtained by contacting Emma Heyes, Policy, Planning and Research Officer at: **Crinoline House, Effingham Square, Rotherham, S65 1AW. Telephone 01709 822359, Emma.Heyes@rotherham.gov.uk**

Young people will be directly involved in developing a young person friendly version of the Plan and further work will be taking place in order to produce a summarised document.

A feedback facility has been included at the back of this document in order for you to submit any comments or suggestions on the content of this Plan. The Plan will be reviewed on a regular basis to reflect ongoing developments and issues identified through consultation with all of Children and Young People's Services' stakeholders, including children and young people. Performance against targets/ measures will be reported to the Children and Young People's Board, in addition to existing reporting to the Lead Member and Council's Cabinet. An annual progress report will also be published in June each year, with effect from 2007, this will follow our Annual Performance Assessment.

Strategic Plans have also being developed for each Area Assembly which cross reference to the Children and Young People Plan. In addition, operational locality plans will contain more detailed information about how this strategic Children and Young People's Plan will be implemented in each neighbourhood. If you would like to participate in developing these plans please contact Emma Heyes at the above address.

If you would like this document in another format or language please contact us and we will do our best to accommodate you.

01709 822359 اگرآپ چاہیں کہ یہ دستاویز آپ کو کسی اور طرز یا زبان میں مہیا کی جائے تو برائے کرم ہم سے رابطہ کریں، ہم آپ کے لئے اپنی پوری کوشش کریں گے۔

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Contents

(Graphic Design Studio to send proof back to us for us to complete)

Appendices

Welcome to the Children and Young People's Plan

Insert picture of Councillor Wright (Design Studio)

This is our first strategic plan for children and young people in Rotherham. It tells a story about the journey towards developing excellent integrated services and transforming them through multi agency delivery, in the right place at the right time.

It covers services for children and young people 0-19, those aged 20 or over who are leaving care and those up to 25 who have learning difficulties.

Since the Every Child Matters framework was established we have been doing an enormous amount of preparation for the integration agenda. We have already done a great deal and are proud of what we have achieved so far. We intend to build on this success and continue to take our passion and commitments further.

Children, young people, parents and carers have helped us to shape this plan, together with staff from all our partner organisations. We will continue to involve our stakeholders in the ongoing revision, improvement and development of the Plan ensuring that the opportunity to contribute is inclusive and open to all.

We carried out a study of the needs of Rotherham communities and have published a report about our findings. During the Summer we also carried out a visioning exercise with children and young people and we have used this, together with other consultation and events, to inform our priorities for this plan. Key themes arising from these can be found throughout the Plan, however, full details of the Analysis of Need can be found by visiting: http://www.rotherham.gov.uk/singleplan

We clearly demonstrate links to our Community Strategy, Corporate Plan and other more detailed plans and strategies, together with the plans and strategies of our partners. For example, there is a clear connection and consistency between this plan and the National Service Framework for Children, Young People and Maternity Services and the Primary Care Trust's Local Delivery Plan, and our Local Area Agreement. We are also committed to ensuring that we play a full part in responding to and supporting the Council's equalities agenda including a commitment to the Corporate Equality Strategy and Action Plan and the Race Equality Scheme 2 and Action Plan. We have conducted an Equality Impact Assessment throughout the production of this plan and will address issues arising from this work.

The plan has been developed by a multi agency steering group and whilst it is a three year plan, we will review our progress regularly and produce an Annual Report. We will also continue to refine our Analysis of Need and to obtain the views of children and young people and these, together with the recommendations from our Joint Area Review, will feed into our first review.

We hope that you enjoy reading this plan and that you join us on this exciting journey.

How we are Organised to Deliver Services for Children and Young People

As you have seen in the welcome message, we have a Children's Board, chaired by Councillor Wright, and membership of the Board ranges across all partners. This is supported by a multi agency group of managers who form the Children's and Young People's Strategic Partnership in 2005 we established our Safeguarding Board.

We have a dedicated Cabinet Member for Children and Young People's Services and a Director of Children and Young People's Services, and both of these positions were established well ahead of our statutory duty. All of the progress to date is a demonstration of our shared commitment to the children, young people and families of Rotherham.

We are committed to increasing the voice and influence children and young people have on all of our services. We will build on our visioning exercise to ensure that children and young people increasingly take part in our strategic thinking, the design of services, the commissioning of services, service delivery, the quality assurance of services and in the recruitment and selection of our staff.

A multi agency leadership team forms the first layer of governance for children and young people's services. The Analysis of Need, the children and young people's visioning work and this plan are being used by them to inform the transformation of our workforce, to maximise the use of resources and create multi agency teams to match the needs of the community in which they are based. Our schools and children's centres play a crucial role in the community, and we already have one full service school, and are in the process of rolling out our extended services programme in schools. As part of the reform agenda the N.H.S. are restructuring and delivering services through our children's centres and extended services in order to deliver services closer to where child lives.

The success of our vision is reliant upon continued strong partnership and governance, to ensure that the Every Child Matters framework helps us to touch the lives of all children and young people in Rotherham, in the most positive way.

Our delivery of this plan is based upon clear timescales but some of our more aspirational and developmental plans need to retain some flexibility.

Some of our key achievements to date include:

Service Pathways

- Electronic service pathways have been developed in order to provide direct access for service users to completed pathways and any other supporting information, via the internet.

- Work has been completed in relation to:

1. The transition process for children requiring extra support when moving from primary to secondary school (Dinnington Special Educational Needs Department)

2. Preventative practice for young children experiencing difficulties emotional wellbeing issues at primary school has been completed (Maltby Behaviour in Education Support Team, (BEST)).

3. An anti-bullying pathway is currently being developed by the whole school community at Maltby Comprehensive School (Maltby BEST Team).

Common Assessment Framework (CAF)

The Common Assessment Framework (CAF) focuses on the early identification of children and young people's needs and improved multi-agency working. It's focus is on providing a simple, non-bureaucratic process for the holistic assessment of a child or young person's needs, taking account of the individual, family and community. Rotherham has played an influential role in the development of this national framework. In addition, our Children's Rights representatives have carried out further work to produce a Children and Young People version of this assessment. The CAF has been developed for use by practitioners in all agencies so that they can communicate and work more effectively together. Within Rotherham the progress made in this area includes:-

- Training has been developed, with relevant partners, to ensure that Rotherham has a coherent approach to Common Assessment Framework (CAF), Lead Worker and Information Sharing Guidance.

- A Common Assessment Framework (CAF) and Lead Worker Implementation Plan have been developed.

- Draft Guidance in relation to the Lead Worker Role has also been devised.

Information Sharing Protocols

- Rotherham's joint confidentiality agreement has been reviewed and extended to include Mental Health Services.
- A draft overarching Children and Young People's information sharing protocol has been written and formal consultation has been completed. Formal approval is expected in Summer 2006.
- Draft service level agreement protocols have been developed.

Clifton Project

- A pilot multi-agency team has been established and has now moved into purpose built accommodation.
- Workers from a range of services are committed to an integrated collaborative way of working.
- The Multi-Agency Support Team's (MAST) function is effectively producing clearer, more direct actions for local children and families.

- Development of an incorporated Children's Centre will form part of a more effective delivery of services to local families.

Adoption and Fostering Inspections

- In 2004 Inspectors confirmed that Adoption Services are 'Safe' and 'Well Managed'.
- In 2005 Inspectors confirmed that Fostering Services are 'Safe' and 'Well Managed'.
- Excellent progress is being made in relation to the educational achievement of Looked After Children, with an increase in the number of children and young people gaining five or more GCSEs.
- Rotherham have established and developed its Local Safeguarding Children Board.

Exclusions

- A combination of partnership working, multi agency working and quick response enabled us to almost halve the number of permanent exclusions of young people from Rotherham schools in the last school year.
- For the first time for at least 6 years there were no permanent exclusions from primary schools.
- Direct work with parents and parenting support courses have helped parents of teenage children and young children to improve their parenting skills and provide appropriate boundaries and structures for their children.
- Behaviour Improvement Programme schools were successful in reducing the number of permanent exclusions with 18 of them meeting their target. Schools also had success in reducing their fixed term exclusions with 13 meeting their target. The number of days lost to fixed term exclusion was reduced in 16 schools.

Attendance

- Attendance in both primary and secondary schools has significantly improved over the last 3 years and Rotherham is one of only 50 authorities without any identified attendance concerns.
- Rotherham's primary school attendance is only 0.05% away from the national average whilst Rotherham's secondary school attendance is only 0.02% away.
- The practice of Rotherham's Education Welfare Service is cited on the DfES's Good Practice web site and other authorities have been invited to carry out some of Rotherham's initiatives to tackle poor performance.

- Rotherham's Education Welfare Service was one of the first in the country to issue fixed penalty notices under the Education remit of the Anti Social Behaviour Act 2003.
- The attendance of Looked After Children has also improved since the 2005/6 outturn. Action plans have been put in place for 15 young people which are monitored by a Member Education Panel.

School Performance

- In 2005 pupil performance at the end of all Key Stages has risen. In many cases the level of improvement is greater than the national rate of improvement.
- Overall performance in external tests and examinations is the highest in South Yorkshire.
- For the second year running the Minister of State for Schools and 14-19 Learners has written to congratulate Rotherham on the excellent performance of our schools in the achievement of Key Stage 2 pupils. The results show that children in Rotherham, at KS 2, have sustained the most consistent improvement in English and Mathematics since 2002.

Youth Offending Services (YOS)

- According to the most recent National Performance Tables, Rotherham Youth Offending Services are the 5th best performing Youth Offending Service in England and Wales.
- Intensive Supervision and Surveillance Programmes, the Home Office's 'flagship programme' for managing serious and persistent young offenders in the community, was first devised and delivered in Rotherham
- Rotherham Youth Offending Service has developed a unique Voice and Influence Officer post which has been described by the Youth Justice Board as an "excellent initiative".
- Additional mental and emotional health support is provided by a clinical psychologist working with both the STEPS Team (Support, Therapy, Education, Prevention Service) and the Youth Offending Service.

The Respect Agenda is a national initiative that has been put in place to tackle a range of issues which are associated with anti-social behaviour by individuals. The initiative offers; support for parents to address poor parenting skills and early involvement in crime or anti-social behaviour, works with schools to address truancy and exclusion and works with groups and individuals living in deprived areas where there is disorder, drug and alcohol misuse.

Teenage Pregnancies

- Rotherham has achieved a 9.1% reduction in teenage pregnancies over the 1998 baseline.
- Rotherham has the second lowest rate of teenage pregnancies in South Yorkshire (51.5%), the South Yorkshire rate is 55.3%.
- Specific project work has been undertaken in order to improve this from the 1998 baseline, including youth clinics, Sexual Relationships Education in schools and the baby doll project in Rawmarsh.

Voluntary and Community Sector

We have a good track record of working in partnership with agencies and are very proud of the contributions made by the voluntary and community sector. A couple of examples of work taking place include;

- Al Muneera run a girls only multi-sports activities project at Ferham School to make sports more accessible in a culturally appropriate manner and have female coaches and support staff.

- The Chantry Young Men's Christian Association (YMCA) runs a developing Dads (DVD) project which provides advice, support and informal education opportunities for fathers, fathers to be and father figures aged 16-25 years. This project currently covers all of Rotherham and consists of one to one support and group activities. Young fathers are referred directly to the project from a variety of other services, particularly those working in the field of teenage pregnancies.

There are far too many examples of good work to detail within this plan so for further details about a whole range of community and voluntary activities please got to www.varotherham.org.uk

You will find further examples of particular projects, initiatives and areas of good practice under each of the five Every Child Matters outcomes later in this document. These include 'Breakthrough Projects' which originated from the Community Strategy and highlight how particular areas of work contribute to the five themes. In addition, there are details of 'Making a Difference' projects which demonstrate how we will measure the impact of our work and integrate into our policies and procedures.

Local Public Service Agreement (LPSA)

March 2006 was the end of our public service agreement and the following targets were set in relation to Children and Young People.

- Improving the Educational Attainment of Children and Young People in Care (National).

- Maximising the contribution adoption can make to providing permanent families for children and young people.

- Increase the percentage of 14 year olds at or above the standard of literacy, numeracy, science and information and communication technology for their age.

- Improve the attainment and progress of pupils in the Foundation Stage (period end Summer 2006).

Currently, we have achieved our LPSA target, which is the increase in average SAT (Standard Attainment Tests) results for Looked After Children aged 11 years, we are on target to achieve the number of young people leaving care with 5 or more passes at grades A*-C and we are aiming to achieve the adoption targets at the end of the LPSA period. Whilst we are not on target to meet the Key Stage 3 attainment, there has been significant improvement at a rate which is higher than the improvement rate nationally.

The Vision for Children and Young People in Rotherham

During the development phase of services for children and young people in Rotherham, a great emphasis has been placed on the real involvement and engagement of children and young people. Traditionally, consultation, engagement and participation of children and young people has more usually been confined to a replication adult ways of working, but in Rotherham we are striving to turn things on their head by involving children and young people in our thinking, and actions, at a much earlier stage and at all stages of the process.

Young People's Services (Youth Service) has, with partners and young people, developed this into a much broader and deeper framework, where children and young people of all ages and abilities are encouraged to contribute at all stages of the process. In Rotherham this has evolved into the concept of giving 'real Voice and real Influence' in such a way that it

ensures children and young people have real impact on decisions that affect their lives. Recent activity has included young people's contribution to the scrutiny process, with Looked After Children young people involved in scrutiny of the Local Authority's role as Corporate Parent, and the Youth Cabinet's involvement in the scrutiny of Citizenship Education in Schools.

Rotherham's Youth Cabinet has, during four or five years, developed from an adults led forum to one where young people very much determine their own agenda. They meet formally six times a year; in November they unanimously referred 'Bullying' as an issue for scrutiny and at their training session in February, following peer education work on anti-fascism they considered issues relating to the British National party (BNP) impact on politics in Britain. Representation from secondary schools, colleges and special schools continues to grow. Similarly Rotherham's United Kingdom Youth Parliament representatives have developed innovative practice, this year their manifestos had simply a letter, no age, no gender, no picture and for the first time Electoral Services were involved in the count, next year the target will be to increase the number of young people involved in voting.

During the summer of 2005, Rotherham Young People's Services and partners conducted a Visioning Exercise involving in excess of 5,500 children and young people from 50+ organisations, and a variety of age ranges. 35 young people spent 4 days over the summer bringing feedback together as a vision, this was presented at the Rotherham Show by 95 young people to children , young people and the wider public. This has enabled us to use the analysis of need study, and cross reference it with what children and young people told us. It has informed the shaping of our key priorities, and the overarching vision for children and young people in Rotherham.

The Borough of Rotherham is experiencing a renaissance and in another recent event to launch this, children and young people from Rotherham's voluntary sector Get Sorted Academy of Music wrote and performed a song which was called "a new beginning". Words in the chorus included "Let's make a change, let's make a future for our young". **(Hyperlink to MP3 of the song)**

To capture this new beginning our overarching vision statement is:

VISION

Changing lives – working together to build a brighter future for all children and young people in Rotherham.

Core Principles

We have also developed a number of core principles. These principles have been adopted and will be embedded as widely as possible across the full range of our services.

Children and Young People's Services are committed to:

- ensuring the child and young person's wellbeing is paramount.

- creating a service that ensures fair access and best possible outcomes for all children and families.

- championing children and young people's rights and responsibilities.

- ensuring that the thoughts, views and experiences of children and families inform the development of our services.

- being innovative, flexible and adaptable to create services which are good enough for all children and young people.

- Recognizing and celebrating equality and diversity.

We will continually check the quality of our work by asking ourselves the question:

– If this were my child, would it be good enough for them?

And we will challenge the focus of our work by asking ourselves:

– Will it really make a difference for children and young people?

We place trust in each other because through working together we will make the greatest difference:

– We will listen, learn and improve.

– We will value and respect children, young people, families and each other.

– In order to achieve the best for all children and young people, we will recognise that we need to look after ourselves and care for each other.

Strategy for the well being of Children and Young People

Rotherham and all of its partner organisations are committed to enabling the well being of its communities and individuals. This strategic plan is the contribution to a broad approach to well-being, which specifically relates to children and young people. In 2005 we launched our revised *Community Strategy and Corporate Plan*, with the following priorities:

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

We can demonstrate clear links from these priorities to the outcomes framework for *Every Child Matters*.

ROTHERHAM ALIVE

Rotherham will be a place where people feel good, are healthy and active, and enjoy life to the full. Health services will be accessible and of high quality for those that require them. Rotherham will celebrate its history and heritage – building on the past, and creating and welcoming the new. People will be able to express themselves and have opportunities to be involved in a wide range of high quality cultural, social and sporting activities. The media, arts, literature and sport will flourish. As a society, we will invest in the next generation by focusing on children and young people.

EVERY CHILD MATTERS – BE HEALTHY

- Physically healthy
- Mentally and emotionally healthy
- Sexually healthy
- Healthy lifestyles
- Choose not to take illegal drugs
- Parents, carers and families promote healthy choices

ROTHERHAM SAFE

Rotherham will be a place where neighbourhoods are safe, clean, green and well maintained, with well-designed, good quality homes and accessible local facilities and services for all. There will be attractive buildings and public spaces. Communities will be peaceful but thriving, relatively free from crime and the fear of crime, drugs and anti-social behaviour. Environments, people and businesses will be protected and nurtured. Children will be safe from harm and neglect. A preventative approach will be taken to minimise crime, accidents and hazards, and to further strengthen resilience and thus safeguard all Rotherham citizens.

EVERY CHILD MATTERS – STAY SAFE

- Safe from maltreatment, neglect, violence and sexual exploitation
- Safe from accidental injury and death
- Safe from bullying and discrimination
- Safe from crime and anti-social behaviour in and out of school
- Have security, stability and are cared for
- Parents, carers and families provide safe homes and stability

ROTHERHAM LEARNING

Rotherham people will be recognised as being informed, skilled and creative, innovative and constructively challenging. They will be self-confident and have a sense of purpose. They will aspire to develop and achieve their full potential in their chosen careers, work, leisure and contributions to local life. Learning and development opportunities will be available and accessible to all. Through this enabling, learning environment, involvement and entrepreneurship will be encouraged.

ENJOY AND ACHIEVE

- Ready for school
- Attend and enjoy school
- Achieve stretching national educational standards at primary school
- Achieve personal and social development and enjoy recreation
- Achieve stretching national educational standards at

- secondary school
- Parents, carers and families support
- Learning

EVERY CHILD MATTERS – MAKING A POSITVE CONTRIBUTION

- Engage in decision-making and support the community and environment
- Engage in law-abiding and positive behaviour in and out of school
- Develop positive relationships and choose not to bully and discriminate
- Develop self-confidence and successfully deal with significant life changes and challenges
- Develop enterprising behaviour
- Parents, carers and families promote positive behaviour

EVERY CHILD MATTERS – ACHIEVE ECONOMIC WELLBEING

- Engage in further education, employment or training on leaving school
- Ready for employment
- Live in decent homes and sustainable communities
- Access to transport and material goods
- Live in households free from low income
- Parents, carers and families are supported to be economically active

ROTHERHAM PROUD

Rotherham people, businesses and pride in the Borough are at the heart of our vision. The Borough will have a positive external image and its people will be renowned for their welcome, friendliness and commitment to the values of social justice. Active citizenship and democracy will underpin how Rotherham works. Achievements and diversity will be celebrated. Rotherham will be a caring place, where the most vulnerable are supported. It will be made up of strong, sustainable and cohesive communities, both of place and interest and there will be many opportunities for people to be involved in civic life and local decision making. The means to do this will be clear, well known and accessible.

ROTHERHAM ACHIEVING

Rotherham will be a prosperous place with a vibrant, mixed and diverse economy and flourishing businesses. Inequalities between parts of the Borough and social groups will be minimised. There will be an excellent town centre known for the high-quality design of its public spaces and buildings, specialist and quality shops, markets and cultural life for all age groups. Rotherham will be accessible from other areas and will have a wide choice of integrated transport options available. Villages and rural areas will be revitalised and provide high quality of life amongst Rotherham's beautiful countryside.

FAIRNESS (cross cutting)

All individuals in Rotherham will have equality of opportunity and choice. Rotherham will provide open and accessible services. We will treat each other with fairness and respect and our diverse needs and strengths will be understood and valued. Rotherham will actively challenge all forms of prejudice and discrimination and ensure that all the priorities encompass an equalities approach.

SUSTAINABLE DEVELOPMENT (cross cutting)

Rotherham will be a place where the conditions are right to sustain economic growth, the well being of its citizens is prioritised and there is a high quality living environment sustained through minimising harm from development. Rotherham will be recognised locally, nationally and internationally for the positive impact of all organisations being excellent in sustainable development best practice.

Our work with partners in developing our Local Area Agreement, has also informed this plan. The key areas of our Local Area Agreement are detailed later in this plan. We would have expected similar issues to emerge, but all of these activities running separately but in parallel, has served to affirm that these are the right priorities. We have shared these with wider consultative groups. Rather than new consultation, we have built upon what we have already been told, as much of it is very recent. We have used this to shape our priorities and then carried out "verification" sessions with stakeholders, to double check that we have got it right.

In addition the National Service Framework for Children, Young People and Maternity Services (NSF) has a direct influence on the delivery of this plan. (**Department of Health 2004**)

The NSF is a ten-year plan that has clear links to and with the Every Child Matters outcomes and frameworks. It carries an explicit commitment from Government to improving the lives of children and young people and is intended to lead to a cultural shift in developing and providing services, resulting in services which are designed and delivered around the needs of children and families, not around the needs of organisations.

Key messages in the NSF set national standards for the first time for children's health and social care, which promotes high quality, woman, child and young person centred personalised care.

The standards in the National Service Framework require services to:

- Give children, young people and their parents increased information, power and choice over the support and treatment they receive, and involve them in planning their care and services.

- Introduce the new Child Health Promotion Programme designed to promote the health and well being of children from pre birth to adulthood.

- Promote physical health, mental health and emotional well being by encouraging children and their families to develop healthy lifestyles.

- Focus on early intervention, based on timely and comprehensive assessment of a child, young person and their families needs.

- Improve access to services for all children according to their needs particularly by co-locating services and developing Local Clinical Networks for children who are ill or injured.

- Tackle health inequalities, addressing the particular needs of communities and their families who are likely to achieve poor outcomes.

- Promote and safeguard the welfare of children and young people, and ensure all staff are suitably trained and aware of action to take if they have concerns about a child or young persons welfare.

- Ensure that pregnant women receive the highest quality care throughout their pregnancy, have a normal childbirth wherever possible, and are involved in decisions about what is best for them and their babies, and have choices about how and where they give birth.

Children and young people enjoy better health today than previous generations; however inequalities still impact on children and young people. The practical challenge is how to ensure that children's services locally are coherent in design and delivery, with good co-ordination, effective joint working between and across sectors and agencies, with smooth transitions where necessary for children, young people and families. This plan provides a unique opportunity for the priorities derived from the 5 outcomes of Every Child Matters, The Local Area Agreement and the National Service Framework to merge and give direction to organisations and staff who work in partnership to improve the lives of all children, young people and families.

The Rotherham Context

The following information is drawn from our Comprehensive Analysis of Need, which also shows data within a National Context.

Rotherham is a diverse Borough consisting of 110.3 square miles of rural and urban areas and has an overall population of 252,300. There is a history of heavy industry including coal mining and steel works, and this has left Rotherham with a legacy of long term limiting illness, particularly affecting the adult population. As this heavy industry fell into decline, this saw the increase of unemployment and as a result there are some pockets of high deprivation. There are also cycles of deprivation with many children in workless households. There is also an increase in the number of children who have complex needs.

There are 78,245 children and young people under the age of 25 in Rotherham, which makes up 31% of the Borough's total population. Table 1.1 and Chart 1.1 give the population breakdown into five age groups, for all seven area assemblies. However, in relation to pupils attending Rotherham's Schools, almost 2465 live outside the Borough, in neighbouring Local Authority areas. In contrast there are 1191 Rotherham pupils attending schools in our neighbouring authorities.

Table 1.1 - Area Assembly Population Breakdown including numbers for Rotherham

Area Assembly Name	0 - 4 Years	5 - 9 Years	10 - 14 Years	15 - 19 Years	20 - 24 Years	Total
Rother Valley South	1801	2032	2210	1999	1611	**9653**
Rother Valley West	1991	2109	2413	2265	1874	**10651**
Rotherham North	2035	2403	2703	2579	2175	**11895**
Rotherham South	2324	2431	2492	2485	2193	**11926**
Wentworth North	2031	2234	2430	2247	1987	**10929**
Wentworth South	2312	2586	2736	2473	2094	**12201**
Wentworth Valley	1996	2293	2505	2341	1855	**10990**
Rotherham	**14489**	**16089**	**17489**	**16389**	**13789**	**78245**

Chart 1.1, 0 – 24 Population Breakdown by Area Assembly (Source: 2003 mid year population estimates)

Key:

0-4
5-9
10-14
15-19
20-24
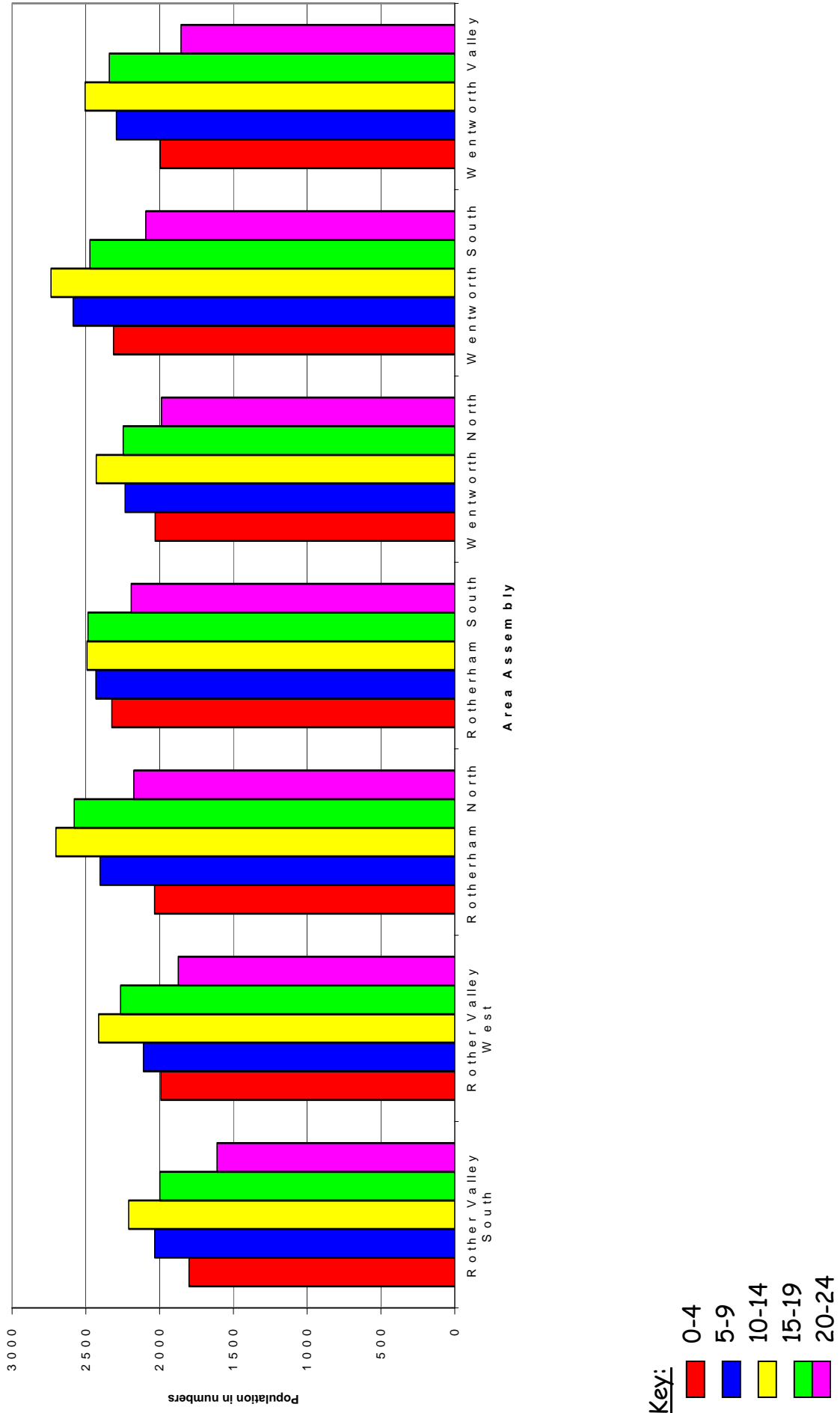
Gender

Information taken from the 2003 Population Model indicates that 51% (39, 672) of Children and Young People in the Borough were male and 49% (38, 572) were female. There is a similar trend across most of the individual area assemblies, with the exception of Rother Valley West, as can be seen in chart 1.2 below.

Chart 1.2 – Gender trends across Area Assemblies and Rotherham
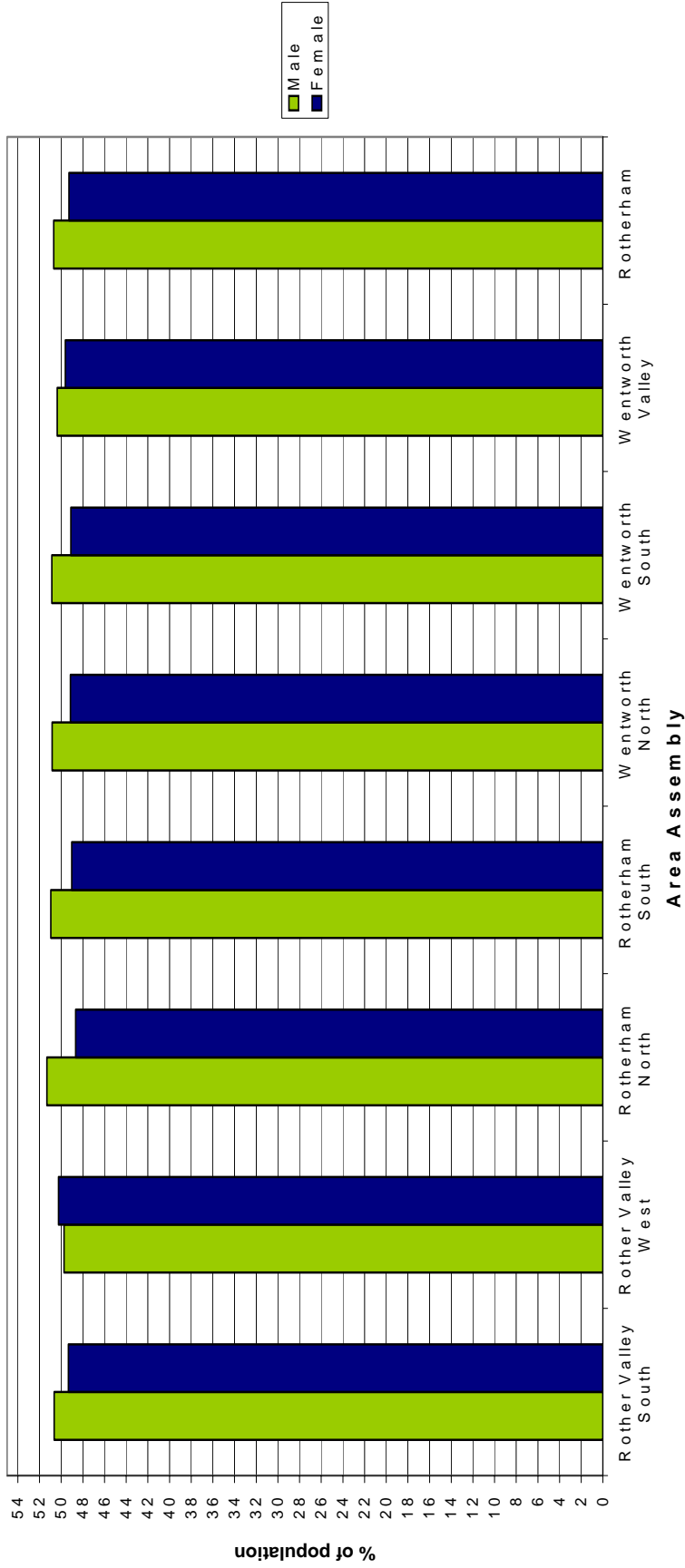
Ethnicity

91.7% of Rotherham's children and young people are from a White British background and 7.7% from a Black or Minority Ethnic background (data taken from 2005 Annual School Census) of whom the majority of children and young people are Pakistani. A full ethnicity background for Rotherham and its Area Assemblies can be found within Appendix B. Two assemblies have a higher population from Black and Minority Ethnic groups, than the 7.7% Rotherham average – Rotherham North 10.1% and Rotherham South 26.4%.

Chart 1.3 Indicates the percentage of school aged pupils that have English as an additional language. The area assembly with the highest English as Additional Language (EAL) population is Rotherham South.

Chart 1.3 – % of School aged pupils who have English as an additional language by Area Assembly
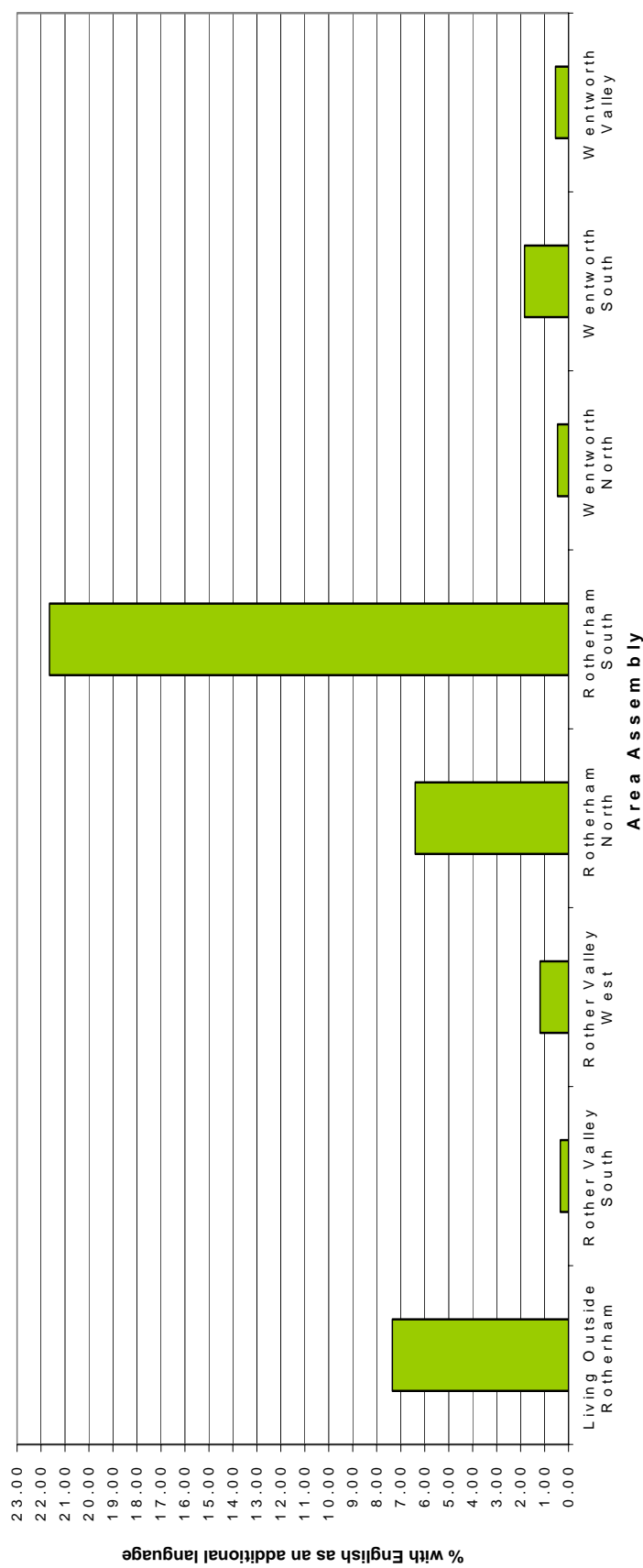
When looking at the relationship between educational attainment and pupil residency analysis shows that there is some, although not significant, correlation between the Area Assemblies with a higher proportion of BME children and young people and the lower Key Stage 1 and 2 results. Although this is evident at the early stages of education the results even out by the time GCSE's are taken. A breakdown of this information is available on Table 1.3, within Appendix C.

We have a history of addressing needs arising from our increasingly diverse population in Rotherham. This includes specific support for communities of interest such as Asylum Seekers, Migrant Workers, Travellers and a support network for Lesbian, Gay and Bi-Sexual young people.

Self Assessment and Review

In 2005 we experienced our first Annual Performance Assessment, which was a combined assessment conducted by Ofsted (Office for Standards in Education) and CSCI (Commission for Social Care Inspection), following our self assessment submission. We are proud to have achieved real improvements in both education and social care over recent years and this was reflected in our score of 3 out of 4. This is described as "a service that consistently delivers above minimum requirements for users". We were also judged to have good and promising prospects for improvement. These final judgements were consistent with our own self assessment.

The Annual Performance Assessments identified strengths and areas for improvement and these are summarised below.

Strengths	Areas for Improvement	Progress
Be Healthy:	**Be Healthy:**	
• Strong partnership approach with the PCT and schools towards health and well being	• Teenage pregnancy rates are above the national average	Improving
• Referral of acute and non acute mental health issues to CAMHS within timescales is 100%	• Monitoring of health of looked after children has declined from good to average	Improving
• Education on smoking, substance abuse and	• Develop a range of indicators to	Under

Achievements	Areas for development	Progress
• sexual health and relationships education reach all children • Positive systems for addressing the health of looked after children • A good range of services is in place to support young people's mental health	evaluate the impact of the range of initiatives and determine best value.	development
Stay Safe: • Senior multi agency work led by safeguarding board • Generally good performance on child protection indicators with improved performance on ones previously causing concern • The strategy for preventative support; the children in need protocol has increased support packages and safe systems for recruitment • Good performance on adoption and fostering • The range of measures in children's homes to promote children's rights and safety • Support for care and welfare in schools is generally good • All schools fulfil procedures for child protection	**Stay Safe:** • Improved procedures for core assessments • Further work on agreeing threshold criteria for children in need	Progress made and further work ongoing

Enjoying and achieving:	**Enjoying and achieving:**	
• Evidence of improving attainment in secondary schools	• Rates of primary attainment and the lack of consistent progress	Progress made and further work ongoing
• SEN strategy and support systems	• Attainment in English at Key Stage 3	Improving
• Support for raising the attainment of looked after children	• Schools in Ofsted category of concern	Progress made and further work ongoing
• Support for improving attendance and behaviour	• Attendance of looked after children	Progress made and further work ongoing
Making a positive contribution:	**Making a positive contribution:**	
• Commissioning of services to support young carers	• Percentage of looked after children contributing to reviews	Progress made and further work ongoing
• Services to support young people to live independently	• Transition and pathway planning for children with a disability	Improving
• An effective Youth Offending service which is impacting on offending rates and targeting provision effectively		
• A range of strategies to consult with young people – Rights2Rights, Voice and Influence, Orchard Flyers, Youth Parliament and Cabinet, schools councils		

Achieving economic well being:	Achieving economic well being:	
• A co-ordinated 14 to 19 strategy • A commitment to the development of enterprise • Rising trends of post 16 attainment • Good rates of participation in education, training and employment • Strategies to plan for and support the involvement of looked after children in education, training and employment	• Declining trend of entry to further education	Work ongoing
	• Levels of direct payment to young people or their carers	Improving

Following the Annual Performance Assessment we developed an improvement plan and we are on track to achieve our goals as detailed above.

Every three years the inspection services related to children and young people, combine to carry out a Joint Area Review. This is a very detailed process which builds on the self assessment, and includes an onsite analysis week, surveys, followed by two weeks onsite inspection. Case files will be examined to ensure that standards are being met and young people will be asked to take the inspectors on a tour of a neighbourhood, so that they get to see things from the young people's perspective.

We know that our Joint Area Review will take place in June 2006, and our plans are underway to prepare for this. We will be assessed on a number of judgements but focus will be on how effectively we work in partnership to deliver improved outcomes for children and young people. The Council will also have a corporate assessment (part of the Comprehensive Performance Assessment which gives a judgement about the whole Council) at the same time, and our judgement on Children and Young People's Services will impact on the overall score for the Council.

High Impact Priorities for Children and Young People

We have used all of the information from our analysis of need, results from consultation and surveys together with the visioning exercise to inform our priority setting. We have also taken into account those things which we need to improve, as identified in our Annual Performance Assessment.

The Every Child Matters framework contains a wide range of aims, indicators, targets, and judgements. All of the partners involved in delivering services for children, young people and their families will continue to aim for the best possible achievement against all of these measures. We have decided to focus our aligned, pooled resources on a small number of high impact priorities, where by doing this we could add more value and achieve even better outcomes, making a significant improvement.

We have been developing our plans through a steering group and a task group for each of the five outcomes in the Every Child Matters framework. These task groups have worked up a series of key issues that are seen to be important, based on the information above. An event was held for all key stakeholders to rank these priority areas, so that we could identify a smaller number of high impact priorities per outcome for the life of this plan. The priorities identified were as follows:-

Be Healthy – Promote Healthy Lifestyles by:-

- Improving emotional and mental health
- Improving physical health
- Improving sexual health
- Reducing smoking rates
- Reducing obesity and improving advice on nutrition
- Reducing the misuse of alcohol and drugs
- Increasing breastfeeding rates
- Increasing the support where a child or young person has a lifelong or life limiting condition.

Stay Safe – Ensure that children are protected from harm and that those who are most vulnerable receive timely co-ordinated multi agency services by:-

- Improving multi agency assessments, achieved through a comprehensive training programme
- Improved protocols for thresholds of intervention
- Bringing together services for those young people who are at risk of sexual exploitation

- Improving safe recruitment practices
- Reducing bullying by implementing robust protocols, systems and through sharing best practice
- Improving the support provided at points of transition in the lives of all children and young people

Enjoy and Achieve – Improve the quality of learning and achievement by:-

- Raising attainment across the Borough in all assessment phases
- Raising the attainment of boys, looked after children, children from black and minority ethnic backgrounds and those with complex needs
- Reducing the number of children and young people excluded from school
- Improving school attendance levels in all year groups, including Looked After Children
- Improving access to sport, leisure, cultural heritage and recreational facilities

Make a Positive Contribution – Increase the opportunities for children & young people to influence decisions that affect their lives by:-

- Achieving the Hear by Right standards
- Promoting positive images of young people
- Increasing the number of children and young people who volunteer
- Increasing the number of schools with school councils
- Improving support to parents, carers and families
- Ensuring fairness, equal opportunity and treating everyone with respect and dignity
- Increasing the number of Looked After Children and young people with Special Educational Needs (SEN). who contribute to their review.
- Reduce the number of children and young people who offend and re-offend

Achieve economic well being by:-

- Increasing the number of young people in Education, Employment and Training
- Increasing the number of young people with enterprise skills
- Improving basic skills of parents, carers and family members
- Assisting economically inactive parents, carers and family members, including those on Incapacity Benefit and lone parents, back into work.

- Ensuring that all children and young people live in Decent Homes
- Developing a sustainable multi agency workforce that will enable our priorities and outcomes to be achieved

In Rotherham, the role of parents and families is recognised and valued in helping every child achieve. The outcomes for every child can only be achieved in partnership with their parents and families by establishing mutual priorities and trust. The most recent research has concluded that for all children the quality of the home learning environment and their involvement in their child's learning is important for intellectual and social development and therefore achievement. We recognise that more work needs to be done to engage parents/carers in our work and we are committed to developing mechanisms to increase their inclusion and involvement.

Links with the Local Area Agreement (LAA)

Local Area Agreements (LAAs) are made between central and local government in a local area. Their aim is to achieve local solutions that meet local needs, while also contributing to national priorities and the achievement of standards set by central government.

Local Area Agreements seek to:

- provide intelligent and mature discussion between local and central government, based on a clear framework and shared understanding of national and local priorities
- improve local performance, by allowing a more flexible use of resources, to achieve better outcomes and devolve responsibility
- enhance efficiency by rationalising non-mainstream funding and reduce bureaucracy to help local partners to join up and enhance community leadership

The Local Area Agreement vision is to meet the needs of every young person from 0-25 years, through the provision of high quality universal services and targeted services for those who experienced barriers to life chances. The priorities of the LAA (also called key outcomes) are derived from the 5 outcomes of Every Child Matters and are very closely in line with the priorities set out within the Children and Young People's Single Plan.

The Local Area Agreement's priorities include:

- Improved access to a wide range of knowledge, support and services, ranging from early intervention and prevention to acute services, which promote emotional and social well being and address mental health issues
- Raising the levels of attainment for all children and young people with a particular focus on reducing the gap for groups such as Looked After children, and children from black and minority ethnic groups
- Maximising enterprise and economic opportunities for all young people by providing high quality advice and guidance, enterprise skills and training
- Raising the aspirations and achievement levels of all children and young people by increasing access to information, support and learning opportunities for families and communities

Whilst Children and Young People's Services aim to provide high quality services for all young people and their families, the Local Area Agreement intends to add value by a focus on reducing inequalities and disadvantage experienced by some children and young people.

ROTHERHAM'S JOURNEY TOWARDS BETTER OUTCOMES

Children and Young People's Services Commitment to 'Being Healthy':

"In Rotherham we will ensure that children and young people will have access to healthy lifestyles and will be able to access support and services to help in choosing such lifestyles."

Mental Health and Emotional Well-Being

What children and young people in Rotherham have told us:

We need counsellors in school who can have a one-to-one with every pupil so no one gets singled out.
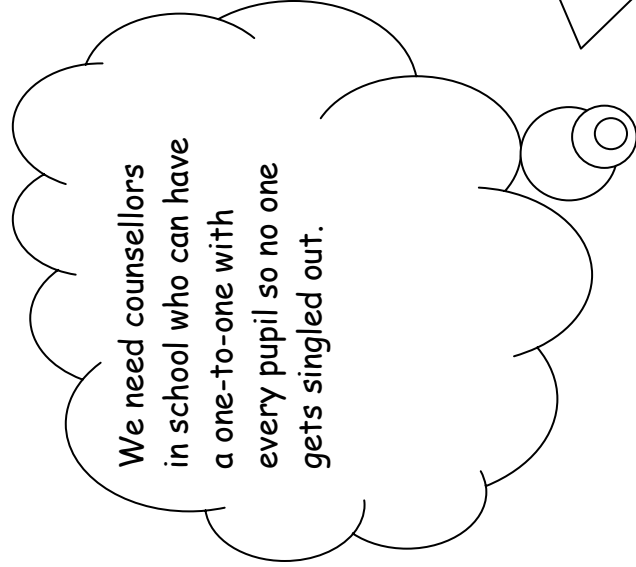
What we are doing now:

In 2005, 6 Secondary Schools have Rotherham Mind and Young People's Services providing drop-ins every week.

7 Secondary Schools have a School Nurse and/or Youth Worker led drop-in, which provides support for young people on a weekly basis.

Young People's Services' Youth Start currently provide 49 hours of counselling support for young people across the borough at a non stigmatising venue in central Rotherham.

Facilitating peer counselling in a number of schools.

What we are going to do:

- Continue to increase the provision of mental health workers in secondary schools, aiming for 100% by 2008/09.
- Reduce the average waiting times for CAMHS appointments.
- Review the criteria for access to CAMHS for the most vulnerable
- Provide timely accessible mental health support to children and young people, particularly in young people's settings and have single points of access
- Ensure consistency in the quality of counselling support for children and young people across the Borough
- Develop training and development for staff to enable them to identify early signs and promote mental health and emotional well-being through daily practice
- Develop Service Level Agreements for Special Schools with Young Minds

Healthy Lifestyles

What children and young people in Rotherham have told us:

We want more fresh fruit and vegetables and to grow our own food – also free or cheaper fresh fruit and vegetables.
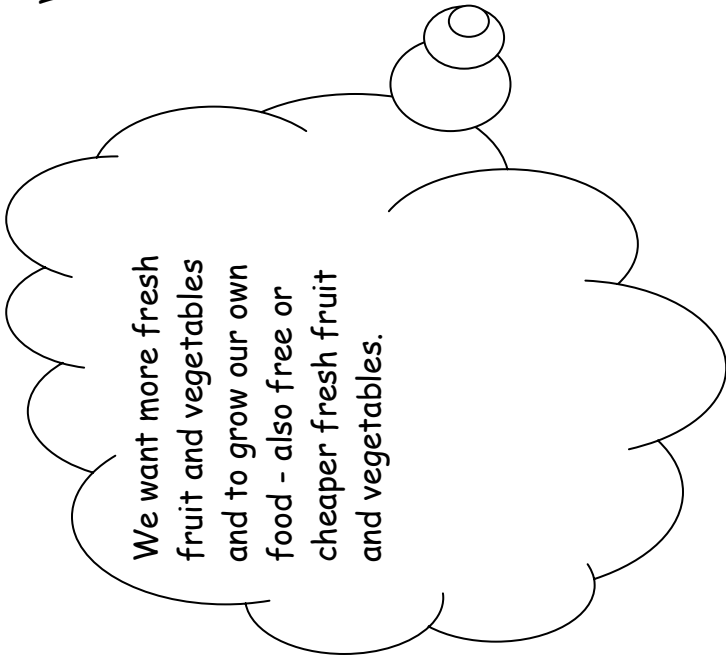
What we are doing now:

100% of Rotherham Primary Schools are taking part in the Fruit and Vegetable in School Scheme. This scheme ensures that all children aged 4-6 years are offered a free piece of fruit or vegetable each school day.

Many Children's Centres and Schools have created small allotment projects.

Valley Allotment Project engages vulnerable children in allotment based activities from the Valley area.

Carrying out a lifestyle survey in seven secondary school Years 7 and 10.

What we are going to do:

- Improve the diet of children and young people and their families by ensuring that all schools have the 'Food in Schools' Toolkit embedded within schools systems and structures.
- We will extend the lifestyle survey to primary and special schools in 2007/08.
- Conduct lifestyle surveys on a three years rolling programme to assess impact of our strategies and activities.
- Encourage an uptake of the "Food in Schools" policy so that at least 50% of schools have a policy by December 2006.
- Discuss with local supermarkets and retailers approaches to ensure a local supply for affordable, high quality fruit and vegetables.
- Increase the number of schools offering 'healthy option' breakfast clubs and after school clubs
- Increase the number of schools who offer walking buses and the number of children and young people walking to school.

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Drugs and alcohol

What children and young people in Rotherham have told us:

> More drugs and alcohol advice and information aimed at young people.
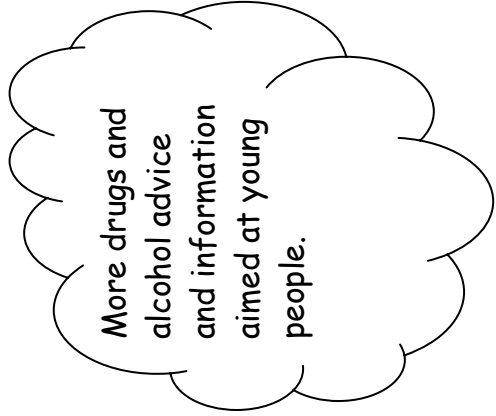
What we are doing now:

All schools can access appropriate training to support the teaching of drug education (including alcohol and tobacco) subject to funding.

Healthy schools keep schools up to date through regular updates on patterns of drug use, changes in law and new resources so that staff have up-to-date information to deliver to pupils.

Know the Score provide drop-ins at the request of the secondary school, special school or Pupil Referral Unit (PRU). This supports the Lifestory work – where ex-drug users are trained to deliver sessions with staff in schools.

Rotherham Healthy Schools PSHE (Personal Social Health Education) scheme of work which includes ideas for drug education from Y1 through to Y6 in order to strengthen the delivery of drug education in the primary phase.

Continuation of Free 2B Me Project – a specific initiative targeting children of drug using parents - 80 in 2005/06.

Crucial crew is completed with most year 6 children on a yearly basis providing scenarios and information on safety, drugs and alcohol.

What we are going to do:

- All secondary schools, Special Schools, Primary and Pupil Referral Units will deliver drug education as part of a planned programme of PSHE (Personal Social Health Education).
- Increase the treatment interventions for young substance misusers by 50%
- Continue to expand the role of the Looked After Children's Nurse with an increased focus on reducing drugs and alcohol.
- Work with the Drug Action Team to ensure that we work with drug abusing parents to minimise the impact on their children
- Re-launch awareness initiatives so that parents are alerted to the signs of drug/alcohol misuse

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General Health

What children and young people in Rotherham have told us:

Health advice for young people from youth workers, school and college.

Services for young people need to be varied, e.g. local and town centre, opening times to suit young people, confidentiality, different methods, different venues – school, youth clubs, doctors.

What we are doing now:

Young People's Services' Youth Start is a central Rotherham service which provides a young person led approach to the provision of information and support (including counselling, drop in sessions, one to one support) on all issues that affect young people.

10 Youth Clinics established across the Borough provide sexual health support. These are open between 1 and 2 days a week.

We are providing a smoking cessation advice and support.

We are developing a Young People Friendly Accreditation Scheme to increase take up of health services.

What we are going to do:

- Provide and improve generic confidential information and advice in secondary schools staffed by a Youth Worker and/or a School Nurse.

- Reduce smoking from 19% to 9% or less by 2010 by provision of cessation support for young people. (Lifestyle Survey to monitor.)

- Implement Young People Friendly Accreditation Scheme to improve health and particularly sexual health advice.

- Have 145 health services accredited as Young People Friendly by 2009.

- Introduce baseline assessments to assess weight at school entry and Year 6 and target resources to obese and malnourished children and young people.

Breakthrough Projects

Rotherham is the only area to have achieved a 100% sign up of primary schools to the "Fruit and Vegetable in Schools" programme. Now, all children aged 4-6 years in infant or primary schools are offered a free piece of fruit or vegetable daily. This is part of the 5 A DAY programme promoting increased consumption of fruit and vegetables.

The successful Sure Start programmes have been implemented across Rotherham working with parents-to-be, parents and children. Additionally the Sure Start Plus project (which focuses its attention on teenage parents) has offered a diverse range of services, including information and advice on housing, benefits, health, childcare, training and education. It has: provided personal support for teenagers who discover they are pregnant; co-ordinated an innovative support package for new parents and their families: enhanced and re-shaped existing services; and has addressed gaps in provision. Teenage Childcare Project supports teenage parents to access childcare to continue their learning or to take up employment opportunities.

Children and Young People's Services Commitment to 'Staying Safe' in Rotherham

'In Rotherham services will work together to ensure that children and young people feel safe at all times; on the street, in school/college, in training, in the workplace and in their home. Children and young people should be safe from maltreatment, neglect, violence and exploitation.

<u>Bullying</u>

What children and young people in Rotherham have told us:

> It should be compulsory for teachers to respond to bullying, one person should be trained to deal with bullying in schools and support victims

> We would like a way of reporting bullying in school that is anonymous and access to someone on line who would give us advice. This would help as we often don't say because we are embarrassed or worried about what will happen. We often don't feel listened to and nothing is done about the problem.

> Young people should be involved with policies about them, like bullying policy in school.

What we are doing:

We have provided 'Guidance to Address the Bullying of Children & Young People' to support practice has been provided to all schools and a number of other agencies.

After consultation with young people about their experience of bullying the Anti-Bullying Policy for Looked After children and young people has been revised and will be re-launched. Additional strategies have been identified to support both the victim and perpetrators of bullying

The Anti-Bullying officer role has been evaluated and reviewed to address strategic, training and development needs in relation to policy, procedure and practice. The role will also include listening to and working with young people.

We have developed an anti-bullying service pathway.

The Maltby Anti-bullying project has worked with young people who have been the victims of bullying. The group have looked at strategies to try when being bullied and have raised awareness in schools about how it feels to be bullied

What we are going to do:

- We will refresh our anti-bullying strategy, intensifying our efforts to reduce all forms of bullying.
- We will share good practice and guidance on bullying prevention and intervention across all schools and establishments.
- We will introduce a database to record incidents of harassment, bullying and hate crime which will be piloted across 20 schools from April 2006.
- We will conduct a project involving children and young people to measure the impact of our policies and practice to reduce levels of bullying.
- Take forward the referral from Children and Young People regarding bullying which was presented to our CYP Scrutiny Panel.

Making a Difference Project

Although we have a number of initiatives in place to target bullying we acknowledge that we need to continue to develop measures to see if we are actually having a positive impact for children and young people. We recognise the importance of demonstrating, over a period of time, that the projects we have in place are making a difference. Rotherham MIND already have a recording system in place detailing the percentage of children and young people who have accessed their service and who are no longer bullied or are bullied less. The new monitoring and recording system being introduced, as from 1st April 2006, for bullying, racial incidents and harassment will incorporate a feedback facility for children and young people to state whether they feel their incident has been dealt with effectively so we will be able to utilise this information and identify areas for improvement. The Lifestyle Survey will also provide us with baseline information around being both the victim and perpetrator of bullying that we can periodically monitor.

A project will be conducted, involving children and young people, to measure the impact of our policies and practice to reduce levels of bullying. Children and Young People will be involved in this via Voice and Influence.

Sexual Exploitation

What children and young people in Rotherham have told us:

What we are doing:

What we are going to do:

More teaching about crime, safety and consequences of peer pressure

Specialised police officers coming into schools and youth centres to speak about the dangers of drugs and sexual exploitation to young people

Young people be offered the option of a personal alarm

- Revised multi-agency procedures have been agreed and implemented at the end of January 2006.
- Young People's Services' Risky Business Project, which provides one to one support for young people, has become part of a newly formed multi-agency resource focusing on prevention and intervention with children at risk of harm.
- South Yorkshire Police are actively involved in the Rotherham Sexual Exploitation Forum. The Police are also piloting a Public Protection Unit in Rotherham. It is based in Maltby and includes the officer with the lead on sexual offences as well as other child protection and vulnerable adult specialist staff.

- Further consideration will be given to the need of young boys who may be at risk of sexual exploitation and recommendations made by the end of March 2006.
- Agencies will agree thresholds for referral and responses and continue to improve management information through the work of the Sexual Exploitation Forum.
- The Forum will make proposals to the Safeguarding Board by April 2006 about a campaign to highlight the risks and dangers associated with sexual exploitation.
- The Safeguarding Manager will work with the Housing and Licensing departments around safe accommodation and transport in respect of sexual exploitation by March 2006
- We will reduce the numbers of looked after children who are sexually exploited.
- We will increase the number of successful prosecution of perpetrators of sexual exploitations.

Safer Recruitment

What children and young people in Rotherham have told us:

Ensure that children are safe when in the care of others is important.

Training and checking of foster carers. How will you make sure they are properly trained and keep a check that they are doing a good job and that we are safe?

What we are doing:

- Checks are made with Local Authorities, Probation, Police, Health, personal referees, and employers, when approving new foster carers.
- Children and young people participate in the selection process for staff and volunteers.

What we are going to do:

We will aim to ensure that anyone having direct contact with children and young people or access to information relating to them **must** have an enhanced Criminal Records Bureau check to ensure that they are trustworthy and safe people.

We will implement across the Authority a requirement for robust risk assessment procedures before the Enhanced Criminal Records Bureau checks are disclosed.

We are going to revise personnel policies and procedures in Children and Young People's Services in response to the Bichard Inquiry Report, including that we phone every previous employer and referee and contact every previous employer when recruiting staff and volunteers.

Assessment and Thresholds

What children and young people in Rotherham have told us:

What we are doing:

What we are going to do:

Young people with disabilities need help to become adults, learn new skills and gain their independence

It would be great if more could be done to make sure that we are helped sooner and that some of us would not have to be looked after. How can you help this to happen so that our families don't get into trouble?

The Common Assessment Framework and Lead Worker role are being trialled in 3 areas of Rotherham to support early identification of need, preventative interventions and improved integrated multi-agency working.

Multi-agency training to support the trials has enabled practitioners to develop their understanding and awareness of services and support available.

Families UNited provides parenting programmes for both parents and carers and their children (10-14 years) as part of the Strengthening Families Programme.

- A new assessment protocol will be introduced and will cover Universal Assessments, The Common Assessment Framework, The Framework for the Assessment of Children in Need and Specialist Assessments and associated thresholds. This will complement/assist within the launch of the Integrated Children's Systems (ICS.)

- A multi-agency training and implementation plan will be implemented to ensure all relevant Children and Young People's Service staff are trained in the Common Assessment Framework, Lead Worker and the Information Sharing process, procedures and protocols. This is to include children and young people at all points of transition.

- More multi-agency information sharing and working together will mean that we can deal with things earlier.

- As a leadership, key managers in the Children and Young Peoples Service examine case studies regularly to learn from experience. We will continue to do this and introduce

Transition

What we are going to do:

Ensure that the *Get Real Team* is notified of every Looked After Child transition before it happens

Transition processes will be considered at an early age to enable a smoother pathway between services and between childhood and adulthood

Ensure that Transition Plans are agreed with the child or young person

Further develop the register for young people in need of a transition's plan and use this to monitor their pathway and the impact of our work

Guarantee that every Looked After Child has a minimum of 6 weeks transition.

What young people/carers in Rotherham have told us: What we are doing:

The Transitions Panel has recently been re-instated and has multi-agency representation

The Panel has started to look at the young person holistically, starting with the introduction of and implementation of the common assessment framework

Participated in a training video in conjunction with the Department of Health to highlight areas for improved practice

Established a young adults Transition Team and a dedicated Transitions Worker for children and young people

People need to have higher expectations of me and involve me in decisions that affect my life

If you're going to change my personal care tell me to my face don't write me a letter

There's no consultation or discussion when you pass from one service to the other.

It's been a continual battle getting equipment and support as my child's need have changed as she's got older

You need a person who knows you and your family to come and listen when there's a problem to come and listen and then it wouldn't get so stressful.

Making a Difference Project

Although we are pulling together pieces of work to ensure early transition planning and smoother pathways we need to know that our efforts are making a real difference and improving the experience of these young people.

We will work with children and young people in transition and involve them in our policies, procedures and training to ensure our policy translates into practice.

Fear of Crime

Information below was collated from the 2004 audit survey, this was sent to one in ten households across Rotherham. The charts indicate that over 60% of under eighteens who returned the questionnaire had never been a victim of crime.

Please note that because this survey was sent to 1 in 10 households in the Borough there was a large under-representation of U18's.

What children and young people in Rotherham have told us:

> People need to have higher expectations of me and involve me in decisions that affect my life

> 65% of children and young people asked were either concerned or very concerned about crime.

> All young people are seen by adults as yobs or naughty.

> 60% of under eighteens who returned the questionnaire had never been a victim of crime.

> We need a place to chill without being seen as trouble causers

> There needs to be more facilities for children and young people

What we are doing:

More publicity regarding differences between fear of crime and the actual occurrence which is very low and in fact the lowest in South Yorkshire.

Rotherham has 11 Women's Refuges places and supported 1199 children and young people in 2004/05.

What we are going to do:

Continue to implement preventative work to reduce incidence of Youth Crime.

Work with young people with emotional/mental health problems to address these issues and their relationship to offending.

Carry out further work in relation to children and young people in employment, education and training to reduce opportunities for them to become involved in crime or anti-social behaviour.

Target of 25 Women's Refuge places by 2010.

Work with the Police to target areas of high crime amongst young people.

Breakthrough Project

In 2004/05, Rotherham saw a reduction in most crimes, including a 33% reduction in domestic burglary and a 25% reduction in vehicle crime. Successful initiatives have included: the Prolific Offender and Youth Inclusion projects; the use of acceptable behaviour contracts, and anti-social behaviour orders. In addition, to reduction in crime overall, there is also a greater confidence to report incidents by those who may not have felt supported to do so in the past – for example, victims of domestic violence, racial and homophobic incidents.

90% of children are in the same or next room when domestic violence takes place, the impact on children can affect their health, safety, school attendance and attainment, economic well-being and in some cases serious injury or death. Rotherham Women's Refuge provides:

- Specialist support for children living in the refuge. Peer support work, information and advocacy, building self confidence and self esteem.
- Play therapy for children and young people, providing early intervention to children experiencing mental health distress.
- Parenting support and behaviour management strategies.
- Violence Free Relationships Programmes, which is preventative work, delivered in a range of educational and other settings.
- A range of child protection support work.
- Safe supported good quality accommodation.

Following a Scrutiny Review of Domestic Violence in 2002 a further review took place during December 2005 focusing on the impact of domestic violence on children and young people. The recommendations from this review are being finalised and will be incorporated into the review of this plan.

A Missing Children protocol established in 2000 and updated in Sept 2004 has significantly reduced number of days children were missing from 895 in 2000 to below 300 in the last two years. In addition, a local project for young runaways includes inter-agency information sharing to afford additional protection for this vulnerable group. A multi-agency team is working effectively to identify and track the whereabouts of hard to reach pupils/families.

Children and Young People's Services' Commitment to Enjoying and Achieving:

In Rotherham we provide children and young people with world class learning opportunities. We will encourage them to be responsible for their own decisions. Whenever difficulties appear children and young people will feel empowered to ask for help and support. We will strive to make sure that no child or young person is ever left behind.

Raising Standards of Attainment and Achievement

What children and young people in Rotherham have told us:
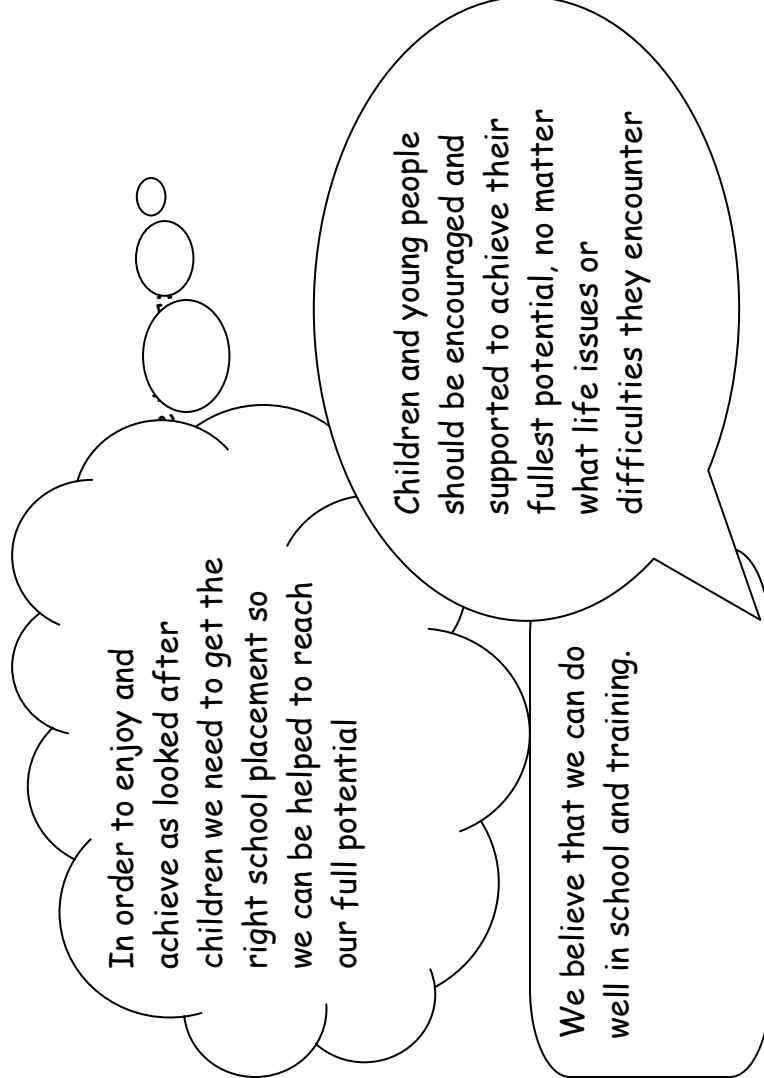
What we are doing:

Rotherham Get Real team works with schools to enable them to develop systems that are sensitive to the needs of looked after children

Each year we analyse the data and information we hold to identify those schools in most need of support for vulnerable and underachieving pupils and target specific support

The Education Welfare Service supports schools to ensure that children attend school on a regular basis

What we are going to do:

Introduce assessment on entry to Foundation Stage to support the value added in Key Stage 1

Reduce the gap in Foundation Stage between the Local Authority average level of achievement and the 20% disadvantaged areas

Promote the development of Children's Centres and extended services

Reduce the difference between the boys and girls attainment

Improve the quality of teaching in schools

Implement procedures to ensure that all children and young people missing from education are identified and supported

Target intervention to schools experiencing difficulties, with a particular focus on English

In order to enjoy and achieve as looked after children we need to get the right school placement so we can be helped to reach our full potential

We believe that we can do well in school and training.

Children and young people should be encouraged and supported to achieve their fullest potential, no matter what life issues or difficulties they encounter

Achieving Personal and Social Development and Enjoying Recreation

What children and young people in Rotherham have told us:

We need a place to chill without being seen as trouble causers

There needs to be more facilities for children and young people

Rotherham should be seen as a children and young person friendly place

We need more organised sports and arts activities with cheaper or free access

Arts, sports and leisure facilities should be children and young person friendly and affordable

What we are doing:

Clifton Park Museum was re-opened in February 2005 following a £3 million pound makeover. The museum is young person friendly and tells the story of the Rotherham area from geological times to the present day.

The School museum service supports schools by offering

- advice on aspects of collections and how to make the best use of resources.
- Loan service of history and natural history objects
- Visits to museum sites
- Rotherham performs above the national average in sports provision in all schools and well above in Primary schools

Rotherham Council already provides a wide range of arts, cultural, sport and leisure opportunities both within and outside the statutory education provision

- Every year we stage a production which involves Looked After Children
- The voluntary and community sector also offer a wealth of additional opportunities for sport, leisure and recreation, Swinton Lock Activity Centre, Play and Learn Bus, Get Sorted.

What we are going to do:

Ensure that the basic entitlement for all children, and young people to sporting and cultural and leisure facilities is accessible to vulnerable groups

Audit the level of wider opportunities currently available to children and young people to ensure that recreational and voluntary learning opportunities reflect the needs and interests of individuals as well as groups

Provide a range of affordable, accessible, challenging and rewarding sport, leisure, arts and cultural opportunities

Increase the take up of sporting activities for young people over 16

Ensure the effective co-ordination and inclusive nature of the delivery of out-of hours and holiday opportunities

Breakthrough Project

All Rotherham's secondary schools have signed up to the "Investors in Education" initiative. Developed with education and training providers and businesses, it establishes a "two way" street as a mutually beneficial relationship between education and businesses and advances the enterprise curriculum.

Alongside this, Rotherham has been selected as one of 39 National Pilots for the Young Apprenticeship Programme allowing 14-16 year old pupils to have extended experience of work and pursue vocational qualifications outside school whilst continuing with core curriculum studies.

Currently Rotherham has four schools participating in the pilot and 24 apprentices engaged in the three approved sectors of engineering, business administration, and art and design. Another 30 students have been recruited for the start of the 2005 academic year.

Make a Difference Project

There is a recognition that boys and young men across the Borough have poorer outcomes than their female peers. This is in particular in the area of Enjoying and Achieving. Within Rotherham there are cycles of deprivation with many children in workless households, in particular in areas where heavy industry fell into decline. The aspirations for the young people in these areas have been different to the notion of achievement via educational attainment. Over the last 2 decades Children and Young People's Services have undertaken a great deal of work building the confidence, self-esteem and aspirations of girls and young women. Alongside this, the notion of "girl power" may have contributed to higher achievement and improved outcomes for girls and young women. Over the next year Children and Young People's Services will have a focus on alternative and flexible ways of working with boys and young men in raising aspirations and achievements, particularly at important transitional points. Our *Making a Difference (MAD)* Projects are intended to look at creative methods and solutions. In this instance, we will seek to engage boys and young men in a range of different circumstances and settings.

Children and Young People's Service Commitment to Making a Positive Contribution in Rotherham:

'In Rotherham we will hear what children and young people say, not what we want to hear.'

What children and young people in Rotherham have told us:

To be more involved in the decision making process by it being made more accessible

We do not get involved in decision making as we feel we are not listened to.

.....when you talk to us do not expect us to be small adults.

Young people do not get involved in decision making because they feel they will not be listened to, they are given false promises and nothing will change.

.....Tell children what changes are happening.

We need time to be really part of things, to understand and prepare for meetings.......

...make sure you really want to hear what we have to say.

....it is really important that you listen to what we say but it's just as important that you do something about what we say.....

What we are going to do:

Adopt the Hear by Right Standards

Develop and implement the Borough wide strategy for giving voice and influence to children and Young People

Each Council Programme Area will have a named person to champion Children and Young Peoples Voice and influence.

A Voice and Influence Officer will be responsible for ensuring that younger children (aged 0-13) have opportunities to have a voice and influence

Introduce an award for services who demonstrate that they listen to children and young people, take on board what they say and are thus 'children and young people friendly'

What children and young people in Rotherham have told us:　　**What we are doing:**　　**What we are going to do:**

Young people needed to be involved in decision making in schools, councils and youth centres and it wasn't seen as lip service.

Young people could be proud of their school if more involved in the running of it

Involved in school policies- bullying etc.

....schools more understanding and not as controlling so young people can have an opinion and voice it.

75% of secondary schools have elected a school council.

88% of secondary schools send Young People to Rotherham Youth Cabinet 50% of those regularly send 4 representatives.

Lifestyle Survey in 7 schools Year 7 and Year 10 pupils in March 2006 in partnership with the Primary Care Trust.

Voice and Influence Champions present within 5 programme areas.

Visioning activity for Children and Young People's Services, initial activity completed from July to September 2005; 4500 Children and Young People and 60 Services engaged.

We have conducted a Scrutiny Review of Corporate Parenting involving Elected members and children and young people

We have regular meetings between senior managers and Children's Rights representatives.

Rights2Rights website for Looked After Children enables children and young people to access advice, information and support in a child friendly manner

Children's Rights representatives have been involved in producing a children and young people's version of the Common Assessment Framework questionnaire.

All schools will have democratically elected school councils.

Secondary schools will have elected representatives on the Rotherham Youth Cabinet

Breakthrough Projects

- Young people having voice and influence at the 'All of Us Matter' conferences
- Children and young people influencing the recruitment and selection of senior staff
- Workshops involving children and young people with decision makers CYPS Exec Group, CMT, LSP and others
- Increasing control established by young people
- The increasing range of children and young people engaging with the process, both age, identity and issues
- The visioning exercise
- Developing arenas of influence
- Young people beginning to develop/train staff
- Children and young people speaking for themselves
- 4 Care Leavers have gone to Rumania for 3 weeks to undertake Voluntary Community work

Community Involvement Unit, Neighbourhood Development projects:

Development of Maltby Youth Forum that led to the writing of the community safety theme in the Maltby Community Plan – as a result new play areas have been developed and road safety improved.

Children and Young People developed a new web page and e-zine in Kimberworth Park which has meant young people have enhanced their ICT skills through a practical local project and contributed to decision making processes.
Young people directly working with local partnerships to develop a Skate Park in Wath – the need for this was identified through the community planning activity.

Children and Young People's Services Commitment to Achieving Economic Well Being in Rotherham

'In Rotherham we will work to support every child and young person in their journey towards independence'

What children and young people in Rotherham have told us:

> Young people need to go out to work not only to personally develop but to be financially better off and to get out of the benefit trap.

> Good quality vocational support, education and training for all young people who need it.

> The creation of real jobs for young people seen as an important aspect of the borough's economic regeneration.

> We need to get appropriate housing, council or private, when needed.

What we are doing:

All Rotherham's secondary schools and over 50 businesses have signed up to the "Investors in Education" initiative.

The Entry to Employment Initiative has contributed to reducing the number of young people not in education, employment or training to 8.7% against a sub-regional position of 10.1%'

Skills for Life agenda to improve the level of basic skills has had notable success over recent years'.

Ricochet Project specifically provides housing advice to young people under 25.

Sheffield YWCA Fleming Gardens project is an accommodation based supported housing scheme for young mums and mums to be.

Successfully gained funding to bring our social housing up to Decent Homes Standards.

Our business incubator units have dedicated space for young people.

What we are going to do:

- Progress the Investor in Education Initiative which brings together business and education, including young apprenticeships, work placements and young enterprise.

- Attract quality jobs to the borough through Inward Investment and business development.

- Use Rotherham Excellence Partnerships and Pathways to Work Initiatives to develop a more vocationally orientated and flexible 14-19 curriculum.

- Develop 'Rotherham Ready' the Rotherham Children and Young People's Project providing an enterprise entitlement for young people aged 4-19 and enterprise training at all levels.

Breakthrough Project

Rotherham's strategy of developing three Excellence Partnerships comprising education and training providers and relevant support services, such as Connexions and Lifetime, has been developed. Building on the established Dearne Valley Learning Opportunities Partnership (DeVeLOP) in the north of the borough, a second collaboration has been brought to stream in the south and another for the central and north-western parts of the borough in 2005. Working collaboratively has helped not only to increase and improve learning opportunities, but also to raise achievements at both GCSE and Advanced level.

Additionally, the new Entry to Employment (E2E) programme delivered collaboratively has contributed to reduce the number of young people Not in Education, Employment or Training (NEETs) in the Borough to 9.1% against a sub-regional position of 10.1%. Indeed, half of the sub-region's reduction of NEETs in 2004 was accounted for by the reductions in Rotherham.

Teenagers to Work

The Teenagers to Work programme is managed by the Get Real Team and helps to find work placements for young people in public care, particularly for disengaged or excluded young people. The target is to increase the number of Teenagers to Work placements provided by Rotherham Metropolitan Borough Council from 11 to 17 by 2008. Currently 13 placements have been provided in 2005/06, with targets of 15 in 2006/07 and 17 by 2007/08.

Commissioning of Services

The Children Act 2004 requires partners in a local area, including Strategic Health Authorities and Primary Care Trusts, to co-operate with the local authority in making arrangements to deliver improved outcomes for children and young people. Co-located multi agency teams working to agreed protocols, shared referral systems and common aims will enhance outcomes for children, young people and families. Examples of co-located workers include Health Visitors, Midwives, Teachers, Social Workers and Voluntary Workers. Their relationships will be further strengthened through the implementation of the Common Assessment Framework, Information Sharing and Assessment and the Lead Worker concept.

A key element of these arrangements and duties is joint planning and commissioning of services by the partners involved. Working with local partners, The NHS Local Delivery Plan (LDP) has been set from 2005 to 2008 and includes priorities in services for children, young people and families. Along with the Children and Young People's Plan, these plans will form the basis for effective joint commissioning where this is the appropriate solution. For children's services, joint commissioning by the Local Authority, Primary Care Trust and practice based commissioners, together with other partners and service users, will be developed. This plan underpins a range of strategies contributing to well-being of children and young people and gives greater clarity in terms of available resources and spending priorities.

Currently joint commissioning activity is limited to children and Young People's Mental Health Services (CAMHS) and the teenage pregnancy initiative. In order to ensure that our services are responsive, able to deliver the Every Child Matters five outcomes in an integrated and sensitive manner and are tailored to meet the needs of our individual children/young people/ their families both on a local and Borough wide level, a commissioning strategy is being developed. This Strategy will address, using a model appropriate to Rotherham, how services can be jointly commissioned, de-commissioned and jointly purchased to meet our individual's unique needs. The Strategy will be informed using the Analysis of Need, the Comprehensive Children and Young People's Mental Health Service and a populated Commissioning Toolkit and will strive to develop a collaborative culture across social care services, health, the service users and relevant key Provider agencies.

The action plans that follow contain more detail about the key actions which will contribute towards the delivery of this plan. Specific measures and targets describe the performance management review and responsibility for this delivery

Resources

Significant revenue and capital resources will be used to deliver the objectives set out in this plan. The main test for the use of resources is whether or not they are value for money. For the setting of the 2006/07 budget the Council has examined its priorities through a base budget review process and the setting of a Medium Term Financial Strategy. In so doing judgements were made against known and future priorities for Children and Young People's Services; and new investments have been made over and above existing services against a very tight budgeting round. External benchmarking figures (such as Section 52) already indicate that central services in Rotherham are already value for money, being in the bottom quartile to the median for the majority of spending areas; and producing good outcomes in terms of service delivery.

In 2006/07, the Council will have Children and Young People's Services revenue budget for the first time, pooled from the existing Education and Children's Social Services budgets. £156m will be schools related net budgeted expenditure, which is covered by the new specific and ring fenced Dedicated Schools Grant. £33.292m will be net budgeted expenditure for the new Children and Young People's Services Programme Area.

Sources of Funding

Sources include both Central Government and Council funding. Additionally this funding is used to lever in external resources, such as Objective 1 and SRB. Objective 1, for example is making a significant impact on Achieving Economic Wellbeing, ensuring effective collaboration among institutions for the benefit of our young people.

Central Government funding includes the Sure Start Grant for Early Years which has provided £2.7m to establish 8 new Children's Centres from 2006. Between 2006 and 2008, £16.3m is being provided to deliver services from, and maintain the Centres, which will be key in our development of both childcare places and integrated working.

From 2006, Central Government has changed its basis of funding for Councils in particular. There is to be a Dedicated Schools Grant with a rationalised Standards Fund. A Single Children's Grant is designed to give Children and Young People's Services more flexibility in delivering our objectives. This will continue to benefit priority groups of vulnerable children such as Looked After Children, adopted children and those receiving the services of Behaviour Support.

Other major sources of funding include the Learning and Skills Council, the Single Pot, (which will fund a key enterprise project) the Regional Housing Board Capital Investment Fund, the Housing Market Renewal Fund and the Neighbourhood Renewal Fund. There are also significant contributions from partners in the voluntary and community sector, such as MIND, NSPCC and Barnados, both in terms of cash and in kind.

The Medium Term Financial Strategy

The Council has chosen to invest significantly in the new Children and Young People's Services from its mainstream budget.

The main investments reflect priorities within the Single Plan, areas of development identified within the Annual Performance Assessment and the need to manage particularly vulnerable budgets. A total of £1.777m has been invested in priorities which include:

(i)   a development budget which will ensure the successful planning and implementation of our new workforce: £350k
(ii)   costs of Social Care element for specialist placements for children with complex disabilities: £650k
(iii)   a contract with the NSPCC for therapeutic services for children who have been abused: £15k
(iv)   Direct Payments for Carers: £140k
(v)   Strengthening of the School Improvement Service: £75k
(vi)   Teacher for Risky Business protecting children at risk of sexual exploitation: £30k
(vii)   Foster Care Allowances: £317k
(viii) Adoption payments for external placements: £110k
(ix)   Recruitment and Retention of Social Workers: £90k

The Programme Area has also made significant savings of £383k, which include increased fee targets for the School Improvement Service and efficiency savings involving transport. Efficiency savings will also be able to be counted as Gershon Savings as the Programme Area will contribute to the overall Council target of 2.5%.

Pooled/Aligned Budgets and Commissioning

The development of the service will give opportunities for pooled and/or aligned budgets, especially in the areas of provision for children with complex difficulties and Special Educational Needs and Disability Services. This can build upon the example of the Children's Fund, where there are virtual pooled budgets with contributions from Health, Education and Social Services. We also need to coordinate resources within the Local Area Agreement process. This may give us more flexibility in the use of budgets from different areas, for example the alignment of the Sure Start Grant with the Neighbourhood Renewal Fund.

The above section on Commissioning will develop the need for pooled or aligned budgets by identifying the most relevant areas with Council and Health partners. It is expected that the LAA process will give an impetus to the joint commissioning of services and stronger links with the voluntary and community sectors. The focus for this activity will be on early intervention and prevention in those areas of greatest need.

Dedicated Schools Grant and the Scheme of Delegation

As described above, the Dedicated Schools Grant is ring fenced to schools. However the Council is responsible for ensuring an equitable scheme of delegation and has completed a consultation resulting in a significant redistribution of resources with emphasis on special educational needs. The Council had distributed £3m of resource to schools based on numbers of children with statements of special educational needs in school. Delegation will now take place based on a formula reflecting a mixture of attainment, deprivation, looked after children and pupil mobility. This will lead to more effective prevention and early intervention with these vulnerable children in schools. Other areas of redistribution included resources for the Ethnic Minority Achievement Strategy.

As directed by the Department for Education and Skills (DfES), no more changes will take place to the Scheme of Delegation until at least 2008, with a review of its effectiveness taking place for this date.

Capital Investment

Finally, the Council will contribute a significant capital budget to both schools and children and young people's centres. For schools alone this amounts to approximately £12m per annum and the Council is contributing £1.5m to establishing 2 Children and Young People Centres at Clifton and Kimberworth. The latter are also part of the Council's Schools Private Funding Initiative (PFI) project, where £94m of capital is being invested in a project to rebuild and refurbish 15 schools and associated community buildings.

Workforce Strategy

Children and Young People's Services has a diverse workforce across a range of services and settings. Principally these mean early years, social care and foster care, and schools. Partner agencies include the health services and the voluntary and community sector, police and Youth Offending Services.

To support this, a workforce strategy for the Programme Area will be developed, which will closely follow the Council's Workforce Strategy. The latter emphasises key Best Value Performance Indicators reflecting the make up of the workforce, sickness absence and recruitment and retention.

The Children and Young People's Services strategy will also emphasise qualifications and training, safer recruitment (concentrating on CRB checks) as well as programme of cultural change to support the new agenda. It will reflect the most recently published Children's Workforce Strategy.

For schools this has meant and will continue to mean the implementation of their workforce reform agenda. The recent introduction of planning, preparation and assessment for all teaching staff has meant a significant training programme for support staff, concentrating on learning assistants and learning mentors with the creation of an entirely new grade of staff, the Higher Level Teaching Assistant.

For Social Care, the strategy will concentrate on recruitment and retention as there is a high vacancy rate. However, several strategies are employed already including golden hellos and the payment for the training of Social Workers. There has been specific investment and plans for the future (£10,000 per place) to recruit 9 new Social Worker posts per year.

The Analysis of Need and the developing strategy will also identify other skill gaps and shortages where we are planning for new teams.

The Analysis of Need will enable the planning and location of the new teams. Principally teams will serve the 7 Area Assembly locations and this will be done over a continuum of service delivery. Some will be small centralised teams with a focus on the 7 areas and on those locations, where the Analysis has indicated the greatest need; to fully integrated multi agency teams involving schools, collaboratives, early years, education, social care, health and voluntary and community sector. The planning for this will be complete by Autumn 2006 and then implemented over 2007 and 2008. This depends on securing accommodation for which there is and will be significant capital investment. Rotherham has already built upon its Pathfinder status in 2002 to explore new ways of service delivery and created some very exciting multi agency workforces with discernible benefit for young people. At Maltby, the Behaviour Improvement Service, Health and Social Care Professionals are already developing common assessment and the lead professional role to ensure a beneficial focus on vulnerable children. The Clifton Project is developing the role of a generic worker.

The Workforce Strategy will build upon this good practice, concentrating on the key elements of the Common Assessment Framework, the Lead Professional and information sharing. A roll out plan on these involving the training of all children's workers has been developed which depends on the cooperation of all agencies to cascade the training to their colleagues. This will begin in April 2006 and will be supported by the innovative integrated electronic services pathways programme.

Human Resources will support the change process where a review of workforce roles and grades may be necessary. This is a particular challenge in schools with children's centre and extended schools agenda, where schools will be open for up to 48 weeks per year; thus creating the need to change terms and conditions for some existing staff. The creation of a graduate early years leader in every full day care setting by 2015 is a key outcome also.

Finally Human Resources will support the Programme Area in following through the consequences of the pay report to be published by the Children's Workforce Development Council in late 2006.

More detailed information in relation to how resources will be allocated to achieve the five outcomes are detailed in the action plans.

The Rest of the Journey – delivery of this plan

The following action plans contain more detail about the key actions which will contribute towards the delivery of this plan. Specific measures and targets describe the performance management review and responsibility for this delivery.

In addition, close working relationships with Adult Social Services will be retained and further developed. This is essential to the delivery and quality of service for a range of children and young people including:-

- Those in transition between childhood and adulthood.

- Children and young people who are visually/hearing impaired

- Children and Young People who are carers.

- Young people with learning disability and mental health problems.

Although we are ambitious and committed to delivering the areas of work detailed in the action plans we acknowledge that constraints on resources may dictate that some of the tasks may not be completed short term but will be addressed within the longer life of the plan.

Being Healthy

Aims	Key Actions				Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
	Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
						2006/7	2007/8	2008/9				
	Improving emotional and mental health	To provide timely, accessible mental health support to children and young people, particularly in young people's settings	Rotherham Mind Young People's Service, school nurses and youth workers to continue to provide support services for children and young people in school Support services for drug and alcohol misuse for children in school	Rotherham Mind Know the Score	2006/7 mental health worker in every NRS secondary school and clusters. 2007/8 mental health worker in 50% of all secondary schools and clusters 2008/9 mental health workers in all secondary schools and clusters.	All NRS schools	50% of all seconda ry schools	All seconda ry schools	Number of schools in 2005 = 6	Rotherham Mind needs to have sustainable funding to complete the work within schools. Yr 1: £80,000 Yr 2: £114,000 (Rotherham MIND have £40,000 for financial year 2006/7 that we need to match fund Young People's Substance Misuse Partnership Grant	Without additional funding it is unlikely that the project will exist after March 2006.	Neighbourho od Renewal Strategy, Healthy Schools, Connexions, Partnership plans. NSF Mental Health NSF Children, Young People and Maternity Services (Standard 1, 4, & 9) Young People's Substance Misuse Plan Children's Centres and Extended Services
		Reduce waiting times for appointments	Maintain a 6 day a week Counselling service at Youth Start.		2006/07 to secure the funding for current services. (e.g. Youth Start)	3 weeks	2 weeks	2 weeks	Youth Start Dec 05 have 57 counselling hours per week (1.5 WTE)	Permanent funding for counselling services at Youth Start.	Longer waiting times for young people who need counselling services.	

Aims	Key Actions				Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible		Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
						2006/7	2007/8	2008/9				
	To provide generic confidential information and advice in secondary schools staffed by a Youth Worker and / or a School Nurse	Included within School Nurse role Funding needed to support Youth Workers	RMBC/RPCT		By 2009 weekly drop-ins operating in every secondary school	70%	80%	100%	50%	Need to identify capacity for Youth Workers and School Nurses to undertake this role.	Reduction on availability of confidential information and advice to young people.	NSF Mental Health NSF Children, Young People and Maternity Services (Standard 1, 4, & 9) Teenage Pregnancy Strategy Rotherham Mental Health Promotion Strategy
		Drop in sessions for drug and alcohol advice	Health Schools Team									Young People's Substance Misuse Plan
												Children's Centres and Extended Services
Improving physical health	To improve dental health in children and young people	Roll out the learning from Rawmarsh Children's centre and Central Sure Start. Employ an Oral Health Promotion Specialist.	RPCT		Maintain or decrease current Decayed, Missing, Filled Teeth (DMFT) levels in 5 year olds.	1.89	1.89	1.89	DMF in 2004 = 1.89	New development Set up costs in first year £54,154. Recurrent funding £35,157	Rise in DMFT rate in 5 year olds	Standard 1 NSF C,YP & Maternity Services Children's Centres and Extended Services
	To improve the holistic health of all children and young people in school	Rotherham schools will work towards gaining Healthy School Accreditation status	RMBC/RPCT Healthy		All schools to be working towards Healthy Schools status	100%	100%	100%	100%	Healthy Schools Consultants Salaries	Funding ceases in March 06 for two of the Healthy	Young People's Substance Misuse Plan

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/Resources	Risks	Plans linked to
Priorities	Areas of Improvement/Objective	How it will be delivered	Responsible	Specific PI/Targets (ECM)	Targets 2006/7	2007/8	2008/9	Current Performance/Baseline			
		and includes provision of drug and alcohol education.	Schools Team	by 2009					Young People's Substance Misuse Partnership Grant	Schools Consultants	
	Reduce the rate of under 18 conceptions	Implementation of the Teenage Pregnancy Strategy	C & YP's Board Teenage Pregnancy Strategy Co-ordinator	50 % reduction in the 1999 under 18 conception rate (56.6) and establishment of a downward trend in the under 16 rate by 2010. Target rate in 2010 of 28.3	Under 18 rate of 41.2	Under 18 rate of 37.9	Under 18 rate of 34.8	Under 18 conception rate of 51.5 in 2003 (a 9% reduction over the 1998 baseline of 56.6)	Teenage Pregnancy Implementation Fund (£197k p.a.) Mainstream Service Funding/Resources	Funding/Resources not secured. Work not prioritised	ECM NSF Choosing Health Sexual Health Strategy
Improving sexual health	Establish a reduction in diagnostic rates of new episodes of Sexually Transmitted Infections (STIs) among under 16 and 16-19 year olds	Chlamydia Screening Programme set up	RPCT	50% of sexually active 15-24 year olds screened for Chlamydia infection by 2007 (date under review)	To be identified in 2006	To be identified in 2006	To be identified in 2006	No baseline at present (other programmes show 10% of sexually active young people test positively)	Choosing Health Funding	Funding not identified	PCT's Local Delivery Plan Sexual Health Strategy Choosing Health Children's Centres and Extended Services
Reducing smoking rates	To reduce smoking rate by children and young people.	Provision of smoking cessation support for young people from specialist services	Smoking Cessation Service Healthy Schools	To reduce smoking among children to 9% or less by the year 2010. Interim target to reduce from 13% to 11% by the year 2005.	11%	10%	9%	1998 Baseline from the lifestyle survey = 19% of Y10 pupils reported smoking one or more cigarettes a week. Baseline for Y7 and Y10 to be identified in 2006.	Within existing resources	Smoking rate could increase.	Smoking Kills Standard 1 & 4 NSF Children, Young People and Maternity Services. National Healthy Schools Scheme Choosing

Aims	Key Actions	How it will be delivered	Responsible	Performance Management and Review (How it will be measured?)				Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective			Specific PI/ Targets (ECM)	Targets						
					2006/7	2007/8	2008/9				
											Health Children's Centres and Extended Services
		To support women that smoke during pregnancy to stop smoking.	RPCT	By 2010 reduce the number of women who smoke during pregancy to 15%.	21.5%	20.5%	19.5%	22.5%	Existing Services	Smoking rates in pregnant women may rise	Standard 1, 2, 9, 11 NSF Children's Young People and Maternity Services National Healthy Schools Scheme Choosing Health
Reducing obesity and improving advice on nutrition	Reduce the number of overweight and obese children and young people	Monitor the percentages of overweight and obese children in Reception and Year 6. Baselines to be created by Sept 2006.	RPCT	Halt the year on year rise in obesity amongst children aged under 11 by 2010 in the broader strategy to tackle obesity in the population as a whole.	Targets to be set in 2006/7 following baseline			To be established in 2006	School nurse time	No measure of progress in reduction of childhood obesity	Standard 1 & 4 NSF C,YP & Maternity Services National Healthy Schools Scheme Choosing Health Hall 4 Strategy Children's Centres and Extended Services
	Increase the number of schools participating in "Positive Playgrounds" and "Active Lunchtime" initiatives	Ensure baselines are created and improvements are demonstrated via the two initiatives.	RMBC/PCT	60% of schools to have developed Positive Playground initiatives by Dec 2006.	60%	To be determined in 2006	↑	To be established in 2006	Healthy Schools Consultants salaries	Rise in obesity of children and young people	Standard 1 & 4 NSF C,YP & Maternity Services National Healthy Schools Scheme Choosing Health

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets 2006/7	2007/8	2008/9	Current Performance/ Baseline			
	To improve the diet of children, young people and their families.	Schools to embed the Government 'Food In Schools' Toolkit within the schools systems and structures.	RMBC/PCT	50% to have produced a 'Food in Schools' Policy by December 2006.	50%	To be determined in 2006	→	At present no schools have a policy	Healthy Schools Consultants salaries	Rise in obesity of children and young people	Standard 1 & 4 NSF C,YP & Maternity Services National Healthy Schools Scheme Choosing Health
Reducing the misuse of alcohol and drugs	To ensure identification, assessment and interventions for young offenders	Delivered by Youth Offending Services	DAT/Youth Offending Services	100% of young offenders to be screened by March 2008	95%	100%	100%	100% in 2004/05	Ring fenced resources provided through Young People's Substance Misuse Partnership Grant	Needs of young offenders not met	Rotherham Community Safety Strategy Young People's Substance Misuse Plan Children's Centres and Extended Services
				100% with identified needs to be assessed within 5 working days by March 2008	95%	100%	100%	65% in 2004/5			
Reducing the misuse of alcohol and drugs	To provide treatment interventions for young drug and alcohol users	Delivered through a variety of interventions by Know the Score (managed by DASH NHS Trust)	DAT	National target 50% increase in 2007/08 compared with 2003/04	84	84	84	2003/04 = 52	Substance Misuse Partnership Grant	Needs of young substance misusers not met.	Young People's Substance Misuse Plan Children's Centres and Extended Services
				Local target 50% increase in 2007/08 compared with 2004/05		126		2004/05 = 84			
				Young people should only be 9% of total drug users in treatment	-	-	-	9%			

Aims	Key Actions	How it will be delivered	Responsible	Performance Management and Review (How it will be measured?)					Budget/Resources	Risks	Plans linked to
Priorities	Areas of Improvement/Objective			Specific PI/Targets (ECM)	Targets			Current Performance/Baseline			
					2006/7	2007/8	2008/9				
Increasing breastfeeding rates	To increase the initiation and continuation of breast feeding	To provide further training and support for professionals and women in the community to help breastfeeding initiation and continuation rates	Public Health, RPCT	Increase breastfeeding initiation by 2% year on year.	52%	54%	56%	2004/5 48% Initiation rates	New development Community Infant Feeding Project £103,000 – 2 years (fixed term)	No change in continuation rates	Standard 1 & 11 NSF C,YP & Maternity Services Director of Public Health Annual Report (2004/5) Hall 4 Strategy Children's Centres and Extended Services
Supporting children, young people and families where a child or young person has a complex lifelong or life limiting condition	Provision of appropriate information & signposting. Access to 24 hr support & advice, including appropriate counselling & therapy services Access to housing adaptation Provide a range of respite care as identified by parents and carers Full access to education	**Via ECMatters. NSFs and Single Plan** Multi Disciplinary, Multi agency co-located neighbourhood teams. Implementation of CAF and Lead Worker Further development of targeted information services Expansion in respite care	RMBC/PCT/Foundation Trust	NSF 6 & 8 for ECM	To be determined in 2006	→		Information officer in post, works across services. / Rotherham PCT provides 24 access to specialist nursing services / Rotherham PCT provides access to counselling services (.4 WTE) / Rotherham PCT/RMBC/Foundation Trust provides	Rotherham PCT and C&YPS, fund an information officer / Funded by NOF until Dec 2006 / Funded until Dec 2004 via NOF / Within existing resources	Continuous funding / Secured funding for 24 hr service & counselling services	Children's Centres and Extended Services

Aims	Key Actions				Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible		Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
						2006/7	2007/8	2008/9				
									specialist support, advice &, training in special schools and units			

Stay Safe

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/Resources	Risks	Plans linked to
Priorities	Areas of Improvement/Objective	How it will be delivered	Responsible	Specific PI/Targets (ECM)	Targets			Current Performance/Baseline			
					2006/7	2007/8	2008/9				
Improving multi-agency assessments, achieved through a comprehensive training programme	**Assessment** Agreed multi-agency thresholds. Full implementation of Common Assessment Framework and updated Strategy for Commissioning and Delivery of Assessment Processes.	Overarching strategy to deliver Multi-Agency Training.	Safeguard Manager	Evaluate pilot projects by April 2006. Full implementation across all areas by April 2007. Baseline Assessment No. of carers per 10,000 9.74% (Dec. 05).	Use of CAF 50% of teams	Use of CAF 100%	100%	3 pilot areas as of 1.1.06.	Safeguard training money to be identified.	CAF and Assessment Training needs to be accepted priority.	**Assessment** Agreed multi-agency thresholds. Full implementation of Common Assessment Framework and updated Strategy for Commissioning and Delivery of Assessment Processes.
Improved protocols for thresholds of intervention	**Sexual Exploitation** Improved agreed thresholds and definitions leading to accurate management information. Increase in successful Police prosecutions of perpetrators. Improved multi-agency sharing and service delivery.	Multi-agency delivery of service.	Children's Social Care	4 children on CPR	3 Y.P. on CPR	2	1	4 Y.P. on CPR	Risky Business Social Services Public Protection Unit Safe@Last N.C.H. 5 x Protection & Planning Officers = £200,000	Improved multi-agency working and assessments may improve knowledge and incidence within first year numbers.	Safeguarding Business Plan Social Care Service Plan
				4 LAC C. and Y.P.	3 LAC	2	1	Deemed at risk of sexual exploitation.			
				Those deemed at risk of sexual exploitation - 60.	55	50	40	Those receiving a support service.			

Aims	Key Actions			Performance Management and Review (How it will be measured?)				Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets						
					2006/7	2007/8	2008/9				
	Improved investigation and multi-agency working. Work of P.P.U. Pilot Project to be evaluated. Remodel service delivery.			Those receiving a support service - 40.	55	50	40		1 x Project Manager 2 x Full-Time Youth Workers 2 x Sessional Workers 3 x Part-Time Youth Workers 1 x Full-Time Admin. Support 1 x Part-Time Finance Post		
Bringing together services for those young people who are at risk of sexual exploitation	Sexual Exploitation Improved agreed thresholds and definitions leading to accurate management information. Increase in successful Police prosecutions of perpetrators. Improved multi-agency sharing and service delivery.	Multi-agency delivery of service.	Children's Social Care	4 children on CPR	3 Y.P. on CPR	2	1	4 Y.P. on CPR	Risky Business Social Services Public Protection Unit Safe@Last N.C.H. 5 x Protection & Planning Officers = £200,000 1 x Project Manager	Improved multi-agency working and assessments may improve knowledge and incidence within first year numbers.	Safeguarding Business Plan Social Care Service Plan
				4 LAC C. and Y.P.	3 LAC	2	1	Deemed at risk of sexual exploitation.			
				Those deemed at risk of sexual exploitation - 60.	55	50	40	Those receiving a support service.			
				Those receiving a support service - 40.	55	50	40				

Aims	Key Actions		How it will be delivered	Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective				Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
						2006/7	2007/8	2008/9				
Improving safe recruitment practices	**Safer Recruitment Practices**											
	Improve numbers of personnel working with children who have current CRB. checks with particular reference to schools and volunteers.		Piece of work commissioned by Safeguarding Board in November 2005. RBT. improved recruitment practices rolled out with all staff involved in recruitment processes. Schools to be issued with update guidance on use of volunteers and C.R.B. checks.		To increase number of teachers and volunteers with up to date CRB. checks.	40%	100%	100%		R.B.T. H.R. Sections	Unsafe recruitment practices can lead to children suffering harm.	Safeguarding Board priorities Bichard Recommen-dations DfES. Guidance - December 2006 on Information Sharing Index
Reducing bullying by implementing robust protocols, systems and through sharing best practice	**Bullying**											
	Improved reporting and monitoring of information to produce an accurate database/baseline position and set targets.		Consistent roll out and implementation of guidance to schools. Extend good practice examples.	Tom Kelly	Anti-Bullying Officer to support/monitor database. % 11 - 15 year olds who state they have been bullied in last 12 months. To be included in "Lifestyle Survey".	To be determined in 2006	↑		Consistent with E.C.M. A.P.A. Baseline - 29th November, 2005 Software being piloted to collect incidents of bullying and harassment.	Anti-Bullying Officer M.I.N.D. Safe N Sound C/Fund R2Rights NSPCC Education	Inability to quantify and monitor incidents of bullying, which will affect ability to reduce incidents.	Safeguard Business Plan Anti-Bullying Policy and Guidance 2005

Aims	Key Actions		How it will be delivered	Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
					Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
Priorities	**Areas of Improvement/ Objective**					**2006/7**	**2007/8**	**2008/9**				
	Implement the Service Improvement Plan for Bullying		All schools adopt, implement and monitor the anti-bullying policy. Carry out Lifestyle survey on an annual basis in partnership with the PCT	**Tom Kelly**	% secondary school pupils admitting to bullying another pupil in the last 12 months % secondary school pupils admitting to witnessing bullying in the last 12 months %secondary school pupils admitting to being bullied in the last 12 months	To be determined in 2006	→		To be established following 1st Lifestyle Survey March 06 – sample group Y7 and Y10 pupils from 7 schools	2006 - Approx £12,000 60/40 split RMBC/PCT staff time for development of ICT solution for Autumn term 06	Unknown position on bullying and harassment issues Inability to evidence impact of policies and initiatives	Service improvement plan for racist incidents and bullying
Improving the support provided at points of transition in the lives of all children and young people	Improve the quality of assessments		All children and young people in transition to have a holistic common assessment (CAF) Implement assessments at the age of 14	Transitions Panel	Number of children and young people going through the Transition's Panel in receipt of a CAF	100%	100%	100%	0%	Multi-agency Assessment		LSC Corporate Plan Community Strategy

Enjoy and Achieve

Aims	Key Actions		Responsible	Performance Management and Review (How it will be measured?)		Targets			Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered		Specific PI/Targets (ECM)		2006/7	20077/8	2008/9				
						2005	**2006**	**2007**	**2004**			
Raising the attainment across the Borough in all assessment phases.	To improve achievement and attainment of foundation stage pupils providing Rotherham's children with the best start in their full time education	• Improving the quality of teaching and learning • Identify and spread good practice • Introduce assessment on entry to FS to support evaluation of value-added • Improve the quality of leadership and management • Reduce the gap in FS between the LA ave and the 20% disadvantaged areas • Promote the development of Children's Centres and extended services • Reduce the difference between the boys and girls attainment	Catharine Kinsella	Increase the LA average assessment outcome for children in the Foundation Stage Profile in: PSE, CC and Ma Areas of Learning **Fnd. Stage** PSE CC Ma		N/A N/A N/A	N/A N/A N/A	**To be set by 31/01/06**	6.3 5.7 6.3	**Core Budget** SIS (96 days) £44.496	• Continuation of low attainment in the EY will contribute to continued decline at KS1.	• Community Strategy • Corporate Plan • Excellence in Cities Plan
				Reduce the difference between the national ave and Rotherham's % of 7-year-old pupils achieving L2+ at KS 1 in: Reading, Writing and Mathematics **KS 1** Reading Writing Maths		N/A N/A N/A	N/A N/A N/A		80.5% 79.1% 88.9%	**Grant Funded (SF)** 3.1 x fte Consultants £131,750	• Poor or unsatisfactory quality of education in EY will result in negative attitudes to learning.	• Primary LN Plan • Schools Causing Concern Policy
				Reduce the difference between the national ave and Rotherham's % of 11-year-old pupils achieving L4+ at KS 2 in: English,		84% 85% N/A	83% 83% N/A		73% 71% 84%	**Core Funding** SIS (113 days) £52,376	• Failure to meet LA's targets at KS2 will mean standards will not rise and an increased proportion of schools will under-perform	• Leadership Incentive Grant Plan • Excellence in Cities Plan
				KS2 English Maths Science		79% 83% 79% 81%	71% 74% 72% 76%		62% 69% 62% N/A	**Grant Funded (SF)** 6.2 x fte Consultants £263,150 **Core Budget** SIS (199 days)	• Failure to deliver the strategies outlined will lead to an increase in disaffected pupils. • Failure to	

Aims	Key Actions		Performance Management and Review (How it will be measured?)						Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	Responsible	How it will be delivered	Specific PI/Targets (ECM)	Targets			Current Performance/ Baseline			
					2006/7	2007/8	2008/9				
			• Promote Assessment for Learning (AfL) • Support the development of a learning culture and an awareness of how children learn • Improve the quality of Information, advice and guidance at KS 4 • Develop a flexible learning curriculum 14-19 • Support the capacity for transformation through targeting support and intervention; creating learning partnerships and networks making greater use of collaboration.	Maths and Science Reduce the difference between the national ave and Rotherham's % of 14-year-old pupils achieving Level 5+ at Key Stage 3 in: English, Maths, Science and ICT Reduce the difference between the national ave and Rotherham's % of 15-year-old pupils, achieving 5+ GCSEs at grades A*-C **KS3** English Maths Science ICT **KS4** 5+ A*-C Ave Pts	52% 39.5	55% 340		} } } } } } } 45.9% } } 307.8 } } } } } } }	£92,237 **Grant /Income Funded** 10 x fte Consultants £420,750 **14-19/Obj 1** £351,550	deliver the KS 3 and 4 strategies will result in: – Reduced capacity for improvement – A declining teaching and learning profile – Static or declining levels of attainment – Reduced opportunity for children and young people	

Aims	Key Actions		How it will be delivered	Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
	Priorities	Areas of Improvement/ Objective			Specific PI/Targets (ECM)	Targets			Current Performance/ Baseline			
						2006/7	2007/8	2008/9				
	Improving school attendance levels in all year groups, including the particular needs of looked after children	Establish good patterns of attendance in the Early Years settings • Increase the levels of attendance in all year groups • Increase the levels of attendance for Looked After Children	• Designated EWO to work in Early Years settings to establish good patterns of attendance • Implement school self review to ensure consistency in addressing attendance across all schools • Implement missing children procedures that include all children and young people missing from education • Develop a range of sanctions to address persistent non-attendance • Identify cases of poor attendance and work with the	Helen Longland	Reduce the difference between the national average of half days missed through absence and Rotherham's in primary age pupils. 5 - 11	5.49%	5.29%	5.19%	National 2004/5 5.43%	Rotherham 2004/5 5.49%	**Core Budget** HoS: I,V + I (10 days) £4,635 EWS (315 days) £64,761 BSS (45 days) £11,588 H o ISS (20 days) £5,665 EPS (30 days) £8,498 YOS Education Liaison Officer (15 days) £3,090 **Grant Funding** Family Learning [LSC] (20 days) £5,000 Central BIP team [SFI] (40 days) £10,000	• Pupils not attending school do not achieve their educational potential • Pupils not in school are vulnerable and at risk of involvement in anti-social behaviour	• Community Strategy • Corporate Plan • Inclusion Strategic Plan • Behaviour Support Plan • Social Services Local Improvement Plan • Action Plan to address SEU report (Social Services) • Connexions Borough Plan • Teenage pregnancy Strategy • Sexual Health Strategy • Council's Social Inclusion Policy
					Reduce the difference between the national average of half days missed through absence and Rotherham's in secondary school pupils. 11 - 16	8.19%	8.00%	7.89%	7.4%	8.02%			
					Reduce the number of half days missed through absence and LAC. 5 – 16								
Reducing the number		Support children who			Reduce the number of	1.03	1.02	1.01	National 2004/05 1.3%	Rotherham 2004/2005 1.31%	**Core Budget**		
						Target	Target	Target	To be	To be			

Aims	Key Actions: Areas of Improvement/Objective	How it will be delivered	Responsible	Performance Management and Review (How it will be measured?): Specific PI/Targets (ECM)	Targets 2006/7	2007/8	2008/9	Current Performance/Baseline	Budget/Resources	Risks	Plans linked to
of children and young people excluded from school	are at risk of exclusion to minimise the effects on their education	family, pupil, school and significant others to resolve the situation		children excluded permanently from schools	to be set	to be set	to be set	established	HoS: I,V + I (10 days) £4,635 H o ISS (60 days) £16,995 BSS (645 days) £164,543 EPS (30 days) £8,498 YOS Education Liaison Officer (20 days) £4,120	If these activities are not undertaken: • Council will fail to meet statutory requirements for excluded pupils • BIP targets not met could result in withdrawal of funding • PA will not be in line with Council policy for Social Inclusion	
	All permanently excluded pupils to have full time interim tuition within the required timescales	• Introduce a system of first day absence alerting of EWO for LAC		Reduce the number of children excluded for a fixed term from schools	Target to be set	Target to be set	Target to be set	To be established			
		• Increase high quality, alternative provision for pupils who are permanently excluded or at risk of exclusion.		Reduce the number of days lost by exclusion from schools				established			
		• Develop the capacity of all primary schools through Social Emotional Behavioural Skills (SEBS) to ensure integration into curriculum									
		• Widen access and range of provision for KS4									

Aims	Key Actions			Performance Management and Review (How it will be measured?)							Budget/ Resources	Risks	Plans linked to
	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/Targets (ECM)	Targets					Current Performance/ Baseline			
					2005	2006	2007	2007/8	2008/9				
		• pupils permanently excluded from school • Support schools to improve and widen provision and practice to meet pupils' learning and behaviour needs. • Establish protocols for the implementation of parenting contracts and orders to address behaviour that are clear to all stakeholders • Establish accredited trainers able to deliver parenting programmes											
Raising the attainment of boys, looked after children, children from BME background	Improve the performance of boys at all Key Stages and in all curriculum areas but particularly in English	• Ensure detailed analysis of school and pupil data • Engage with	Catharine Kinsella and Helen Longland	Reduce the gap between the performance of **boys** and girls in: FS: PSE, CC and Ma AoL	**To be set by SIS**	**To be set by SIS**	**To be set by SIS**		Boys FS: PSE, CC Ma KS1: Rea	Difference 0.5 0.6 0.3 8.8% 12.7% 2.9% Included in Priority 1		• Continuation of boys low attainment will mean that standards	• Community Strategy • Corporate Plan • Inclusion Strategic Plan • Behaviour

Aims	Priorities	Key Actions / Areas of Improvement/Objective	Responsible	How it will be delivered	Performance Management and Review (How it will be measured?) Specific PI/Targets (ECM)	Targets 2006/7	2007/8	2008/9	Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
s and those with complex needs				• schools to validate their self-assessment • Identify schools where boys and girls achieve equally well and those where there is a significant difference • Undertake formal school reviews to identify key success factors	KS1: Read, Writ and Ma KS2: En KS3: En and Ma KS4: 5+ A*-C			Writ 11.0% Ma +1.1% KS2: En 20.8% Ma 7.6% KS3: En 7.6% Ma KS4: 5+A*-C		• will not rise • Poor or unsatisfactory quality of education will result in negative attitudes to learning. • Failure to meet LA's targets reduce community confidence and the public image of the Council	• Support Plan • Social Services Local Improvement Plan • Action Plan to address SEU report (Social Services) • Connexions Borough Plan • Council's Social Inclusion Policy • Racial Equality Policy
		Improve the performance of LAC at all Key Stages		• Target intervention to schools experiencing difficulties, with a particular focus on English (all phases) but particularly KS 3.	Increase the % of **LAC** achieving L4+ at KS2 in En and Ma and the % achieving 5+ A*-C and 1+ A*-G at GCSE	To be set 2006	To be set 2006	LAC KS2: En Ma KS4: 5+ A*-C 1+ A*-G	21.0% 31.0% 14.8% 48.1%	**Core Budget** HoS: I,V + I (10 days) £4,635 H o ISS (30 days) £ 8,498 Get Real Team (270 days) £69,525 SEN and Inter-Agency LO (30 days) £7,725	If this activity is not undertaken then the Council will not fulfill its requirements to raise the attainment of CiPC.	
		Improve the performance of LAC at all Key Stages		• Ensure detailed analysis of school and pupil data to inform teaching	Reduce the gap between the			BME KS1: Read Writ Ma	3.9% 6.6% 7.8% 11.4% 11.3% 15.5% 15.2% 14.8% 24.0%	**Core Budget** HoS: I,V + I (10 days) £4,635 H o ISS (10 days) £2,833 Service Leader for EM Children	If strategies to improve attainment are not implemented, BME pupils will	

Aims	Key Actions				Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/Targets (ECM)	Targets			Current Performance/ Baseline				
					2006/7	2007/8	2008/9					
		• Ensure all LAC have a school place • Improve the attendance of LAC • Improve the KS4 alternative provision options • Ensure foster-carers understand their role in raising attainment • Ensure detailed analysis of school and pupil data to inform teaching • Ensure schools set targets for BME children in line with FFT and LA targets • Develop a Primary Strategy Learning Network to raise BME reading		performance of **BME** children and the WBRI average in: KS1: Read, Writ and Ma KS2: En, Ma and Sc KS3: En, Ma and Sc KS4: 5+ A*-C and 1+ A*-G			KS2: En Ma Sc KS3: En Ma Sc KS4: A*-C En Ma Sc	9.8% 5.1% 0.3%	(150 days) £43,775 Travellers Education Service (50 days) £12,875 Welcome Centre staff (30 days) £7,725	not meet their educational potential and will under achieve in relation to other children. This will impact on: – their long term – access to employment – community involvement – community confidence in the Council's Equalities and Social Inclusion policies	

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/Targets (ECM)	Targets			Current Performance/ Baseline			
					2006/7	2007/8	2008/9				
		levels • Provide support for schools re community cohesion • Develop a more co-ordinated service for all EM children • Organise a structures welcome and support programme for all non-English speaking children and families									

Aims	Priorities	Key Actions			Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
		Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
						2006/7	2007/8	2008/9				
Improving access to sport, leisure, cultural heritage and recreational facilities		Further develop the partnership between schools and the wider learning community to develop achievement through leisure and sporting activities beyond the national curriculum.	• Ensure that the basic entitlement for all children is accessible to vulnerable groups e.g. L.A.C., B.M.E., those with disabilities and low income families. • Ensure effective co-ordination of the delivery of out of hours and holiday opportunities. • Develop a shared commitment to the performance indicators between the key partners (including voluntary and community organisations) to ensure a uniform approach • Provide a range of affordable, accessible, challenging and rewarding recreational and voluntary learning	Phil Rogers/ Helen Longland	Take up of sporting opportunities by 5-16 year olds within and beyond the curriculum.	Increase of 5% of overall baseline	Increase of 12% of overall baseline	Increase of 15% of overall baseline	National 5-11 63.8% 11–16 75% **Overall Ave 69.4%** N/K N/K N/K N/K	Rotherham 5–11 80.5% 11–16 63% **Overall Ave 66%** To be established To be established To be established To be established	**Core Budget** SIS (PE and Sport) £15,000		Rotherham PE & school sports strategy Culture and leisure services plan The Rotherham cultural strategy Neighbourhood renewal strategy
		Establish a basic entitlement for all children to access a wide range of extended learning opportunities that include sport, leisure, cultural and local heritage activities that involve voluntary learning provision			Take up of sporting opportunities for >16 year olds.	Increase of 5% of overall baseline	Increase of 12% of overall baseline	Increase of 15% of overall baseline				
					Take up of cultural and local heritage opportunities by 5-16 year olds.	Increase of 5% of overall baseline	Increase of 12% of overall baseline	Increase of 15% of overall baseline				
		Further develop the partnership between schools and the wider learning			Take up of cultural and local heritage opportuniti	Increase of 5% of overall baseline	Increase of 12% of overall baseline	Increase of 15% of overall baseline				

Aims	Key Actions			Performance Management and Review (How it will be measured?)				Current Performance/ Baseline		Budget/ Resources	Risks	Plans linked to
	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets 2006/7	2007/8	2008/9	Sept 2007	Sept 2004			
	community to develop achievement through activities relating to their heritage and cultural development	opportunities. • Audit the current level of wider opportunities currently available • Recreational and voluntary learning opportunities reflect the needs and interests of individuals as well as groups		es for >16 year olds. Increase the take up of recreational and voluntary learning opportunities by socially vulnerable groups e.g. those with disabilities, LAC, BME and low income families								
Improve the quality of learning and achievement	Ensure that all Rotherham schools provide at least a satisfactory quality of education	• Revise policy and procedures to identify Schools Causing Concern (SCC) • Ensure detailed analysis of school and pupil data • Engage with schools to validate their self-assessment	Catharine Kinsella	Reduce the number of schools in Special Measures	SM	Sept 2005 4 (2.8%) [actual]	Sept 2006 3 (2.1%)	0 (0%)	1 (0.7%)	Core Budget HoS: A + EW (40 days) £18,540 SIS (534 days) £247,509	• Failure to have an effective and efficient policy for identifying and supporting schools with concerns could results in them not providing a satisfactory level of education	• Community Strategy • Corporate Plan • SIS Service Plan • EiC Plan • Leadership Incentive Grant Plan • School's Improvement Plans • School's Ofsted Action Plans
				Reduce the number of schools in Serious Weaknesses (to become Notice to Improve)	SW/Ntl	2 (1.4%) [actual]	1 (0.7%)	0 (0%)	2 (1.4%)			
					Reading Writing Maths	33 39 28	Targets to be set by SIS	Targets to be set by SIS	38 52 23	Grant Funded Targeted Schools (SF) 50,000		

Aims / Priorities	Key Actions / Areas of Improvement/ Objective	Responsible	How it will be delivered	Performance Management and Review (How it will be measured?) Specific PI/ Targets (ECM)	Targets 2006/7	2007/8	2008/9	Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
			• Target support to vulnerable and underachieving children	Decrease the number of KS1 provision achieving <65% in: Reading, Writing and Ma	English Maths Science	14 15 3	Targets to be set by SIS	19 21 7		for pupils. • This risks underachievement both at school/LA level and individual pupil level and failure to achieve LA targets.	
			• Target support to those schools identified locally as not providing or in danger of not providing a satisfactory quality of education	Decrease the number of KS2 provision achieving <65% in: English, Maths and Science	English, Maths Science	5 2 7	Targets to be set by SIS	6 3 11		• Failure to identify schools promptly and accurately could lead to them falling into OFSTED categories.	
			• Target support to those schools identified by Ofsted as not providing or in danger of not providing a satisfactory quality of education	Decrease the number of KS3 provision achieving <65% in: English, Maths and Science	<20% <25% <30%	0 1 0	0 0 1	0 0 0		• This risks a loss to the Council's reputation	
			• Target support to specific curriculum areas identified as not providing a satisfactory quality of provision	Ensure that all secondary schools meet or exceed the floor target of 5+ A*-C of <20% by				0 1 3		• Failure to address the concerns promptly will result in large cohorts of pupils not receiving a satisfactory quality of education and reaching appropriate levels of	

Aims	Key Actions				Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline				
					2006/7	2007/8	2008/9					
				2004, <25% by 2006 and <30% by 2008.							achievemen t.	

MAKING A POSITIVE CONTRIBUTION

Aims / Priorities	Key Actions / Areas of Improvement/ Objective	How it will be delivered	Responsible	Performance Management and Review (How it will be measured?) Specific PI/ Targets (ECM)	Targets 2006/7	Targets 2007/8	Targets 2008/9	Current Performance / Baseline	Budget/ Resources	Risks	Plans linked to
Achieving the Hear By Right Standards	Development of Hear By Rights Standards	Development and adoption of Rotherham version of the Hear By Right Standards	**George Simpson/Young People Programme areas**	Increase number of services adopting and completing the standards	To develop and introduce standards	Adopted by all Children and Young People Services	Adopted by 10 other Council services	Drafting taking place	To be identified	No budget Non adoption of the standards	
	Develop a borough wide Strategy for giving Voice and Influence to children and young people	Establish Voice and Influence champions within Programme Areas	**George Simpson**	Increase number of Voice and Influence champions within the Council Programme Areas represented	10 5	14 7	21 7	Strategy completed and adopted by CMT Jan 2006 Action Plan currently being re-written Champions identified in 5 Programme Areas	Within existing resources	Strategy not communicated effectively throughout the programme areas	Corporate Plan Community Strategy NR Strategy
Promoting positive images of young people		Carry out an audit of press coverage Increase the number of positive articles appearing in the local press	**G. Simpson**	To be determined following audit				No baseline	Not known yet		Community Strategy
Increasing the number of children and young people who volunteer	Increase the number of young people engaging in volunteer activity	Support for YP contributing to initiatives such as Millennium Volunteers, Duke of Edinburgh's Award	**Bhupinder Kaur Manku**	Voluntary and community engagement (Millennium Volunteers)	Contracted delivery requirements	Contracted delivery requirements	Contracted delivery requirements	Make a difference MV Project 127% of the profiled number of Plans	Millennium Volunteers budget currently held by Connexions South Yorkshire Total	MV projects could lose out to Russell Commission proposals Make a Difference	PS delivery plan

Performance Management and Review (How it will be measured?)

Aims	Key Actions		Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance / Baseline	Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered			2006/7	2007/8	2008/9				
		Identify and maximise potential opportunities through the Russell Commission						109% of the profiled number of 100 Hour Awards 100% of the profiled number of 200 Hour Awards of Excellence	contract value for 04/05 - £50,308	MV project - funding from Connexions until 07, no guarantee to continue into 2007/2008.	
Increasing the number of schools with school councils	Development of democratic and other representational opportunities for children and young people to increase the impact of their Voice and Influence	All Rotherham schools to have a democratically elected school council Children and Young people to write guidelines and design leaflets supported by Health Schools Team Information to be cascaded to schools	**George Simpson Clare Cope** **Healthy Schools Team** **Jonathan Cooper** **Individual schools**	% of secondary schools with elected school council	80	90	100	75% of secondary schools	Individual school budgets	Schools fail to consider councils as integral to their service delivery Lack of clarity & consistency of quality of councils	Voice & Influence strategy Corporate Plan Community Strategy
				% of primary schools with elected school council	90	95	100	85% of primary schools			
				% of special schools with elected school council	85	100	100	85% of special schools			
				% children in secondary schools participating in a) election of school/college council members b) mock general elections	30	50	80	No baseline			
				UKMYP elections	30	40	50 (approx 6000 or 25%)	Children and young people involved in writing guidelines/ principles and design of leaflets Secondary School Guidelines/ Principles launched by the Youth Cabinet Sept 04 Junior School			

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance / Baseline			
					2006/7	2007/8	2008/9				
								Guidelines/ principles for Adults to be published Summer 06			
Improving support to parents, carers and families	Improve sustainability of existing childcare groups	Develop, support and maintain early years and childcare services for children aged 0-14.	**Mary Smith Early Years and Childcare Strategy Manager**	Increase quality and quantity of childcare provision within Rotherham	Create 1,784 new, good quality places by 2006	To be set in 2006	To be set in 2006	4336 places	£399,598 to 2006 (Sure Start Grant) £98,676 to 2006 (Children's Fund Sure Start Grant0	Lack of availability of childcare to meet demand	
		Support childcare professionals to access training which includes: • implement QA schemes, • Business Skills training, and, • Encourage managers to have Level 4 qualification	**Mary Smith Early Years and Childcare Strategy Manager**	Increase number of providers supported	To be set in 2006	To be set in 2006	To be set in 2006	1374 individuals supported (2005) 44 providers (QA)	£3,861,645 2006/08 Sure Start Unit Capital Funding £1.8m, revenue funding £4.1m	Lack of quality within provision providers lack of skills to operate sustainable businesses Lack of availability of trained childcare professionals	

Performance Management and Review (How it will be measured?)

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	**Areas of Improvement/ Objective**	**How it will be delivered**	**Responsible**	**Specific PI/ Targets (ECM)**	**Targets**			**Current Performance / Baseline**			
					2006/7	**2007/8**	**2008/9**				
Ensuring fairness, equal opportunity and treating everyone with respect and dignity	Maintain and Improve Equality Standards	Ensure continued implementation of Local Government Equality Standards and action plan	**Julie Westwood Zafar Saleem**	To achieve Level 5 of the Local Government Equality Standards	Level 4 – Dec 06	Level 5 – Dec 07	100%	Level 1 and 2 completed. Level 3 declared December 05			Corporate Plan Community Strategy Corporate Equality Strategy and action plan
	Implement the Service Improvement Plan for Racist Incidents	Carry out Lifestyle survey on an annual basis in partnership with the PCT	**Zafar Saleem**	Numbers of reported racially motivated incidents involving C & YP (BVPI 174 related)				To be established following 1st Lifestyle Survey March 06 – sample group Y7 and Y10 pupils from 7 schools	Cost to reduce significantly from 2007	Lack of accurate data - BVPI reserved	Corporate Performance Plan
Increasing the number of LAC and young people with SEN who contribute to their review											
Reduce the number of children and young people who offend and re-offend	Reduce the number of anti social behaviour orders issued to children and young people	Yos Operations Manager attends regular ASBO panel YOS offers increased support to young people on Court	Simon Perry ASB Unit Manager	Number of ASBOS issued to C & YP	17	15	13	2004/05 – 19 ASBO's were imposed on young people under 18 years.	From base budget of YOS £25k from	ASB Strategy & targets to reduce ASB – one way is to impose more ASB Orders	Youth Justice plan Community Safety Strategy 05/08

Aims	Key Actions			Performance Management and Review (How it will be measured?)							
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets 2006/7	2007/8	2008/9	Current Performance / Baseline	Budget/ Resources	Risks	Plans linked to
		Orders at risk of ASBO Young Person's Worker established in ASBO unit Establish Youth Inclusion Project Under 18's on ABC's referred to CISS	Simon Perry Children's Inclusion and Support Service	50 highest risk in a specified area	50	50	50		Safer Stronger Communities Fund £86k YJB plus £86 matched funding. £300k Children's Fund and YJB Prevention Grant	Annual funding Funding to 2008 Funding to 2008	Anti-Social Behaviour Strategy Children's Fund Strategy
	Reduce the number of offences committed by children and young people	All as above, plus: Positive Activities for Young People Crucial Crew – crime prevention for all year 6 children	Connexions RCRP / Young Peoples services SY Police and YOS Know the Score	Number of offences committed by children and young people	1453	1381	1312	In 2004/05 a total of 1416 offences committed by young people were detected. In the period April 05 to Dec 05 the total was 1147, a full year equivalent of 1530.	£242k	Criminal Justice Agency Targets are to increase offences brought to justice – potential conflict	Youth Justice plan Anti-Social Behaviour Strategy South Yorks. Policing Plan Young People's Substance Misuse Plan
	Reduce the number of young people re-offending	Increasing options for young people –ETE, alternative activities Liaison and Partnership	Simon Perry	Reduce by 5% young people re-offending after 24 months: • Pre-Court • First Tier • Comm. Penalties • Custody	• 26% • 61% • 71% • 95%	• 25% • 56% • 67.5% • 90%	• 24 % • 53 % • 64	Cohort of young offenders from Oct-Dec. 2002 • 27.5% • 62.5% • 74.5% • 100%	Partnership Pooled Budget for 2005/06 - £949k Total Grants to YOS - £580k	Grants allocated yearly	Youth Justice plan Anti-Social Behaviour Strategy Prolific and Priority

Performance Management and Review (How it will be measured?)

Aims / Priorities	Key Actions / Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets 2006/7	Targets 2007/8	Targets 2008/9	Current Performance / Baseline	Budget/ Resources	Risks	Plans linked to
		Agreement with Connexions Service Role of Education Inclusion Facilitator at YOS to reintegrate young people into school Provide Intensive Supervision and Surveillance Programmes to persistent serious offenders Links with substance misuse services (Know the Score) and with Mental Health Services (CAMHS)					% ● 85. 5				Offender Strategy (sub-strategy: Prevent and Deter); Supporting People Strategy; Community Safety Strategy 05/08
DEVELOP ENTERPRIS-ING BEHAVIOUR		Delivery of OCR or a contribution towards- ASDAN accredited fundraising packs to support financial	Jackie Frost/ Lesley Ellis	Number of 13-19 yr olds undertaking programme supported by school or YPS	6	8	10	In 2005/6 6 young people have undertaken this level 1 OCR qualification.	Mainstream YPS Budget or schools budget.	Accredited outcomes targets not met	YPS delivery Plan
			Lesley Ellis/Carol Slack	Targets set in SRB6 delivery plan.	1200+	1200+	1200 +			Inability to	SRB6

Aims / Priorities	Key Actions / Areas of Improvement/Objective	How it will be delivered	Responsible	Performance Management and Review (How it will be measured?) Specific PI/Targets (ECM)	2006/7	2007/8	2008/9	Current Performance / Baseline	Budget/ Resources	Risks	Plans linked to
		enterprise activities -How enterprising R U ?'	Jackie Frost / UK Steel Enterprise	Targets set against the current amount of funding available for project	launch 5	7	8	Target set in SRB Delivery Plan for 1200 per year; in 2005/6 actual figures are 1501 (year to date). Project to be re-launched in 2006-7 to support renewed enterprise activity in line with Davies Report	SRB6	match fund after 2006/7 if SRIP is not approved.	Delivery Plan/SRIP
		Delivery of a range of RYE programmes, targeted at young people aged 13+	Jeanette Lane Karen Borthwick Mike Garnock-Jones, Jackie Frost						Funding currently at a max of £4000, £200 max per school	Need to secure future funding to continue project.	YPS Business Plan
		Schools/pupils invited to submit applications for financial support for student initiated enterprise projects	BE-SY Young Enterprise, Enterprise Advisers	Number of Primary school enterprise champions	To be determined in 2006	To be determined in 2006	To be determined in 2006	05/06 – target to establish 15 enterprise champions – (14 achieved to date)	Single Pot	Inability for RYE or other delivery partner to meet demand if further funding unavailable Lack of further development	Single Pot/SRIP
		Rotherham Ready Project - RYE to work with Primary Schools to establish Enterprise Champions.									
	Increase number of young people entering self employment and establishing businesses in RYE incubation workspace.	Delivery via Rotherham Youth Enterprise in 4 centres across the borough (29 units)	Jackie Frost / RIDO / EDS	Number 18-24 year olds who are self employed, manage their own business or have thought seriously about starting their own business or are giving it serious and active consideration	20	24	28	2005/6 target was 20 young people into self employment. 20 achieved year to date.	Mainstream Funding External Funding - SRB6, RERF, Single Pot	outputs severely marginalized	SRB6 Delivery Plan and Single Pot/SRIP.

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance / Baseline			
					2006/7	2007/8	2008/9				
		RYE to become part of the Rotherham Enterprise Network ring best practice and attending regular meetings.	Geoff Link RiDO Jackie Frost RYE/YPS Rotherham Chamber BLSY	Set up and run an enterprise network, to stimulate activity through out the borough. Work in partnership				No specific (no's) targets set, group currently meets on a 6 weekly basis to share information, plan events and develop at partnership working.	Objective 1	Unable to contribute and share best practise	To meet the Ob1 delivery plan, LAA Agreement and the Local Authority Community Plan.

Achieve Economic Well being:

Aims	Key Actions				Performance Management and Review (How it will be measured?)					Budget/Resources	Risks	Plans linked to
Priorities	Areas of Improvement/Objective	How it will be delivered	Responsible	Specific PI/Targets (ECM)	Targets			Current Performance/Baseline				
					2006/7	2007/8	2008/9					
Increasing the number of young people in Education, Employment and Training	Address disparity between best and worst performing area assembly areas and vulnerable groups.	Develop the quantity, quality and scope of provision for young people not in education, employment and training (NEET), including re-engagement and E2E initiatives.	Lead – Sue Holland, Lifetime Support – Connexions Partnership	Reduce number of 16-18 year olds not in education, employment and training (up to 19th birthday).	8.2%	7.7% (2007)	6.7% (2010)	8.7% (2004)	Learning Skills Council (LSC) Objective 1 (Careers for the future) DfES	Lack of appropriate range of provision would mean NEET figures rise.	Community Strategy 2005-2010 Corporate Plan 14-19 Strategy
		Work in partnership to deliver careers and progression guidance.	Collette Bailey Connexions South Yorkshire	Numbers of schools achieving the quality award for careers education and guidance.	-	12 (2007)	16 (2010)	2 (2005)	Connexions		Local Area Agreement
		Develop a range of material to support parents and carers in understanding the choices available for 14-19 learners.	Collette Bailey Connexions South Yorkshire	Increase percentage of 16-18 year olds participating in learning.	-	TBC	TBC	70.4% (2004)			Local Area Agreement
			Sue Shelley Community Learning	Increase number of innovative out-of-hours learning opportunities for young people aged 5-18.	-	6,000 (2007)	8,000 (2010)	4,488 (2004)			Community Strategy 2005-2010

Aims	Key Actions					Performance Management and Review (How it will be measured?)						Budget/ Resources	Risks	Plans linked to
		Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline				
							2006/7	2007/8	2008/9					
				Focus on Black and Minority Ethnic (BME) groups where aspiration and progression are low (e.g. Yemeni community) to develop positive action for engagement.	Collette Bailey Connexions South Yorkshire	As above	-	TBC	TBC	No baseline set		Connexions		Local Area Agreement
			Increase % of young people entering employment with worked based training.	Use Leadership Incentive Grant, Rotherham Excellence Partnerships and Pathways to Work Initiatives to: develop a more vocationally-orientated and flexible 14-19 curriculum, to include Young Enterprise Initiative;	Lead - Sue Holland, Lifetime Support – Connexions Partnership	Increase % of all Y11 cohort progressing to a learning outcome.	84.1	85.8	86 Equal or better than national average (2010)	81.2% (2004)		DfES LSC SRIP	If sustained funding is not maintained the development of positive engagement strategies will halt and limit progression at 16.	14-19 Strategy
Increasing the number of young people with enterprise skills			Develop a coherent plan for delivery of an enterprise programme.	Rotherham Ready (Rotherham Children and Young People's Enterprise Project) providing an enterprise entitlement for young people aged 4-19 and enterprise training at all key stages	14-19 group Karen Borthwick / Jeanette Lane / Jackie Frost, C&YP	Increase number of young people developing employability skills and benefiting from business enterprise activities.		1,700 (2008)	2000 (2010)	1200 (2005)		DfES SRIP LLP Schools budgets	Lack of enterprise and employability skills to impact positively on	Community Strategy RMBC Corporate Plan 14-19 Strategy

Aims	Key Actions		Responsible	Performance Management and Review (How it will be measured?)				Current Performance/ Baseline	Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered		Specific PI/ Targets (ECM)	Targets						
					2006/7	2007/8	2008/9				
Improving basic skills of parents, carers and family members	Rotherham incomes are below the national average.	Develop a Cluster Plan for Rotherham to create a diverse & sustainable economy and growth opportunities.

Attract quality jobs to the borough through Inward Investment and business development. | Jeff Wharfe, Rotherham Partnership / Richard Poundford, EDS | Close gap in average earnings between UK and Rotherham. | 87% | 88% | 89% (90% - 2010) | 86% (2004) | Jobcentre Plus SRB Objective 1 NRF Local Skills Council | Rotherham economy falls further behind in terms of GVA.

Continued decline in local population and less attractive for newer industries. A low-skilled workforce unattractive to new industries and sectors. | Community Strategy

RMBC Corporate Plan 2005-2010

Regeneration Plan

Employment Plan

Workforce Development Plan |
| Assisting economically inactive parents, carers and family members, including those on Incapacity Benefit and lone parents, back into work | Rotherham incomes are below the national average. | Develop a Cluster Plan for Rotherham to create a diverse & sustainable economy and growth opportunities.

Attract quality jobs to the borough through Inward Investment and business development.

Implement workforce development strategy with key partners. | Jeff Wharfe, Rotherham Partnership / Richard Poundford, EDS | Close gap in average earnings between UK and Rotherham. | 87% | 88% | 89% (90% - 2010) | 86% (2004) | Jobcentre Plus SRB Objective 1 NRF Local Skills Council | Rotherham economy falls further behind in terms of GVA. Continued decline in local population and less attractive for newer industries. A low-skilled workforce unattractive to new industries and sectors. | Community Strategy

RMBC Corporate Plan 2005-2010

Regeneration Plan

Employment Plan

Workforce Development Plan |

Aims	Key Actions			Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered	Responsible	Specific PI/ Targets (ECM)	Targets 2006/7	Targets 2007/8	Targets 2008/9	Current Performance/ Baseline			
Ensuring that all children and young people live in Decent Homes	Increase% of social housing and vulnerable households in the private sector in decent conditions	Develop new housing as part of the "Westgate Demonstrator Project" in Rotherham Town Centre.	Tom Bell, Neighbourhoods	Westgate Demonstrator units complete	-	80 units complete	-	0 units complete	Regional Housing Board Capital Investment 2006/8 programme £6.8 million (subject to approval)	Unable to source either internally or externally the human resources to administer grants/loans to unfit private sector housing	Community Strategy RMBC Corporate Plan
	Reduce number of unfit private dwellings	Complete a strategy for **RSL** (Registered Social Landlord) development	Head of Neighbourhood Development	Complete and implement strategy				No strategy in place			
		Demolish unsuitable stock. Target grant assistance at unfit dwellings.	Head of Housing Services	Decrease number of unfit dwellings	3% reduction	4% reduction	4.5% reduction 2010 5% reduction	2299 (03/04)	Officer time Housing Corporation Commissioning Group Core Strategy Group Client focused Groups	Increased house prices make demolition costs prohibitive	
				Private sector to develop a greater choice of well designed, high quality housing across the borough							
				Number of private sector dwellings returned to occupation or demolished as a result of action by the local authority	28 (2006/07)	-	100 (2009/10)	35 (2004/05)			
		Vulnerable Groups Deliver the Supporting People Programme, including the	Tim Gollins, Supporting People	Service Level Agreements							

Aims	Key Actions	How it will be delivered	Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective			Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
					2006/7	2007/8	2008/9				
		delivery of supported housing and development of life skills.									
		Provide intensive support to care leavers under 18 living in independent tenancies, or in supported lodgings, and ineligible for Supporting People funding.	Sue May, NCH Bridges		5 (f/s) 7(s/l)	5 (f/s) 9 (s/l)	5 (f/s) 10 (s/l)	Figures are- 5 (f/s) 5 (s/l)	Budget continuation of present contract £ 265,000PA	Lack of good quality single person housing in RMBC	Supporting People 5 year strategy, RMBC Care leavers Accommoda tion Strategy
	Develop Housing Market Renewal Programme through master planning and local needs analysis	Complete forward plan for Housing Market Renewal to address low demand across all tenures. Accelerate the current "Decent Homes Programme" to address poor housing within local authority stock and deliver targets and milestones within the Programme. Undertake stock condition survey and develop investment planning model for the Decent Homes Programme.	Tom Bell, Neighbourhoods Mark Johnson (2010 Rotherham Ltd)	Achieve the decent homes standard for all council properties.	24.3	27.49%	100% Decency - March 2010	11.3% (04/05)	Housing Market Renewal Funding £18.2 million for 2006/08 programme (subject to ODPM approval) Forward Plan completed through 2006/08 prospectus for Transform South Yorkshire	ODPM cut capital resources to Housing market Renewal Pathfinder ODPM ALMO Bid - £218 million until 2010	Community Strategy Neighbourhoo d Service Plan 2010 Delivery Plan and Investment Plan

Aims	Key Actions		Responsible	Performance Management and Review (How it will be measured?)					Budget/ Resources	Risks	Plans linked to
Priorities	Areas of Improvement/ Objective	How it will be delivered		Specific PI/ Targets (ECM)	Targets			Current Performance/ Baseline			
					2006/7	2007/8	2008/9				
Developing a sustainable multi-agency workforce that will enable our priorities and outcomes to be achieved	To produce a Workforce Strategy to support the new structure, including the multi-agency teams, by October 2006	Planning new teams, rolling out Common Assessment Framework and Lead Professional training Overall implementing the Children's Workforce Strategy	Graham Sinclair	Ensuring workforce completes Common Assessment Framework and Lead Worker training Corporate Wrokforce Strategy P.I's on the make up of the workforce	Align with corporate workforce priorities and implement Children's Workforce Strategy by 2008			Separate workforce strategies for Education, Social Services and Health	Training budget of £600,000 between children's and adult's services Transformational budget through Sure Start	If multi agency workforce is not developed then the each of the 5 outcomes are at risk Children and young people will not achieve economic wellbeing without the support of the relevant skills of a multi agency workforce	Children's Workforce Strategy

Links and references to other plans

'The Year Ahead' Document

M.T.F.S., and other 'Cross-Cutting' Strategies/Plans

The highest level plan for the Borough – focussing on the five priority themes and the two cross-cutting themes

Community Strategy

Community and Quality of Life Indicators

Area/Community Plans

Details what the Council plans to do to deliver on the priorities, i.e. our contribution to the Community Strategy.

Corporate Plan

Statutory and Key Corporate Performance Indicators

'Corporate' Improvement Plan

A single overarching plan for all local services for Children and Young People.

Children and Young People's Plan

How the Council's Services plan to deliver upon priorities within the Corporate Plan.

Service Plans

Best Value pls.
Local pls. Service Improvement Plans

Area/Community Plans

Enables teams to develop an understanding of how they should be contributing to achieving the Council's priorities.

Team Plans

Local Pls.

Enables individuals to develop an understanding of how they should be contributing to achieving the Council's priorities.

Individual Plans

Personal Performance Indicators

Rotherham Plans and Strategies

Plan/Strategies

Level		
Overarching Plans		
Key Partner Plans		
Strategic - Children and Young People's Service		

Corporate Plan

- Safeguarding Children Board Plan
- Youth Justice Plan 2005 – 2006

Neighbourhood Renewal Strategy

- Health Local Delivery Plan 2005 – 2006
- Probation Area Business Plan 2005 – 2006

Community Strategy

- National Probation Services Business Plan 2005 – 2006
- South Yorkshire Strategic Policy Plan 2005 - 2005

Children and Young People's Plan

Plans/Strategies Specific to Children and Young People

- Inclusive Strategy Plan 2004 - 2007
- Special Educational Needs Strategy Development Plan 2002 – 2006
- 16 – 19 Education Transport Policy 2005 – 2006
- C.A.M.H.S.
- Teenage Pregnancy Strategy for Rotherham 2001 – 2010
- Children's Fund Plan
- Customer Access Strategy 2005 – 2007
- Strategic Proposal for Children's Centre and New Childcare Place Development (October 2003)
- Education, Culture and Leisure I.C.T. Strategy 2005 – 2010
- Playground Strategy
- Culture and Leisure Services Plan 2005 – 2008
- School Organisation Plan 2003 - 2008 (update 2005)
- School Improvement Plan 2005 - 2006
- Education Development Plan 2002 - 2007
- Rotherham Early Education and Childcare Strategy 2004-2006
- School Organisation Plan
- Behaviour Support Plan 2001 – 2004
- A Strategy for Inclusive 14 – 19 Education and Training in Rotherham 2005 – 2007
- Rotherham 16 – 19 Area Inspection Action Plan

Link to Children and Young People's Plan

Plans/Strategies that are Council Wide

- Rotherham Local Development Framework 2005
- Strategy to Reduce Crime and Disorder 2002 – 2005
- Best Value Performance Plan 2005 – 2006
- Fire and Rescue Corporate Plan 2005 – 2006
- South Yorkshire Passenger Transport Authority – Bus Strategy 2006 – 2011
- Transport Asset Management Plan
- Road Safety Strategy
- Congestion Strategy
- Parking Strategy
- Accessibility Planning Strategy 2005
- South Yorkshire Local Transport Plan 2001 – 2006
- Rotherham's Corporate Housing Strategy 2003 – 2006
- B.M.E. Housing Strategy 2005 – 2007
- Homeless Strategy 2003 – 2008
- Rotherham Borough's Community Safety Strategy 2005 – 2008
- Rotherham Unitary Development Plan
- Corporate Equality Strategy and Action Plan 2005 – 2006
- Customer Access Strategy

Joint Leadership Team Members

Please check order

Name	Title
Sonia Sharp	Senior Executive Director, Children and Young People's Services
Graham Sinclair	Acting Head of Resource and Access
Catharine Kinsella	Head of Achievement and Economic Wellbeing
Helen Longland	Head of Inclusion, Voice and Influence
Phil Rogers	Head of Culture and Leisure
Julie Westwood	Head of Planning, Information and Performance
Pam Allen	Acting Head of Social Care (Safe)
Yvonne Weakley	Head of Children and Young People's Services, Rotherham Primary Care Trust Provider Services
Margaret Murphy	Children's Planning Lead, Rotherham Primary Care Trust
Simon Perry	Manager, Youth Offending Service
Paul Robinson	Voluntary Sector Development Worker, Voluntary Primary Care Trust Provider Services
Jim Stewart	Safeguarding Manager,
Sarah Whittle	Joint Deputy Director of Strategic Planning, Rotherham Primary Care Trust
To be Appointed	S.Y. Police Representative, Public Protection Unit

TO INCLUDE PHOTOS OF JLT MEMBERS – DESIGN STUDIO

Use to CPY Structure chart and the photos from Ray Globe's JAR briefing 1.

Acknowledgements

We would like to offer our thanks to the following people for their contribution to the production of this Plan:-

COMMENT AND FEEDBACK SHEETS

(Tear out facility to be included in the plan)

Please use the section below to make any comments or suggestions that you have on the Children and Young People's Plan:

Comments:

Suggestions:

If you would like to be involved in future consultation on the revision Plan please include your name and contact details and preferred method of getting involved.

Name:

Tel. No:

E-Mail:

Preferred method:

Questionnaire

Themed Event

Via Web site

Discussion Groups

Other

APPENDIX A

GLOSSARY OF TERMS

Annual Performance Assessment (APA)
Anti Social Behaviour Orders (ASBO)
Area Child Protection Committee (ACPC)
Arms Length Management Organisation (ALMO)
Bichard Inquiry Report
Black and Ethnic Minority (BME)
British National Party (BNP)
Child Protection Register (CPR)
Children and Adolescents Mental Health Service (CAMHS)
Children's and Young People's Services (CYPS)
Children's Fund
Commission for Social Care Inspection (CSCI)
Common Assessment Framework (CAF)
Comprehensive Performance Assessment (CPA)
Criminal Records Bureau (CRB)
DASH NHS Trust
Department for Education and Skills (DfES)
Economic and Development Services (EDS)
English as an Additional Language (EAL)
Every Child Matters framework (ECM)
Full time Equivalent (FTE)
Further Education (FE)
General Certificate of Secondary Education (GCSE)
Gross Value Added (GVA)
Higher Education (HE)
Human Resources (HR)
Integrated Children's Systems (ICS)
Joint Area Review (JAR)
Joint Leadership Team (JLT)
Key Stage 1 (KS1) Key Stage 2 (KS2) Key Stage 3 (KS3) Key Stage 4 (KS4)
Learning and Skills Council (LSC)
Learning Difficulties and Disabilities (LDD)

GLOSSARY OF TERMS (continued)

Local Area Agreement (LAA)
Looked After Children (LAC)
Limited Liability Partnership (LLP)
National Association for Mental Health (MIND)
National Children's Homes (NCH)
NHS Local Delivery Plan (LDP)
National Service Framework (NSF)
National Society for the Prevention of Cruelty to Children (NSPCC)
Not in Education, Employment or Training (NEET)
Office of the Deputy Prime Minister (ODPM)
Office for Standards in Education (Ofsted)
Personal Social Health Education (PSHE)
Primary Care Trust (PCT)
Private Funding Initiative (PFI)
Public Protection Unit (PPU)
Pupil Referral Unit (PRU)
Registered Social Landlord (RSL) - regulated by the Housing Corporation, independent, not for profit, private sector organisations providing social housing for rent.
Rotherham Investment and Development Office (RIDO)
Rotherham Brought Together (RBT)
Schools Causing Concern (SCC)
Sexually Transmitted Infections (STIs)
Single Regeneration Budget (SRB)
Sub Regional Investment Plan (SRIP)
Social Emotional Behavioural Skills (SEBS)
Special Educational Needs (SEN)
Youth Offending Service (YOS)

GLOSSARY OF TERMS (continued)

Sub section projects and services referred to:

Connexions
Dearne Valley Learning Opportunities Partnership (DeVeLOP)
Entry to Employment (E2E) programme
Get Real Team
Get Sorted Academy of Music
Hear by Right Statements
Lifetime
Maltby Behaviour in Education Support (BEST) Team
Orchard Flyers
Rights2Rights
Risky Business Project
Safe N Sound
Safe@Last
Sure Start
Sure Start Plus
Voice and Influence
Westgate Demonstrator Project
Youth Parliament and Cabinet
Youth Start

Appendix B

Table 1.2 – Ethnicity breakdown for Rotherham and Area Assemblies (Source: Pupil Level Annual School Census 2005)

Ethnic Category	Rotherham	Rother Valley South	Rother Valley West	Rotherham North	Rotherham South	Wentworth North	Wentworth South	Wentworth Valley	Living Outside Rotherham
WHITE									
WHITE BRITISH	91.7%	97.7%	93.9%	89.5%	73.3%	97.6%	96.1%	98.3%	85.8%
WHITE EUROPEAN	0.5%	0.3%	0.5%	0.7%	0.6%	0.5%	0.4%	0.3%	0.8%
WHITE IRISH	0.1%	0.1%	0.2%	0.3%	0.1%	0.1%	0.1%	0.1%	0.2%
TRAVELLER OF IRISH HERITAGE	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GYPSY/ROMA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
ASIAN OR ASIAN BRITISH									
ASIAN - PAKISTANI	4.4%	0.1%	0.7%	6.2%	21.2%	0.1%	0.8%	0.1%	5.7%
ASIAN - BANGLADESHI	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
ASIAN - INDIAN	0.2%	0.0%	0.1%	0.0%	0.3%	0.1%	0.2%	0.2%	0.6%
ANY OTHER ASIAN BACKGROUND	0.1%	0.0%	0.1%	0.2%	0.4%	0.1%	0.1%	0.0%	0.1%
BLACK OR BLACK BRITISH									
BLACK AFRICAN	0.3%	0.0%	0.3%	0.6%	0.6%	0.1%	0.3%	0.0%	0.9%
BLACK CARIBBEAN	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.5%
ANY OTHER BLACK BACKGROUND	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.1%
MIXED / DUAL BACKGROUND									
WHITE & ASIAN	0.3%	0.0%	0.2%	0.5%	0.6%	0.3%	0.3%	0.2%	0.5%
WHITE & BLACK AFRICAN	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%	0.1%	0.2%
WHITE & BLACK CARIBBEAN	0.3%	0.2%	0.5%	0.4%	0.3%	0.3%	0.2%	0.0%	0.5%
WHITE & CHINESE	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.1%
ANY OTHER MIXED BACKGROUND	0.2%	0.3%	0.2%	0.2%	0.3%	0.2%	0.1%	0.0%	0.1%
CHINESE	0.1%	0.1%	0.0%	0.1%	0.2%	0.2%	0.2%	0.2%	0.2%
OTHER ETHNIC GROUPS									
ANY OTHER ETHNIC GROUP	0.3%	0.0%	0.2%	0.5%	0.7%	0.0%	0.3%	0.1%	0.6%
YEMENI	0.1%	0.0%	0.0%	0.1%	0.3%	0.0%	0.1%	0.0%	0.1%
INFORMATION NOT OBTAINED	0.4%	0.4%	0.7%	0.0%	0.3%	0.0%	0.1%	0.1%	2.6%
NO ETHNIC DATA									
REFUSED	0.4%	0.2%	2.0%	0.2%	0.1%	0.1%	0.3%	0.1%	0.4%
ANY OTHER WHITE BACKGROUND	0.2%	0.3%	0.2%	0.2%	0.2%	0.1%	0.2%	0.1%	0.2%
TOTAL POPULATIONS									
WHITE BRITISH	91.7%	97.7%	93.9%	89.5%	73.3%	97.6%	96.1%	98.3%	85.8%
BLACK OR MINORITY ETHNIC	7.7%	1.7%	3.8%	10.1%	26.4%	2.2%	3.5%	1.5%	13.6%

APPENDIX C

2004 ATTAINMENT RESULTS BASED ON PUPIL RESIDENCY

Area Assembly	BME %	rank	KS1 L2+ READING %	rank	KS1 L2+ WRITING %	rank	KS1 L2+ MATHS %	rank	KS2 L4+ ENGLISH %	rank	KS2 L4+ MATH %	rank	KS2 L4+ SCIENCE %	rank	KS3 L4+ ENGLISH %	rank	KS3 L4+ MATH %	rank	KS3 L4+ SCIENCE %	rank	GCSE 5+ A*-C %	rank
Rotherham South	26.4	1	76.5	7	73.8	7	83.5	7	67.1	7	63.8	7	75.7	7	57.8	6	66.8	6	56.4	7	42.8	4
Rotherham North	10.1	2	83.6	3	85.0	1	88.5	2	70.8	5	72.1	4	83.6	5	69.9	2	73.9	3	62.3	4	39.0	7
Rother Valley West	3.8	3	83.9	2	78.9	6	85.8	6	78.2	2	76.2	1	90.3	1	60.2	5	73.9	2	65.9	3	51.9	2
Wentworth South	3.5	4	79.7	6	80.2	4	88.1	3	68.1	6	67.4	6	79.7	6	52.1	7	64.6	7	56.7	6	41.2	5
Wentworth North	2.2	5	82.4	4	79.7	5	87.4	5	72.6	4	69.2	5	86.3	4	64.1	3	70.0	4	60.6	5	39.1	6
Rother Valley South	1.7	6	85.1	1	83.2	2	91.2	1	79.9	1	###	3	87.6	3	71.8	1	74.8	1	67.3	2	52.6	1
Wentworth Valley	1.5	7	81.0	5	83.1	3	88.0	4	76.1	3	75.1	2	89.3	2	60.8	4	69.3	5	67.8	1	43.1	3

			KS1 L2+ READING %		KS1 L2+ WRITING %		KS1 L2+ MATHS %		KS2 L4+ ENGLISH %		KS2 L4+ MATH %		KS2 L4+ SCIENCE %		KS3 L4+ ENGLISH %		KS3 L4+ MATH %		KS3 L4+ SCIENCE %		GCSE 5+ A*-C %	
NATIONAL			85		81		90		78		74		86		71		73		66		53.7	
ROTHERHAM			81		79		89		73		71		84		62		69		62		46	

Agenda Item 6

	ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS	

1.	Meeting:	Lifelong Learning, Culture and Leisure Cabinet Member and Advisers Children and Young People's Services Cabinet Member and Advisers
2.	Date:	21st March 2006 11th April 2006
3.	Title:	GCSE Examination Results, 2005.
4.	Programme Area:	Children and Young People's Services

5. Summary:

The purpose of this report is to inform members of the GCSE examination results for 2005 and how they compare to previous years to the national average and to the results of our statistical neighbours.

In 2005 the percentage of Rotherham's young people gaining five or more GCSEs at the highest grades of A* - C rose for the third year running. The rate of improvement was, again, higher than the national rate of improvement.

6. Recommendations:

That the report be received.

7. Proposals and Details:

The presentation of GCSE results is complicated by the different ways in which the results are expressed. Results are sometimes published to include all the pupils in the year cohort (i.e. all the pupils in secondary and special schools), on other occasions the results reflect only the pupils in secondary schools. National results and the results reported to Members, are presented to include all pupils in whichever type of school they are educated.

A new points score system for calculating the average point score of pupil's attainment was introduced in 2004, which includes a wider range of GCSE equivalent qualifications. Comparisons can only be made for 2004 and 2005 and not against performance in previous years.

Results Overall

GCSE results	**Rotherham**	**National**	**Statistical Neighbours**
5+ A*-C			
2000	40.9	47.4	42.2
2001	42.8	48.4	43.4
2002	41.4	51.2	44.8
2003	44.4	52.9	46.4
2004	45.9	53.7	47.0
2005	49.5	57.1	50.9
5+A*-G including English and Mathematics			
2002	84.5	86.8	N/A
2003	85.4	86.3	N/A
2004	84.5	86.7	N/A
2005	86.5	88.0	86.9
5+ A*-G			
2000	88.4	90.6	90.2
2001	89.6	91.0	90.9
2002	86.5	88.3	88.3
2003	88.3	88.8	90.0
2004	88.1	88.8	90.0
2005	88.2	90.2	89.0
1+ A*-G			
2000	94.2	95.6	95.2
2001	94.9	96.1	96.0
2002	93.5	94.6	96.1
2003	94.6	94.8	95.9
2004	95.0	95.9	95.9
2005	96.3	97.4	96.2

GCSE results	Rotherham	National	Statistical Neighbours
Average Point Score (Uncapped)			
2000	36.04	35.93	38.64
2001	37.56	36.82	39.15
2002	36.48	37.34	39.97
2003	37.69	38.08	40.81
2004	310.1	325.0	340.6
2005	328.0	355.1	336.1
Source: LEA Profile 2000 -2003 DfES Statistical Release 2004 -05 2004 and 2005 Average Point Score is Section 96 (New Points Score)			

The percentage of pupils achieving 5+ GCSEs at the higher grade A*-C has increased by 3.6% from last year's figure to 49.5% in 2005 against a national average of 57.1%, an improvement of 3.4%.

The gap between the performance of schools in Rotherham and the national average has narrowed slightly from 7.8% in 2004 to 7.6 % in 2005. The gap between the performance of schools in Rotherham and our Statistical Neighbours is 1.4%.

86.5% of Rotherham's pupils gained 5+ A*-G (including English and mathematics), a 2% increase on 2004. This has narrowed the gap to 1.5% from the national average, and is just below that of statistical neighbours.

The percentage of pupils achieving 5+ A*-G grades (not specifically including English and mathematics), has remained the same with a slight improvement in the national average and a decline of 1% by our Statistical Neighbours.

Only 3.7% of pupils in Rotherham left school in 2005 with no GCSE passes, 96.3% gained at least 1+A*-G. This is 1.1% below the national average and in line with our Statistical Neighbours.

The average (uncapped) point score for pupils in Rotherham is 328.0. This is 27 points below the national average and 8 points below the average for our Statistical Neighbours.

The Council, through its current School Improvement Plan and pending Children and Young People's Plan, is striving to raise the attainment of pupils in Rotherham schools. 11 schools improved their results in 2005 from 2004. The focus for support will continue to be on those schools where the progress of pupils from Key Stage 2 to Key Stage 4 is less than that which would be expected in similar schools nationally as calculated by the Fischer Family Trust data on the prior performance of pupils.

LEA Statistics (against number of entries)

The entries for the range of courses that were available within Rotherham schools in 2005 are as follows:

- 27,626 entries for 53 GCSE full courses
- 2,240 entries for 5 GCSE short courses
- 516 entries for GNVQ foundation and intermediate courses
- 886 entries for Vocational GCSE courses
- 1019 entries for Basic Skills, Entry Level Qualifications (ELQ) Bands, Key Skills and Vocational Related Qualifications (VRQ) Levels

In 2005 the pass rate, for full courses, against entries was 96.3%, for short courses against entries was 91.9%, for GNVQ courses against entries was 79.3% and for Vocational GCSEs against entries was 92.1%.

The number of entries per pupil (full courses)

The average number of entries per pupil in 2005 was 8.0 (See table below)

Year	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Cohort	3305	3526	3530	3328	3594	3294	3566	3548	3620	3666	**3599**
Entries	26,505	27,487	27,573	26,547	28,864	27,144	30,205	28,738	28,989	28739	**27626**
Entries per pupil	8.0	7.8	7.8	8.0	8.0	7.6	8.4	8.0	8.0	7.8	**8.0**

Percentage of all full course examination grades A*-C (against entries).

The percentage of all examination grades A*- C calculated against entries are shown below.

Year	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
LEA	44.5	43.1	43.5	44.5	46.5	46.9	47.8	47.2	49.8	48.7	52.7
Nat.	52.7	53.6	54.4	54.5	55.8	56.6	N/A	N/A	N/A	N/A	N/A

An analysis of Performance by Gender (5+A*-C grades)

Year	Boys %	Girls %	% Difference	Overall (all schools)
1995	31.8	40.9	9.1	36.2
1996	31.9	40.3	8.4	36.2
1997	32.6	42.2	9.6	37.4
1998	31.5	43.3	11.8	36.8
1999	35.8	45.3	9.5	40.3
2000	36.8	44.8	8.0	40.9
2001	38.1	48.0	9.9	43.0
2002	37.2	47.1	9.9	42.0
2003	41.4	49.0	7.6	45.1
2004	42.1	49.7	7.6	45.9
2005	43.0	56.1	13.1	49.5

*Performance of boys and girls is derived from NCER data

Girls are still significantly out-performing the boys with a 13.1% difference in 2005.

Contextual Value Added (CVA) Summary

In the autumn term of 2005, OFSTED introduced a new Performance and Assessment Report (PANDA) report for schools.

Previously progress was assessed by placing schools into groups according to their similarity in prior attainment. Schools were given benchmark grades according to their performance compared with the other schools in their group. However, it was recognised that there are many other factors, that could affect pupils' progress, that were not taken into account by this method.

In order to examine the progress of a school taking account of these other factors, the new PANDA report uses a contextual value added (CVA) model. This involves looking at the progress of all pupils nationally, each year, against a wide range of contextual factors. Ofsted and the DfES have been working together to derive the best models and these have now been agreed. The main factors in the models include:
- Prior attainment
- Special educational needs (SEN) status
- Free school meals entitlement
- Whether English is an additional language
- Ethnicity
- Gender
- Age
- Mobility
- Economic deprivation

Each pupil's expected progress from an earlier key stage is calculated, taking into account the national data for all factors in the model. Their actual progress is then compared to their expected progress. The difference indicates whether a pupil has progressed more or less than expected and by how much. These differences are then combined for all pupils to provide a contextual value added score for each school.

The following tables provide a summary of the performance in Rotherham from Key Stage 2 to 4 and Key Stage 3 to 4. This includes the overall CVA measure for each school, together with the CVA for core subjects against a national mean of 100. Where the school CVA differs significantly from the previous year's, this significance [+ (above) or – (below)] and whether this is improving or declining is shown below.

Key Stage 2-4

Overall CVA

	Number of Schools		
	2003	**2004**	**2005**
Significance -	4	4	5
Significance - and declining		1	2
Significance - and improving			
Significance +	7	4	3
Significance + and improving		1	
Significance + and declining			
No significance	5	6	6

English CVA

	2003	**2004**	**2005**
Significance -	5	3	4
Significance - and declining		3	7
Significance - and improving			
Significance +	9	4	
Significance + and improving			1
Significance + and declining			1
No significance	2	6	3

Mathematics CVA

	2003	**2004**	**2005**
Significance -	6	3	2
Significance - and declining		3	3
Significance - and improving			
Significance +	6	4	3
Significance + and improving			
Significance + and declining		1	
No significance	4	5	8

The overall CVA using Key Stage 2 results to show progress to Key Stage 4 indicates seven schools with scores below the National mean that are significant. Two of these are significantly below and declining. Three schools are significantly above and six schools are in line with the National mean.

In English there are eleven schools with a CVA score that is significantly below the National mean, seven of which show a declining trend. Mathematics CVA shows 5 schools significantly below the national mean, three of which are declining.

Key Stage 3-4

Overall CVA

	2003	**2004**	**2005**
Significance -	4	2	2
Significance - and declining		3	3
Significance - and improving			
Significance +	7	6	4
Significance + and improving		1	2
Significance + and declining			
No significance	5	4	5

English CVA

	2003	2004	2005
Significance -	6	4	6
Significance - and declining		2	4
Significance - and improving			1
Significance +	4	3	1
Significance + and improving		1	
Significance + and declining			
No significance	6	6	4

Mathematics CVA

	2003	2004	2005
Significance -	6	6	2
Significance - and declining		1	2
Significance - and improving			
Significance +	4	4	3
Significance + and improving		1	2
Significance + and declining			
No significance	6	4	7

The overall CVA using Key Stage 3 results to show progress to Key Stage 4 indicates Rotherham has five schools that are significantly below the National mean. Three of these are significantly below and declining. Six schools are significantly above and five schools are at least about the national mean.

In English the CVA from KS2 to KS4 shows eleven schools with a CVA score which is significantly below the national mean, four of which show a declining trend and one having a rising trend.

In mathematics the CVA shows 4 schools significantly below the national mean, a reduction from 2004, two of which are declining. Seven schools are at least in line with the national mean, 5 schools are significantly above and two of these are significantly above and improving.

LEA Statistics for individual schools (against the year cohort)

i)   **Appendix A** shows the results of individual schools, for the period 2002-2005, with percentages calculated against the year's cohort of pupils for 5+ A*- C.

ii)   **Appendix B** shows the performance of individual schools for 5+ A*-C, 5+ A*-G and 1+ A*-G for the period 2002-2005.

iii)   **Appendix C** shows the overall profile of achievement for GNVQ performance 2005.

iv)   **Appendix D** shows the results for Rotherham LA and national percentage of pupils achieving applied GCSE grades in 2005

v)   **Appendix E** shows the GCSE results for Rotherham LA, Statistical Neighbours and National performance

vi) **Appendix F** shows a graph of the results for Rotherham LEA, Statistical Neighbours and National

8. **Finance:**

N/A.

9. **Risks and Uncertainties:**

The level of achievement of Rotherham pupils on leaving statutory education will have a major impact on the re-generation of the area. Schools, working with the LA, are setting challenging targets and are striving to drive up the standards of attainment for all pupils.

The coherent implementation of a range of nationally funded projects will be instrumental in achieving this improvement. Failure to achieve the targets could put this additional funding at risk.

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

Any plans arising from an analysis of this report are consistent with the Community Strategy and Corporate Plan. The improvement actions address the Corporate Priorities for:

Regeneration - improving the image of Rotherham;
- providing sustainable neighbourhoods of quality, choice and aspiration.
Equalities - promoting equality;
- promoting good community relations.
Sustainability - improving the quality of life;
- increasing employment opportunities for local people.

11. **Background Papers and Consultation:**

Report to Education Cabinet, 1st March 2005: GCSE Examination Results 2005

Contact Name:
Bob Toms, Principal School Improvement Adviser
Extension 2571
bob.toms@rotherham.gov.uk

Percentage of Pupils achieving 5+A*-C calculated against the Year 11 Cohort

| GCSE results	2002	2003	2004	2005
LEA average	**41.4%**	**44.5%**	**45.9%**	**49.5%**
National average	**51.2%**	**52.6%**	**53.7%**	**57.1%**
Aston	51.8%	50.2%	57.5%	56.8 %
Brinsworth	45.1%	52.3%	49.1%	57.7 %
Clifton	27%	32.6%	34.2%	45.0%
Dinnington	46.8%	46.0%	45.2%	45.4%
Kimberworth	19%	18.2%	N/A	N/A
Maltby	27.4%	27.5%	31.1%	33.1%
Oakwood	53%	54.3%	49.1%	50.7%
Old Hall	52.4%	62.1%	42.0%	N/A
Pope Pius X	48.5%	44.2%	45.0%	46.9%
Rawmarsh	39.1%	33.1%	40.1%	45.4%
St.Bernard's	65%	59.8%	72.0%	65.7%
Swinton	30.2%	37.8%	28.4%	47.8%
Thrybergh	16%	16.0%	28.8%	24.4%
Wales	58.1%	63.4%	59.8%	57.5%
Wath	43.5%	54.8%	50.0%	47.0%
Wickersley	49.3%	54.0%	62.1%	71.2%
Wingfield	23%	24.0%	23.1%	44.1%
Winterhill	N/A	N/A	N/A	48.8%

Appendix B

Percentage of Pupils achieving 5+ A*- C calculated against the Year 11 Cohort

GCSE 5 A*-C
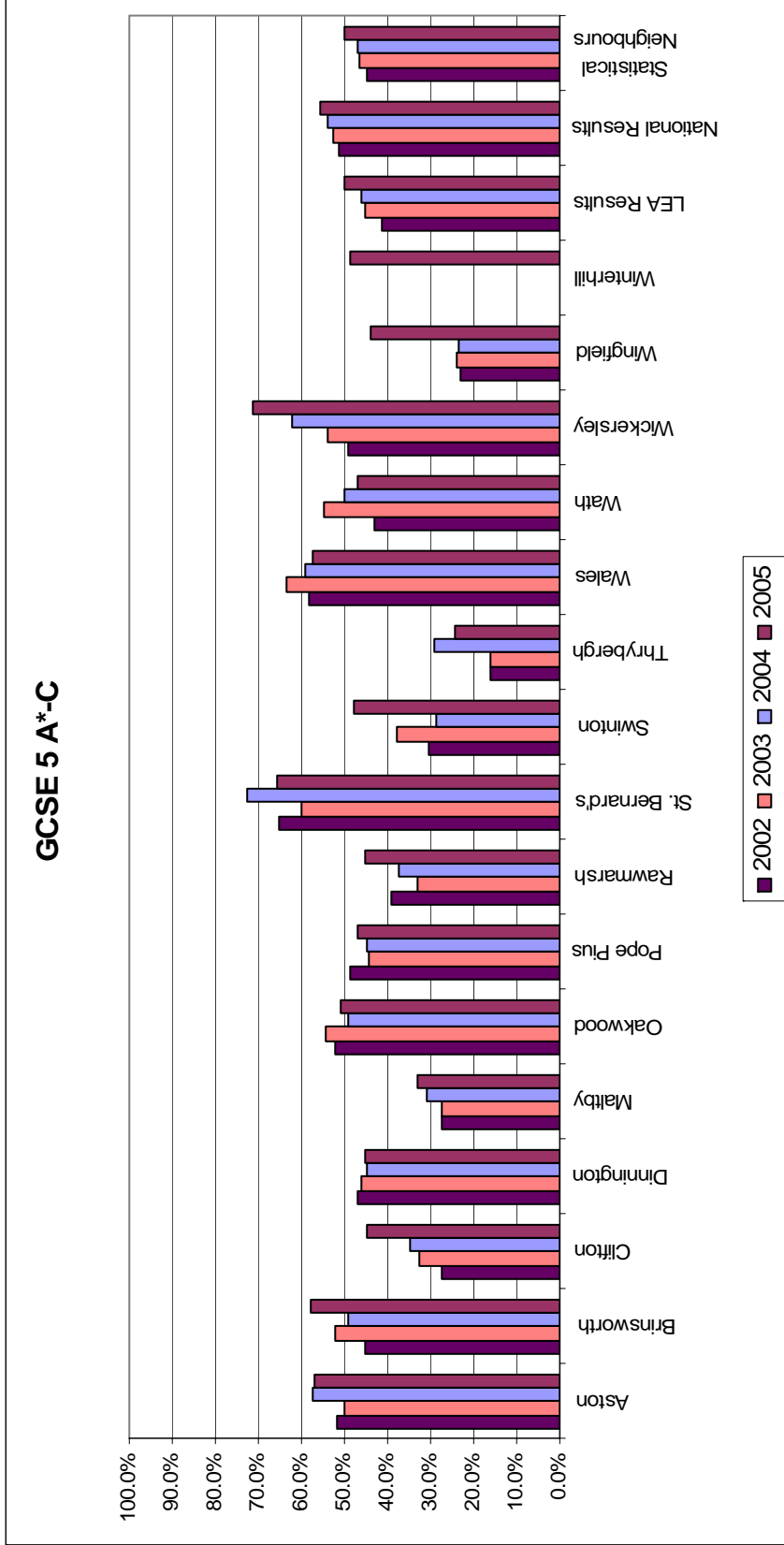
Percentage of Pupils achieving 5+A*- G calculated against the Year 11 Cohort

GCSE 5 A*-G
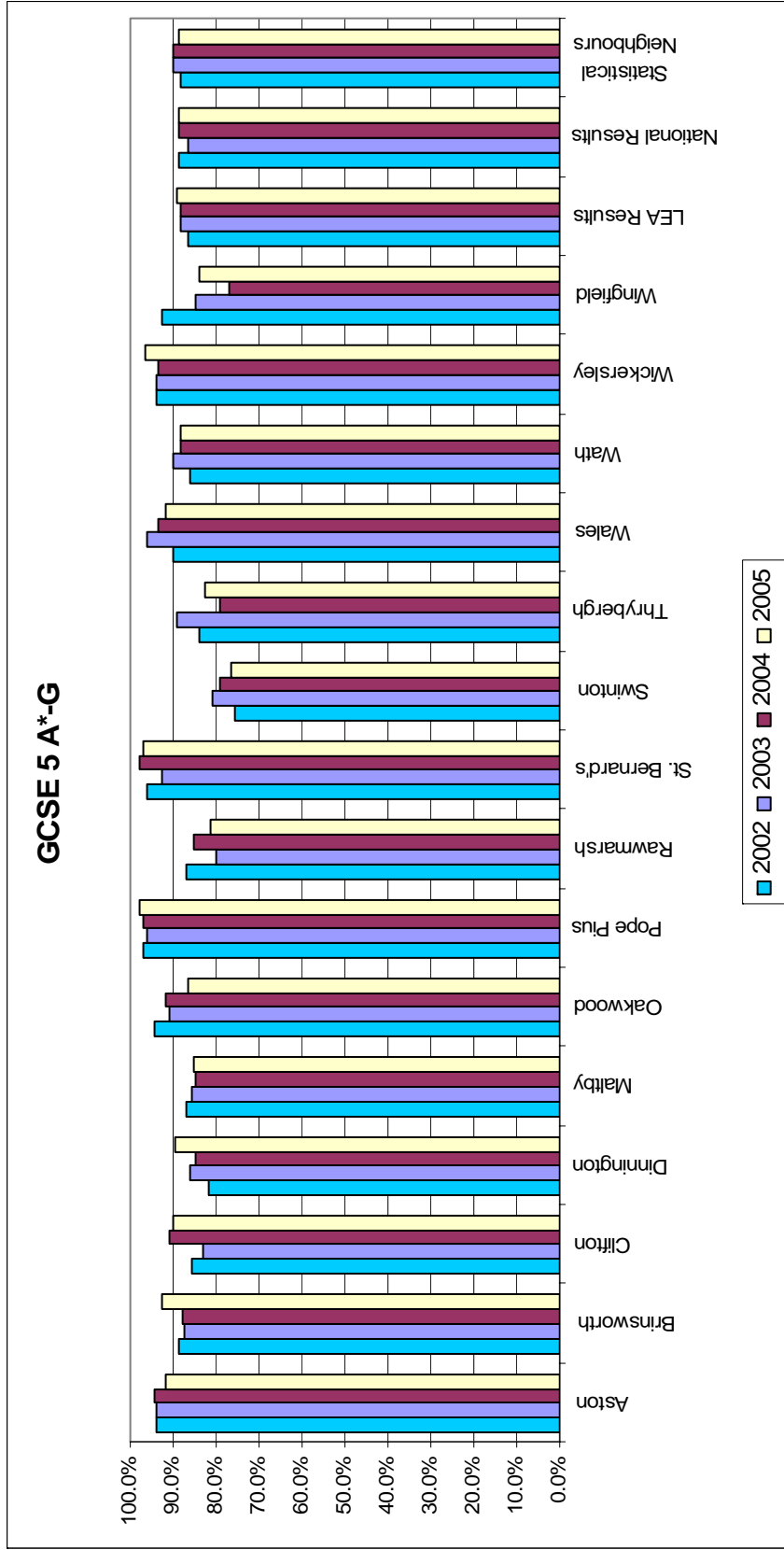
**Percentage of Pupils achieving 1+A*- G calculated against the Year 11 Cohort**

GCSE 1+A-G

Appendix C
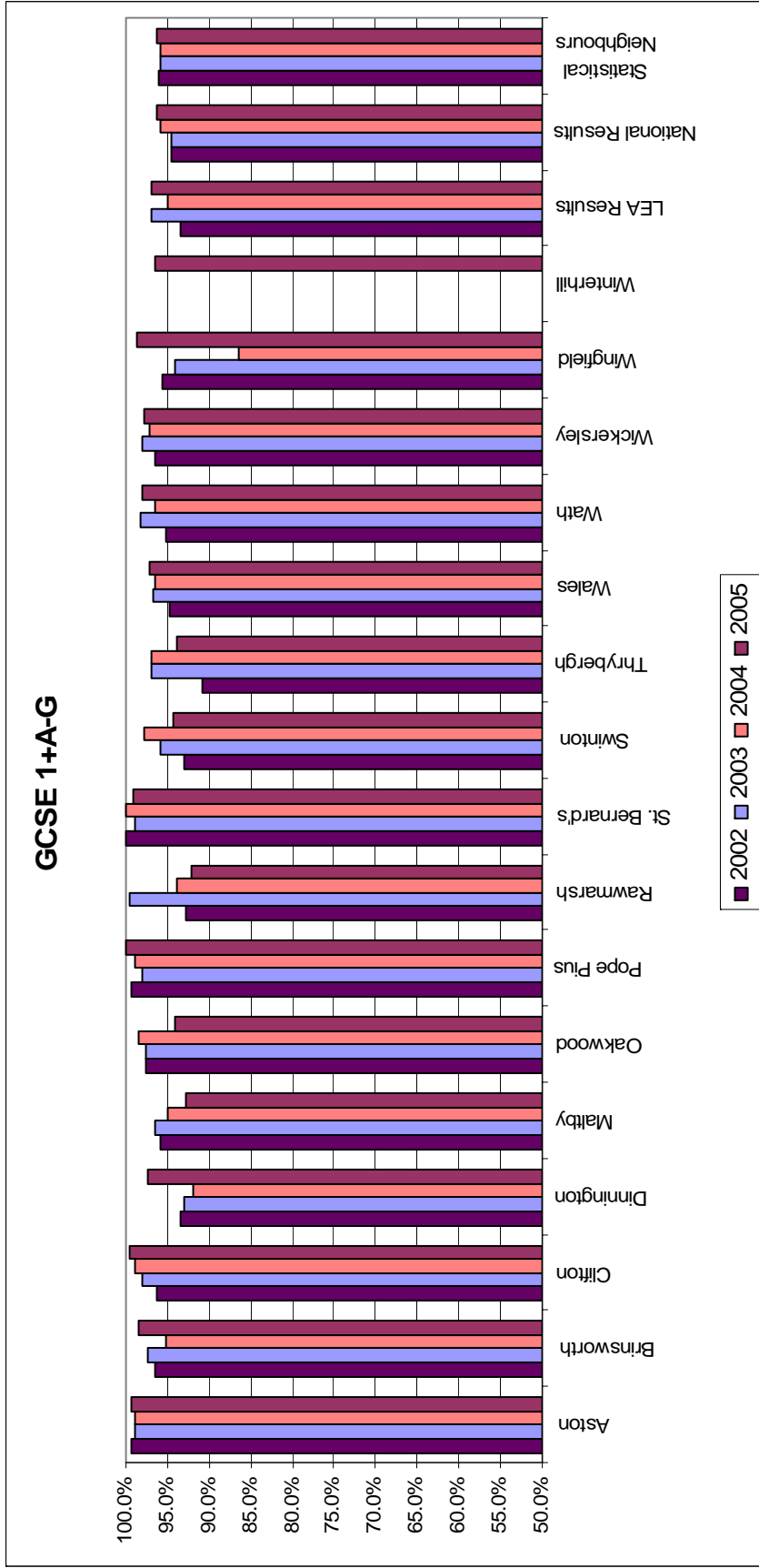
GNVQ Performance 2005 – Percentage of Pupils achievement by subject

Exam Type	Subject	Entries	Distinction	Merit	Pass	Grade U	Absent
GNVQ Full Foundation	Health&Soc.Ca (VQ)	5	0.0%	0.0%	0.0%	100.0%	0.0%
GNVQ Full Foundation	Inform.Tech(VQ)	42	0.0%	4.8%	21.4%	2.4%	71.4%
GNVQ Full Intermediate	Business (VQ)	17	0.0%	0.0%	76.5%	23.5%	0.0%
GNVQ Full Intermediate	Engineering (VQ)	9	0.0%	11.1%	66.7%	22.2%	0.0%
GNVQ Full Intermediate	Health&Soc.Ca (VQ)	58	5.2%	31.0%	46.6%	17.2%	0.0%
GNVQ Full Intermediate	Inform.Tech(VQ)	247	4.0%	15.8%	64.0%	13.8%	2.4%
GNVQ Full Intermediate	Leis.&Tourism (VQ)	15	0.0%	26.7%	73.3%	0.0%	0.0%
GNVQ Full Intermediate	Perform.Arts(VQ)	31	32.3%	41.9%	22.6%	3.2%	0.0%
GNVQ Full Intermediate	Retail&Distn.(VQ)	8	12.5%	50.0%	37.5%	0.0%	0.0%
GNVQ Full Intermediate	Science (VQ)	69	0.0%	7.2%	88.4%	4.3%	0.0%
GNVQ Part One Intermediate	Inform.Tech(VQ)	15	0.0%	0.0%	26.7%	73.3%	0.0%
	LEA GNVQ Summary	**516**	**4.7%**	**16.7%**	**57.9%**	**13.8%**	**7.0%**

Appendix D

Rotherham LEA and National percentage of Pupils achieving applied GCSE Grades - 2005

Rotherham LEA vs National percentage of Pupils achieving
Applied GCSE Grades - All Subjects 2005
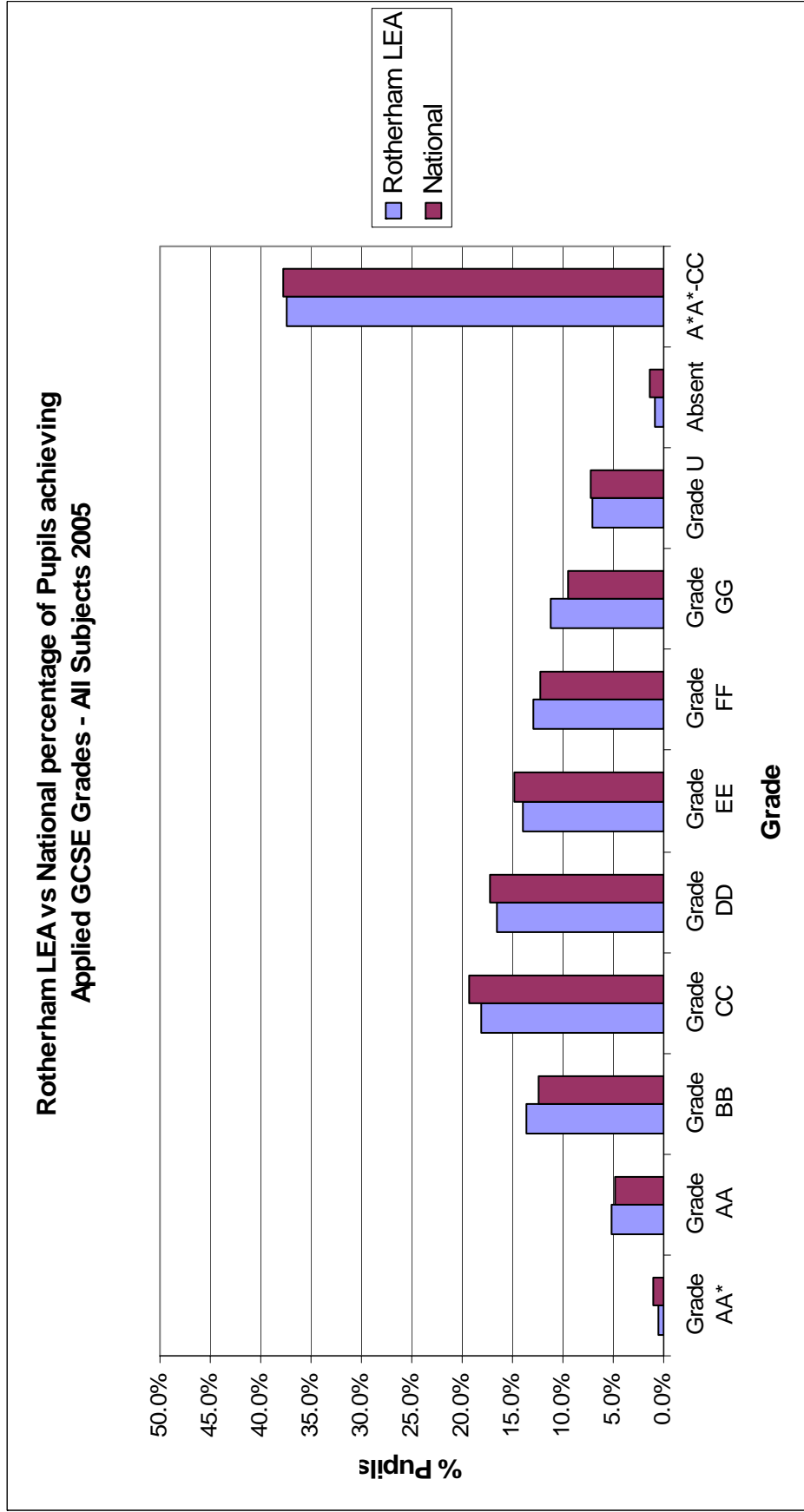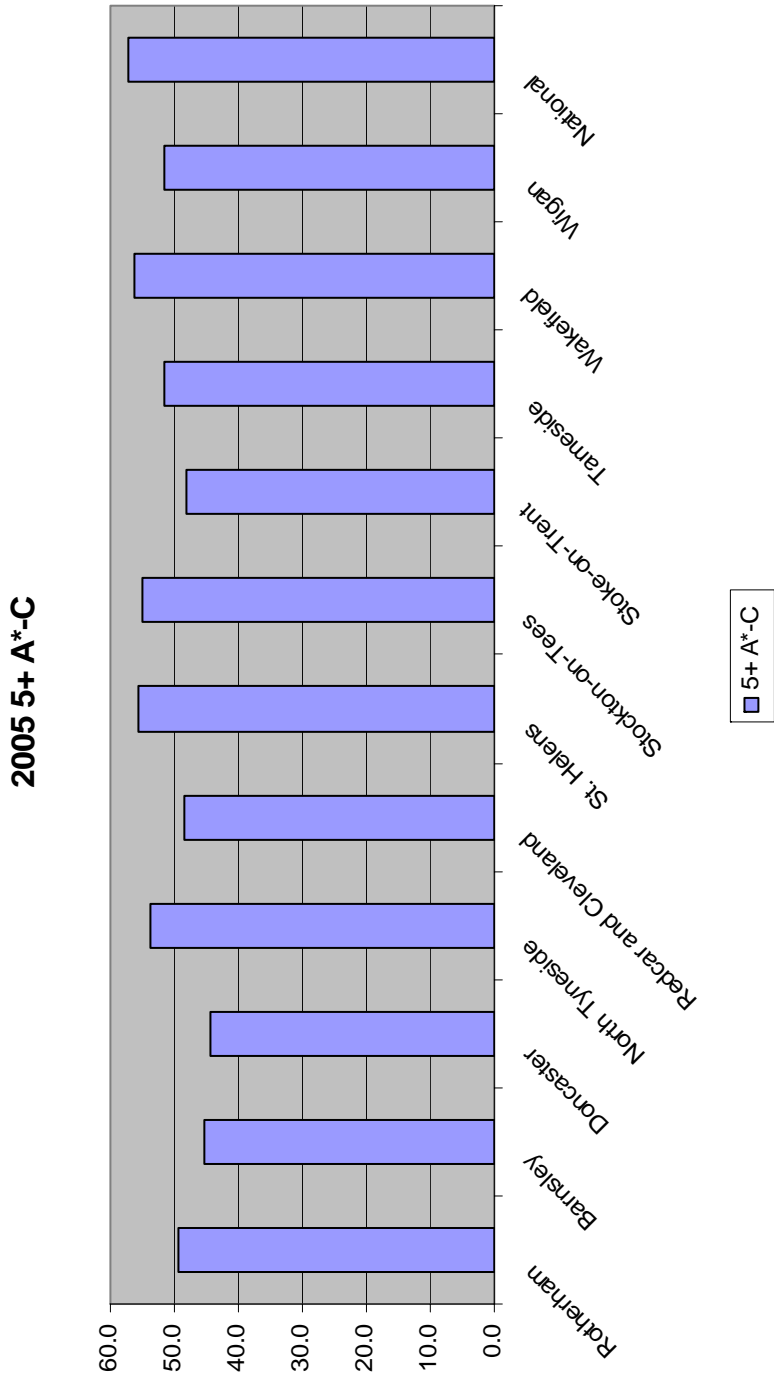
Appendix E

Rotherham LEA and Statistical Neighbours

2005 GCSE
OVERALL

	5+ A*-C	5+ A* - G	5 + A - G (Including Eng&Maths)	1+ A* - G	A.P Score (Uncapped)
Rotherham	49.5	88.2	86.5	96.3	328
Barnsley	45.4	87.6	83.3	96.7	320.3
Doncaster	44.5	85.7	84	95.3	317.4
North Tyneside	53.7	90.2	88.7	95.9	343.4
Redcar and Cleveland	48.3	89	87.6	95.3	327.1
St. Helens	55.7	87.8	86.2	95	346.9
Stockton-on-Tees	54.9	88.5	87.1	96	353.1
Stoke-on-Trent	48.1	88.7	84.5	96.7	333.2
Tameside	51.7	90.5	88.7	96.7	336.7
Wakefield	56.4	90.2	88.7	96.6	352.2
Wigan	51.7	92.2	90.5	97.8	338.7
National	57.1	90.2	88	97.4	355.1
Stat Neighbours Average	**50.9**	**89.0**	**86.9**	**96.2**	**336.1**

Appendix F

Rotherham LEA, Statistical Neighbours and National percentage of pupils achieving 5+A*- C

2005 5+ A*-C

Legend: 5+ A*-C

Categories: Rotherham, Barnsley, Doncaster, North Tyneside, Redcar and Cleveland, St. Helens, Stockton-on-Tees, Stoke-on-Trent, Tameside, Wakefield, Wigan, National

Axis: 0.0, 10.0, 20.0, 30.0, 40.0, 50.0, 60.0

Rotherham LEA, Statistical Neighbours and National percentage of pupils achieving 5+A* - G

2005 5+ A*-G
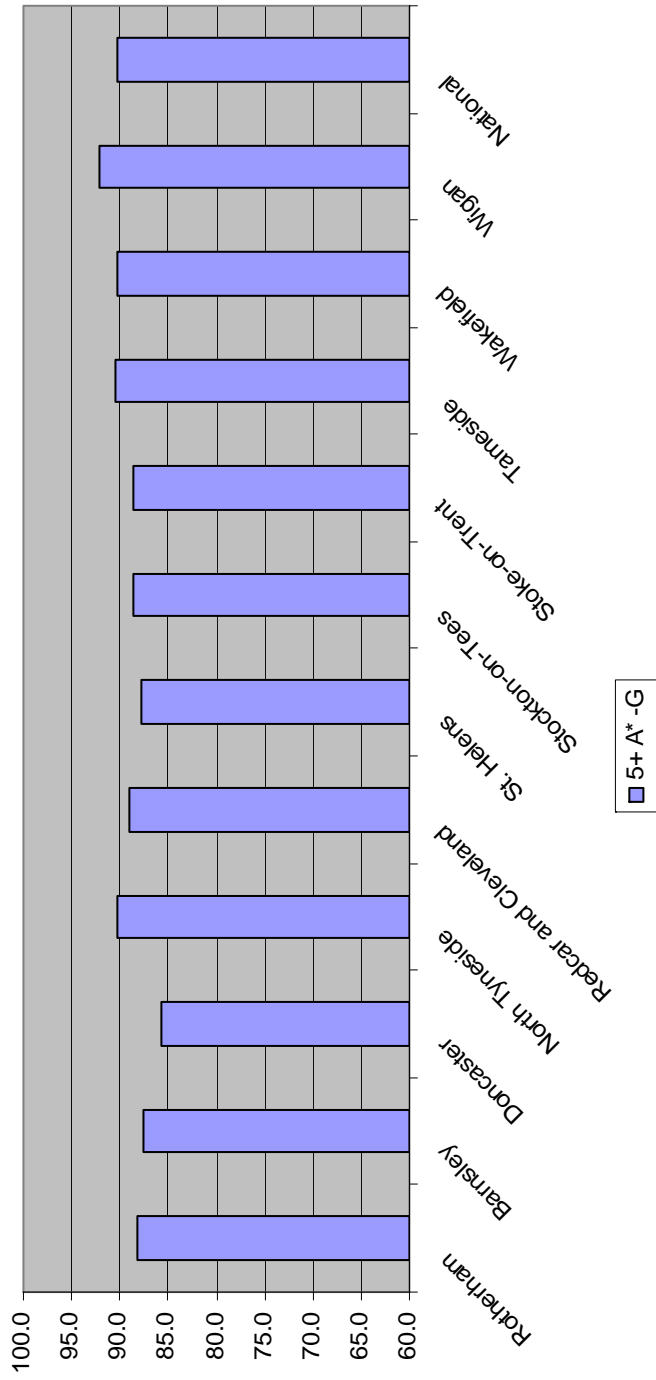
Rotherham LEA, Statistical Neighbours and National percentage of pupils achieving 1+A*- G

2005 1+ A*-G

Legend: 1+ A* - G

Categories: Rotherham, Barnsley, Doncaster, North Tyneside, Redcar and Cleveland, St. Helens, Stockton-on-Tees, Stoke-on-Trent, Tameside, Wakefield, Wigan, National

Y-axis: 100.0, 95.0, 90.0, 85.0, 80.0, 75.0, 70.0, 65.0, 60.0, 55.0, 50.0

Agenda Item 7

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Lifelong Learning, Culture and Leisure Cabinet Member and Advisors
2.	Date:	21st March 2006
3.	Title:	More People More Often, Culture and Leisure Marketing Strategy 2006 – 2008. Affecting all wards
4.	Programme Area:	Children and Young People's Services

5. Summary

A Culture and Leisure marketing strategy has been developed to meet recommendations made by the Audit Commission following Culture and Leisure's regular performance assessment undertaken in February 2005.

The approval of the Cabinet Member is now sought to carry out the implementation of the strategy.

6. Recommendations

Members are asked:

6.1   To receive the report

6.2   To approve the Culture and Leisure Marketing Strategy

7. Proposals and Details

The key aims of the marketing strategy are to raise awareness of the range of cultural and leisure services available in the borough, and increase the take up of services by local people, specifically those living in areas associated with social, economic and health inequalities.

In order to achieve the key aims of the strategy, a number of objectives taken from Culture and Leisure's service plan have been identified, upon which the strategy will be based. These are:

1. To increase the number of residents taking part in cultural activity (<u>more people more often</u>)

2. To increase the number of residents from identified priority groups and communities who participate in cultural activity

3. To increase resident satisfaction with and usage of cultural services

4. To improve and increase customer consultation and involvement

5. To increase the number of residents from identified priority groups and communities who participate in cultural activity

6. To monitor usage, satisfaction ratings and complaints by ethnicity, gender and disability

7. To provide cultural services which are equitable and accessible to Rotherham's diverse communities

8. To identify and establish clearly defined partnerships that will enhance the impact of Service delivery

9. To introduce, implement, monitor, review and further develop a robust performance management framework for Culture and Leisure

10. To improve the financial performance of Culture and Leisure

11. To assist in developing services and user numbers in line with the Council's Corporate Priorities.

8. Finance

There are financial implications with regards to the implementation of the strategy. Existing budgets will be used but further funding will need to be identified.

9. Risks and Uncertainties

Without identification of sufficient resources to fund the strategy only part of it will be implemented. This will in turn affect the service's ability to increase participation and could lead to slow improvement against Key Performance Indicators.

The main objective of the marketing strategy is to affect behaviour change so that residents lead a more active lifestyle both physically and intellectually. This is therefore a long-term plan and it is generally acknowledged that this kind of marketing campaign can take up to three years to show significant results.

The implementation of the marketing strategy needs to be sustained and impact monitored on a regular basis to ensure that it is making a difference.

10. Policy and Performance Agenda Implications

By explicitly targeting communities of interest and the geographical areas highlighted in the Neighbourhood Renewal Strategy, the implementation of the marketing strategy will enable the service to increase cultural and leisure opportunities for all by addressing barriers to participation and by developing marketing campaigns targeted specifically at the aforementioned groups.

The implementation of the marketing strategy will enable Culture and Leisure services to increase participation and strengthen its position before the CPA inspection of Culture and Leisure Services.

The strategy will also help deliver the following corporate priorities:

Rotherham Learning – by developing customer care skills across Culture and Leisure

Rotherham Achieving – by increasing participation and enhancing people's well-being

Rotherham Alive - by stimulating interest and encouraging people to lead a more active lifestyle

Rotherham Proud – by developing specific products and services that meet the demand from the identified communities of interest

And the cross-cutting themes of Fairness and Sustainability through the provision of cultural services that are equitable and accessible to the borough's diverse community and ensuring regular consultation with users and non-users.

The strategy also links to the corporate Communications and Marketing Strategy.

11. Background Papers and Consultation

Appendix A – Culture and Leisure's Marketing Strategy

The strategy has been submitted to Head of Corporate Communications and Marketing and Head of Performance and Quality for comment.

The strategy has been approved by the Strategic Leader, Culture and Leisure.

Full consultation was carried out with users and non-users to inform the development of the strategy.

In line with the Council's Good Practice Guidance for Conducting Consultation, it is intended that the results of the survey will be published on the RMBC website.

Contact Name: Fabienne Cotte, Marketing Manager, Commercial and Promotional Services, 01709 838995, fabienne.cotte@rotherham.gov.uk

Rotherham
Metropolitan
Borough Council

'More people, More often'

Marketing Strategy 2006 – 08

Fulfilling our vision for Culture and Leisure

Fabienne Cotte, Culture and Leisure, RMBC

Amanda Pearce, Diva Creative Ltd

ROTHERHAM METROPOLITAN BOROUGH COUNCIL

Glossary

Brand   A set of unique emotional associations aroused in users by products/services we offer
Environments – location end physical environment where products/services are offered
Information – how products/services are described and publicised
Behaviour – how members of staff representing the service act in person and remotely

Brand Values   What the service and its brand stand for

Market   All or part of the total group of users who might choose to use our products/services

Promise/Proposition/Offer
What we claim to provide or make for users; a mix of product, brand, price, quality etc.; what users will base their decisions on

Product   What we actually provide, programme for users to use

Segmentation A means of dividing up a market (by age, geographical area, profession, attitude) in order to understand and target specific parts of that market

Target   What we do to sell our product to a particular segment, by adapting product, message, price etc.

Users   The people using Culture & Leisure product(s)

Contents

Foreword by Councillor Georgina Boyes, Cabinet Member Lifelong Learning, Culture and Leisure

Appendices

References

Foreword by Councillor Georgina Boyes, Cabinet Member Lifelong Learning, Culture and Leisure

It is with great pleasure that I present the Marketing Strategy 2006 – 2008 for Culture and Leisure.

Based on a full understanding of local needs this strategy will be pivotal in helping the service achieve its vision to engage with More People More Often and improve the quality of life of as many residents as possible.

We were determined to create a strategy that both supported and led local aspirations and helped the service to achieve its vision of engaging with More People More Often. The views of more than 5,000 residents, both users and non-users, were sought to inform the development of the strategy and drawing on these, we aim to deliver services that are focused, proactive and responsive to the needs of our users and potential users.

In line with the key findings from the consultation exercise the objectives of the strategy are primarily:

- To raise awareness and profile of Culture and Leisure

- To ensure systematic and regular consultation with users and non-users

- To develop an integrated approach to marketing across the service

- To increase the level of communication to residents

- To work in partnership with key agencies

Our strategy for Rotherham's communities is ambitious and presents some key challenges including the aim to change people's behaviour so Rotherham become a more active and healthier borough.

Georgina Boyes
Cabinet Member for Lifelong Learning, Culture and Leisure

DRAFT – FEBRUARY 2006

1   Introduction

1.1 Purpose of the strategy
Building on the good work that has been developed over a number of years, this marketing strategy is intended to provide a robust framework for the delivery of a co-ordinated, cohesive and effective series of marketing campaigns aimed at local people in Rotherham.

This strategy has been developed within the context of the Council's Corporate Communications and Marketing Strategy and is intended to work alongside this, by providing a focused and targeted approach to raising awareness of the facilities and services available in Rotherham and encouraging local people to increase take up of these facilities and services. Therefore this strategy does not encompass the tourism market. It is however acknowledged that areas of the service and particularly Rother Valley Country Park and Clifton Park Museum are two of the major tourist attractions in South Yorkshire and as such are part of the Rotherham Tourism Strategy.

1.2 Scope of the strategy
The strategy sets out specific strategic goals, target markets and campaign themes as well as exploring how to use communications channels to market the service and how to effectively develop the Culture and Leisure brand in line with the recently agreed corporate branding.

1.3 Strategic context
This strategy aims to work alongside the overall Council's Corporate Communications and Marketing Strategy and will particularly contribute to achieving the following objectives:

- **Maximise the impact of our communications and marketing resources** by maximising expertise and resources across agencies

- **Communicating with the public** by continuing to use high quality print media and design as a means of providing information and gaining feedback from local communities, using plain English and/or a range of alternative preferred formats, as appropriate

  Support the Council's strategies for community cohesion, consultation, involvement and decision-making with appropriate communications and marketing activity

  Promote equality of access, ensuring that information is available to everyone at the right time, and in the format they prefer, supporting strategies for valuing diversity and social inclusion

  Maximise access to and use of the council's services and facilities, and awareness of how service users can influence planning and delivery

- **Working with the Media** by further improving relationships with local, regional and specialist media to enhance positive media coverage of the Borough and the Council

  Exploit new media and technologies to deliver communications and marketing activity

  Strengthening our partner relationships by improving relations and communications with local partners and the voluntary and community sectors

- **Marketing the Council and the Borough** by developing the marketing strategy for Culture and Leisure

A number of other strategic documents have also been referred to and have informed the development of the marketing strategy for Culture and Leisure. These include the Council's Corporate Plan 2005-2010, Culture and Leisure's Service Plan 2006-2007, Culture and Leisure's Pricing Policy, Culture and Leisure's Cultural Entitlement, Rotherham Tourism Strategy, Education

Culture and Leisure Services' Information and Communication Technology Strategy 2005-2010, the Corporate Equality Strategy and Action Plan and the Race Equality Scheme 2.

2   Aims and Objectives

The key aims of the marketing strategy are to raise awareness of the range of cultural and leisure services available in the Borough, and increase the take up of services by local people, specifically those living in areas associated with social, economical and health inequalities.

2.1 Target areas and groups
The geographical areas and target groups for the campaigns reflect those identified within the broader Neighbourhood Renewal Strategy, Community Strategy and Corporate Plan. Briefly, they comprise:

2.1.1 Geographical areas
The service aims to provide residents **of all Wards** with a stated level of cultural services entitlement (see appendix 1).

However the following geographical areas will be target areas for additional Service focus:

Wath
Rawmarsh
Masbrough
Maltby
Kimberworth Park
Dinnington
Central
Brinsworth and Wath pockets of deprivation

2.1.2 Target groups
The broad geographical area i.e. Rotherham Borough has been further segmented to specifically target **disabled people.**

Within the Neighbourhood Renewal Strategy target areas, efforts will be focused on the following target groups:

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

2.2 Aims
In order to achieve the key aims mentioned above, the strategy will support Culture and Leisure service plan and improve awareness amongst Rotherham people by:

1- Building the Culture and Leisure brand
- Identification of positive clear messages that will be meaningful to local people
- What value and (personal) benefits the services offer to local people
- Why engaging in activities is a good idea

2 - Developing customer knowledge and adopting a strong customer focus
- Systematic and regular consultation with users and non users (focus groups, quantitative survey)
- Address recommendations from the user and non-user survey

3 - Delivering the promise
- Integration of customer care practices across all areas
- Clear communication of customer care practices to customers
- Integration of response to barriers to take up, as identified in consultation exercise
- Delivery of high quality, aspirational campaigns to achieve strategy aims
- Ensuring that the quality of all culture and leisure activity is high and reflects a positive image of Rotherham
- Integrated approach to marketing all culture and leisure services

4 - Increasing communications channels
- Identification of mechanisms to communicate opportunities to become engaged in activities
- What services are available, including new services
- How to access services

5 - Developing a partnership approach
- Identification of key partners
- Integrated marketing campaign
- Maximising resources and expertise

2.3 Marketing objectives

In order to achieve the key aims of the marketing strategy, a number of key objectives taken from Culture and Leisure's service plan have been identified, upon which the marketing strategy will be based. These are:

1. To increase the number of residents taking part in cultural activity

2. To increase the number of residents from identified priority groups and communities who participate in cultural activity

3. To increase resident satisfaction with and usage of cultural services

4. To improve and increase customer consultation and involvement

5. To increase the number of residents from identified priority groups and communities who participate in cultural activity

6. To monitor usage, satisfaction ratings and complaints by ethnicity, gender, age and disability

7. To provide cultural services which are equitable and accessible to Rotherham's diverse communities

8. To identify and establish clearly defined partnerships that will enhance the impact of Service delivery

9. To introduce, implement, monitor, review and further develop a robust performance management framework for Culture and Leisure

10. To improve the financial performance of Culture and Leisure

These objectives will be measured via the performance indicators detailed on pages 24 and 25.

DRAFT – FEBRUARY 2006

3   The Context

A range of stakeholders were identified at the outset of the project (see full list in appendix 2), who were consulted in one to one or group discussions. A proforma (see appendix 3) was drawn up as a framework for the consultation phase, to ensure consistency of the areas covered.

3.1 Environmental factors
The consultation identified a number of perceived environmental factors that need to be taken into consideration within the strategy and subsequent marketing campaigns:

- Geography - half population in rural areas
- Lack of identification with Rotherham as a location
- Perceived low self-esteem and lack of demand by local people for services
- Perceived lack of awareness of future development plans
- Low engagement by Black and Minority Ethnic communities
- Perceived lack of motivation to shift poor lifestyle choices
- Lack of hard data around barriers to access, customer demand and customer feedback

3.2 Leisure and Green Spaces - consultation with service deliverers
There were a number of concerns raised during the consultation from those engaged in the delivery of leisure services. These concerns covered two areas - firstly, the low level of engagement of local people in accessing services, and secondly, how those people who do access facilities perceive the closure of some of those facilities, particularly as there is a strong sense of ownership of 'local' facilities by the local people who do use them.

Issues identified were:
- Engaging customers
- Concern around closure of facilities (Leisure Services)
- Lack of awareness of opportunities (Green Spaces, alternative leisure facilities etc)
- Fear of crime (Green Spaces)
- Barriers for Black and Minority Ethnic communities to access facilities
- Perceived cost
- Lack of integrated marketing to customer
- Lack of resources for marketing
- New development plans - some time away

3.3 Libraries, Museums and Arts - consultation with service deliverers
Feedback from consultation with service providers identified the following issues:

- Lack of co-ordinated marketing approach
- Issues around investment in services in some areas
- Highlights - Museum, library investment
- Lack of resources to market to customers
- Lack of full market penetration - pockets of good practice with specific communities
- Significant opportunities to develop cultural offer (e.g. contemporary dance, work with young people etc)
- Lack of sense of commitment to culture
- Potential new development plans

3.4 Underlying issues

During the research and consultation phase, a number of underlying issues were identified, which will also need to be taken into account when marketing 'activity' in Rotherham.

There is clearly a general **fear of crime**, as being a victim of crime is a major issue for people of Rotherham – this will impact upon local people's potential use of green spaces in particular, specifically in the winter months.

Rotherham has a diverse population with most of the minority ethnic communities living in central Rotherham. It is perceived that Black and Minority Ethnic communities, particularly Asian and Asian British community members, are not fully accessing leisure facilities, cultural services or green spaces – it will be important to specifically address these target groups.

It is recommended that further research is undertaken in central Rotherham to assess levels of take up of the services by members of Black and Minority Ethnic communities, along with an assessment of barriers to take up and where opportunities to increase take up lie. Future service developments, arising from this work may include the provision of women-only sessions etc.

The **economic imperative** – as Rotherham's average weekly wage is lower than the national and regional average, financial cost is clearly an inhibitor for those considering accessing facilities. It will be important to highlight the Rotherham Leisure Card 'Rothercard' as a means to access activities at low cost for those who are eligible.

The lack of resources dedicated to **technological development** prevents the service from delivering a better and more efficient customer focused service. Using technology such as smartcards, e-marketing and online booking is essential to engage with, survey and collate data to gain customer insight as never before.

3.5 SWOT analysis

The issues highlighted during the consultation with service deliverers enabled the development of the following SWOT analysis.

Strengths

Committed and stable workforce
Attitude and commitment to improvement
External partnerships
Rich cultural asset
Strong political support for cultural activity
Track record of attracting external funding
Quality awards (e.g. Charter Mark, Huggies Award)
Alignment with Community Strategy and Corporate Plan
Recognised importance of marketing

Weaknesses

Level of marketing resources
Lack of sustainable programme of market research
Performance management
Public concern around closure of facilities
Condition of facilities
Status of Culture and Leisure within the wider Council
Provision for disabled service users
Provision for users from Black and Ethnic Minority groups
Transport infrastructure

Opportunities

Development of new facilities
Technological change, especially in the area of ICT
National initiatives for mental and physical well-being
Joint initiatives with partner organisations
2012 Olympic Games
Staff development
Rotherham Renaissance
Ageing population
Child well-being and obesity

Threats

Public apathy, perceived lack of motivation to shift poor lifestyle choices
Time squeeze
Political indecision/indecisiveness
Fear of crime
Lack of investment in technology
Discretionary service
Fragmentation of Culture and Leisure

3.6 National trends

This strategy draws upon findings from data sourced from a range of surveys that highlight trends in take up around leisure and cultural services both nationally and locally.

According to the Mintel report 'Leisure Centres and Swimming Pools – UK – 2004', women are more likely to be committed to the idea of achieving and maintaining physical fitness. This is reflected within the results of the survey (see page 13), in terms of the number of women who completed the questionnaire (almost exactly two thirds female to male).

According to statistics from the Chartered Institute of Public Finance and Accountancy Local results for both swimming and library usage also reflect national trends as swimming remains the UK's most popular sporting activity and library visits are rising year on year in England.

The Mintel Leisure Review – UK – June 05 also suggests that UK wide there is an increase in interest in dance and the arts across the board. In terms of interest in cultural activities in Rotherham, the Arts Council Area Profile (2005) highlights 41.9% of Rotherham area respondents indicated that they had participated in any of 8 types of arts activities (plays, opera, ballet, contemporary dance, classical music, jazz, art galleries/exhibitions and theatre performances. This reflects the interest shown in the arts and theatre by respondents to the survey when individuals were asked what they were interested in (see summary of findings on page 13).

3.7 Marketing recommendations

Following the issues identified above, the following marketing recommendations can be made:
- Develop an integrated approach related to Rotherham Alive, as one of the 5 themes for Rotherham
- Develop a consistent brand that can be applied across the board for culture and leisure services
- Clarify offer in each area and areas of cohesion - to address piecemeal approach
- Focus on activity and fun - 'enjoy Rotherham'
- Apply a social marketing approach to encouraging behavioural change
- Develop an integrated planned campaign incorporating promotional materials, public relations, events, website etc
- Targeted approach

- Ensure consistent customer care approach is in place
- Address fundamental issue around resourcing of service offers
- Allocate significant resources to a targeted marketing campaign - focusing on broad key messages and specific offers e.g. museum, cultural and community events, libraries, sports activities, events in green spaces etc
- Encourage customer retention and sustain participation

4   The Customer Base - results of attitudinal survey of local people

To address the lack of data on the selected target groups, a quantitative survey was undertaken in November 2005.

A questionnaire was developed to establish perceptions of local people around the range of services available and their attitude to take up of these services. The survey aimed to establish people's views in terms of their choice of leisure activity, their barriers to accessing culture and leisure activities, how they would like to find out about what is available in Rotherham, and what they would like to see, in terms of improving the service or providing additional services.

5,500 questionnaires were printed and distributed via a variety of channels to ensure the validity of the sample:

- 3,120 self-completed questionnaires with a freepost envelope were distributed door-to-door in the selected target areas (see appendix 4)

- a market stall was used on two consecutive market days where 300 questionnaires were completed by local residents

- to target the Black Minority Ethnic community, translated questionnaires were handed out by Al-Muneera, and the United Multi-Cultural Centre

- Asian males were further targeted at taxi ranks

- children and young people were targeted through schools, namely High Greave Junior, Ferham Primary, St Ann's Junior and Infant, Dinnington Comprehensive School and Clifton: A Community Art School

- questionnaires were also distributed though the Youth Café, Maltby, Thornhill and Rawmarsh Youth and Community Centres

- to target young families, parents and carers questionnaires were distributed by Sure Start agencies in Ferham, Maltby and Rawmarsh

- to ensure older people were represented in the survey, questionnaires were handed out at Rotherham Older People's Experience of Services

- engagement with disabled people was made through the Wheelchair User Group, Access Liaison Group, Rotherham Community Transport Ltd, Scope Rotherham and the Time Out project via the Children's Disability Team

4.1 Summary of findings

Detailed below is a summary of the key findings from the survey; please see appendices 5 and 6 for the full analysis.

4.1.1 General findings

A total of 1374 questionnaires were received from which data was inputted into the final analysis. The majority of participants indicated that their postcode is S65, which suggests that a high proportion of those who completed the questionnaires live in one of the key target areas. This level of response from all areas, specifically S65, indicates a significant level of interest and motivation in terms of the subject matter.

In percentage terms, this breaks down as follows:

S20	.3%
S25	5%
S26	1.5%
S35	.6%
S60	9.8%
S61	11.7%
S62	9.8%
S63	2.5%
S64	1.5%
S65	45%
S66	9.1%
S81	1.2%
Other	2%

4.1.2 Level of usage of culture and leisure facilities

When asked whether they currently use culture and/or leisure services, around two thirds said, yes, with one third indicating that they did not currently engage in services. In percentage terms, this breaks down as follows:

Yes:	888	65%
No:	412	30%
Never:	66	5%

4.1.3 Frequency of usage of culture and leisure facilities

Of the two thirds who do participate in culture or leisure activities, the majority do so on a weekly basis (51%), with 82% participating on a daily, weekly or monthly basis. This breaks down as follows:

Daily:	85	13%
Weekly:	330	51%
Monthly:	113	18%
Occasionally:	113	18%

This data clearly illustrates a high level of interest and motivation within those who completed the questionnaires.

Recommendation
- Deliver generic campaigns, aimed at target areas, highlighting benefits of undertaking and maintaining regular leisure activities in its widest sense.

- Deliver campaigns with the aim to increase frequency of use as a quick win to raise visitor/participation figures.

4.1.4 Interest in culture and leisure activities

In terms of what activities participants are interested in, in line with national trends, swimming was identified as the most popular leisure activity. However, it is worth noting that a number of other activities are of significant interest – library, indoor and outdoor fitness activities, local green spaces, outdoor events and, theatre and arts. The interest in theatre and arts (514 ticked this option), suggests that these areas are of greater interest than may have previously been thought.

What are you interested in?
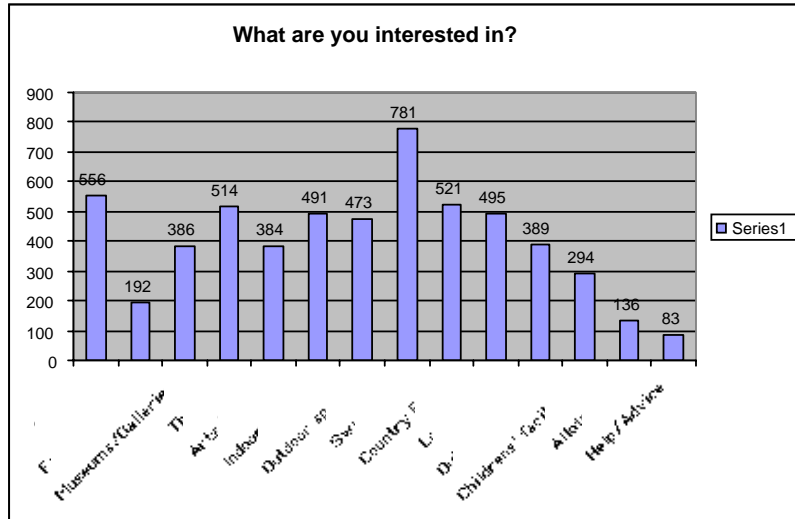
Recommendations

Produce targeted campaigns to promote specific services that have broad appeal, including theatres, museums and galleries.

- Organise local events in parks and green spaces to promote activities

- Provide free taster sessions, where appropriate, to encourage cross-over between activities across Culture and Leisure and other providers where appropriate

- Provide discounted tickets to encourage frequency, loyalty and cross-over

- Provide family tickets

4.1.5 Barriers to participation in culture and leisure activities in Rotherham
The findings in relation to question four illustrate where potential barriers to accessing provision lie.

What would encourage you to participate?

Legend	
Cost	17%
Transport	15%
Quality	9%
More Personal Time	9%
Special Events	10%
Childcare Facilities	4%
Free Taster	10%
More Information	12%
Feeling Safer	11%
Not Interested	2%
Other	1%
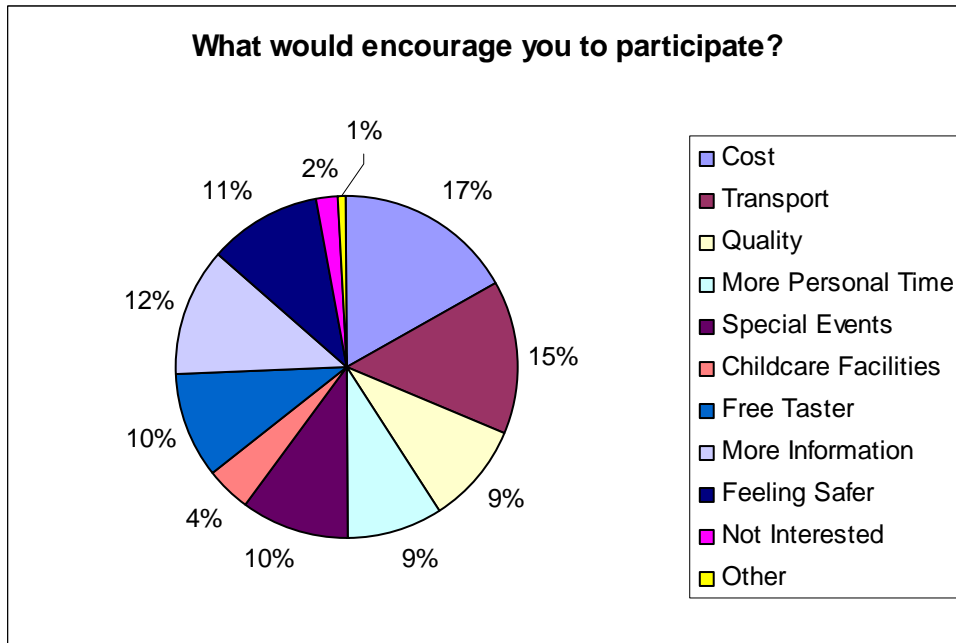
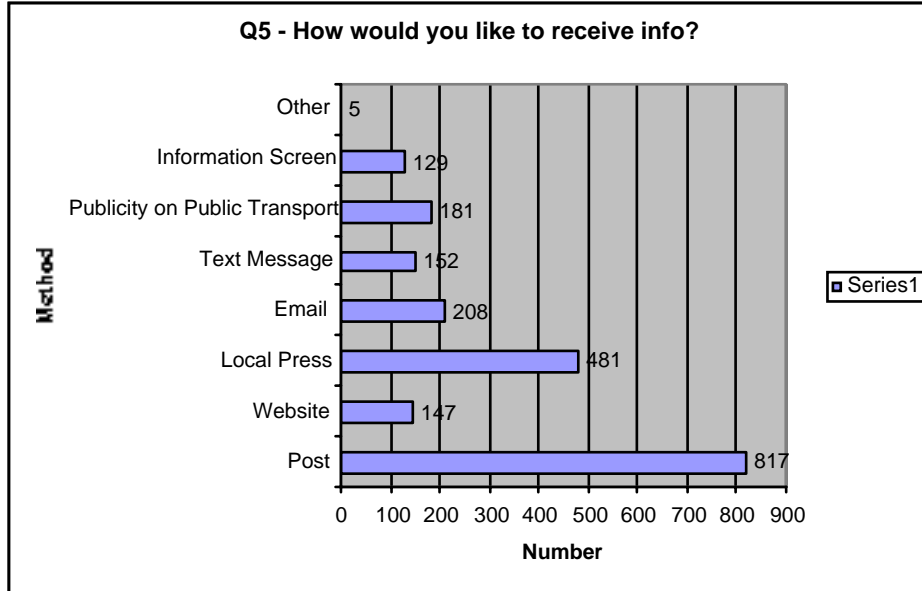From the data gathered (see above), it is clear that there are a number of opportunities to address the barriers that participants perceived as problematic in terms of increasing their participation. Whilst issues such as transport are complex and therefore difficult to address in simple terms, there are clearly opportunities to improve services, provide special events and taster sessions, provide childcare services and communicate positive messages that reinforce a sense of safety (e.g. lighting, security etc). With 12% of participants feeling that they need more information about what is available, there is also a significant opportunity to provide more comprehensive information, where recipients will pick it up (see paragraph 4.1.6).

Recommendations
- A series of leaflets promoting taster sessions, special events and childcare provision where it is available.

- Production of a comprehensive listing/directory for widespread distribution.

- Assess quality issues around service provision.

- Utilise distribution outlets identified in responses to the preferred communications channels.

- Initiate discussions with South Yorkshire Transport Executive to develop joint initiatives.

4.1.6 Preferred information channels

Respondents overwhelmingly chose to receive information by post (37%), with 23% seeking information via the local press and 15% interested in receiving emails about events and facilities.

Q5 - How would you like to receive info?

Method	Number
Other	5
Information Screen	129
Publicity on Public Transport	181
Text Message	152
Email	208
Local Press	481
Website	147
Post	817

In addition, when participants were asked where they would like to see publicity, two key channels were clearly identified, local shops (38%) and schools/colleges (41%).

Recommendations

- Ensure that information regarding events, facilities and services are highlighted in the local press.

- Utilise new media, specifically email and the RMBC website, to promote events and services.

- Consider issuing information/programme of events with annual mailing to all households for Council Tax.

- Utilise the Big Screen in All Saints' Square to promote events and special offers.

- Ensure appropriate distribution routes are utilised, particularly making full use of local shops and schools (where services are specifically targeted at young people).

4.1.7 Information on the respondents

Gender
Male   34%   452
Female 66%   876

Age groups
Under 10   9%   121
10-15   24%   321
16-25   20%   273
26-35   12%   159
36-55   18%   241
55+   17%   220

Disability
Yes   13%   175
No   87%   1146

Further Details
Physical or Mobility Impairment   51%   112
Sensory Impairment   17%   38
Mental Health Service User   7%   14
Learning Disabled Person   12%   27
Non-Visible Condition   13%   29

Ethnic Origin
From the data drawn from completed responses, the majority (95%) of respondents self-identified as white, 9% as Black or Black British and 3.8% identifying as Asian or Asian British. This generally reflects the pattern documented in Rotherham Trends 2004, which identified 96.9% of the population as white, 2.2% of Asian origin, 0.2% of black (African, Caribbean/other) origin.

Please see full analysis for further breakdown (appendix 5).

5   The Marketing Strategies

5.1 Using a social marketing model
The strategy and campaigns are to use a Social Marketing model in order to affect behaviour change. The overall approach will be based upon influencing people to adopt behaviours that they feel are appropriate, beneficial, achievable and serve self-interest. It is important to recognise that despite the fact that a number of national public health campaigns have informed people of the consequences of an unhealthy lifestyle, people continue to choose to make unhealthy lifestyle choices. Nationally, levels of obesity are rising, and whilst smoking in some groups has gone down, it continues to increase in others, such as young women.   Social marketing applies positive, motivational messages to encouraging positive lifestyle choices, by highlighting the benefits of those choices.

Using the Kotler and Roberto (1989) definition of Social Marketing as:

"A programme planning process that promotes the voluntary behaviour of target audiences by offering benefits that they want, reducing barriers they are concerned about, and using persuasion to motivate their participation in programme activity"

Therefore, in order to affect social change, marketing activities need to be structured around:

- Motivating people
- Giving people opportunities to change
- Giving people the ability to act in order to change

The strategy will build upon a Social Marketing model, within which there are a number of fundamental principles which impact upon all areas of marketing. These are:

- The brand needs to be embraced by as many people as possible in Rotherham.

- The campaign messages need to highlight the positive benefits of engaging in activity, rather than the negative impact of inactivity.

- The campaign is about people making positive choices, capacity building and empowerment.

- The effectiveness of the marketing of activity will have a direct influence upon the success of the offer as a whole.

- The campaign is about health and well-being in the widest sense i.e. healthy body, healthy mind.

- The spirit of partnership with the local authority, local initiatives and partners, such as health professionals, needs to be reflected in the campaign.

- The campaign is an opportunity for Rotherham to address negative perceptions on a local and regional basis, particularly in relation to perceptions of facilities.

5.2 The five strands of the strategy
The findings from the consultation with service deliverers and the attitudinal survey of local people highlights 5 key strategic challenges to be addressed by the strategy:

Building the brand
As can be seen from the outcomes of the consultation, there is clearly a convergence around the issues raised in relation to barriers to engagement in activity, whether in relation to leisure services, green spaces or cultural activities. This convergence clearly underlines the need for a single brand identity to promote culture and leisure activity in Rotherham.

Customer knowledge
Customer knowledge is critical to the success of any marketing activity. In order to increase participation across Culture and Leisure we need to ensure we develop and implement the right marketing mix to our selected targets. This requires a thorough understanding of their requirements, expectations and decision-making process.

Delivering the promise
Culture and Leisure must be able to address the barriers to participation highlighted by the attitudinal survey and respond to customers' demands and needs.

Effective communications
The survey revealed that many might want to use Culture and Leisure services if they knew more about the service offer. This requires ensuring access to information via the right channels and in the right format.

Partnership approach
Ensuring buy-in from key partners will raise the value of marketing campaigns and ensure the strategy's success. It is therefore essential to work in partnership across Rotherham to campaign, inform and communicate jointly to our audience.

6   Building the Brand

Throughout the consultation period, stakeholders have positively responded to the idea of a single brand, indicating a desire for a brand identity that positively reinforces the notion of taking part/being active, in a non-judgmental and aspirational way.

The perceived brand values therefore are:

- Fun
- Quality services/facilities
- Excellent customer service
- Excellent range of opportunities to be active
- Health benefits
- Improved quality of life
- Improved social networks leading to a greater sense of wellbeing

This approach will be further developed and assessed in the context of the wider branding work currently undertaken by the Corporate Marketing and Communications Team.

6.1 Managing the Brand

The brand needs to clearly establish itself within Rotherham and needs to be easily recognisable by local people. To do this, it is essential that it builds brand equity through its consistency of use.

The brand needs to be easily distinguished from the other local brands, and has to create tangible and intangible characteristics that make its offer unique.

This will be achieved in a number of ways by ensuring:

- consistency of use of the logo and strapline (colours, format etc)
- frequency of use (repetition encourages recognition)
- that the logo is only used in appropriate contexts (alongside partner logos, where relevant)
- that brand is positively associated with messages of empowerment, collaboration and cohesion (in pr, features, references in documentation etc)
- that it is consistently associated with positive action (rather than rhetoric)
- that it is delivered across a number of communication channels
- all staff are fully engaged, particularly front line workers

Throughout all marketing campaigns and activities, it will be essential to protect the brand to ensure that it is always used appropriately. Guardianship of the brand will fall within the remit of Commercial and Promotional Services.

7   Customer Knowledge

Market research and consultation as a means to understand our users and non-users is the only way to ensure that services are user-focused. It is therefore strongly recommended that both regular consultation is undertaken with users and non–users belonging to our target groups and that relevant data capture is undertaken at point-of-sales.

7.1 Consultation

It is also proposed that representative user and non-user panels, selected from the attitudinal survey of local people, are to be set up and consulted twice a year to gain a strong understanding on motivations, behaviour and barriers to participation. User panels generally provides an early warning of problems and encourage ideas for changing or developing services so those panels should also be used to pilot any new ideas on product or promotion.

Building on the survey used to shape this strategy, regular quantitative surveys should also take place to monitor improvement and inform future marketing activities.

7.2 Data capture
Within Culture and Leisure, data capture on users is very limited. Rotherham Theatres benefit from a marketing and ticketing software system, Databox, which is used to highlight buying patterns and catchment areas assisting in targeting users effectively and monitoring the success of any marketing campaign. Although numbers of visitors are collected, efforts should be made across the service to capture data relevant to marketing the offer including:

- User details - name, address with postcode, email details, age range, ethnicity, gender and disabled and non-disabled people
- Details of the activity/product/service they are participating in/buying/using
- Timing – day of the week, time of day, frequency of visits
- Publicity – newspaper, word of mouth, leaflet etc.

8   Delivering the Promise

As identified in the survey, there are a number of opportunities to target specific groups, with special family offers, discounted tickets, etc. It will be essential to ensure that this information is communicated through the appropriate channels, again using the data drawn from the survey (i.e. using local shops, press, schools etc).

The more tailored a sub-campaign is, the more likely it will be that people will feel it is right for them and that they could and should act upon the message.

It is possible to use a traditional marketing approach/model to ensure that the campaign achieves its aims, by adapting the '7 P's':

Product   Addressing barriers and responding to customers' demands and needs. Improving quality of place, product and service as required.

Price   The perceived trade-off that the individual has to pay in order to achieve change. This may or may not involve real money – e.g. the cost of time to walk rather than drive or take the bus.

             With regards to price, we will use Culture and Leisure pricing policy as one element in a package to increase participation among our target groups. This may include as mentioned previously financial incentives to initiate a first visit or encourage repeat visits from regular participants.

Place   The environment/location in which the action associated with the message is delivered – e.g. library, park, theatre, leisure centre, school etc

Promotion   Are messages clear and meaningful in any printed and other material? Are networks involved? Is it meaningful to all? Are communications channels reaching the desired audience?

People   All people directly or indirectly involved in the consumption of a service/activity are an important part of the extended marketing mix, as they can often add significant value to the product/service offered – e.g. all staff and their ability to deliver customer care, and the quality of their relationship with users.

Physical evidence   The ability and environment in which the activity/service is delivered - e.g. the perceived quality of service

Process   Technology such as Customer Relationship Management and online booking to ensure a fast, efficient and customer focused service delivery.

There are a number of audiences, who will be targeted by the campaign. As the campaign has a broad remit, the *primary audience* will be:

- All local people including current users

Secondary audiences, who are primarily sub-groups of the primary audience, are:

- Disabled people across the borough

and the following living within the geographical areas highlighted in the Neighbourhood Renewal Strategy (see section 2)

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

9   Effective Communications

A number of marketing activities have been identified during the consultation period which will support the promotion of activity in Rotherham.

9.1 Promotional print
9.1.1 Generic printed materials
From the survey findings (see section 4) the following promotional materials are recommended:

- A series of leaflets promoting taster sessions, special events and childcare provision where it is available

- Production of a comprehensive listing/directory with some positive messages for widespread distribution

- Assess quality issues around service provision

- Utilise distribution outlets identified in response to question 5 of the survey relating to the preferred way of received information (see section 4)

It is recommended that a range of publicity materials are produced which are generic in nature and incorporate high quality imagery reflecting the range of activity opportunities available in Rotherham, both within culture and leisure services. These may include:

- A3 posters
- A5 flyers
- Credit cards

<u>9.1.2   Targeting specific audiences</u>
To build upon the generic literature, it is recommended that a series of campaign leaflets are produced, highlighting specific ways in which people can get involved.

The leaflets would include:

- **Targeting women (primarily Asian women)** – highlight women only sessions, and range of activities available
- **Families**– where to walk (health walks), access to local public leisure, fitness and cultural facilities – link with community safety projects and Passport to Leisure. Include family tickets, and incentives for families to participate.
- **Young people** – highlight activities for young people within a similar age range (e.g. where facilities are linked to schools etc)
- **Older people** – promote activities/cultural opportunities for older people in a range of areas
- **Disabled people** - promote activities/cultural opportunities for disabled people across different age ranges and geographical areas

<u>9.1.3   Direct marketing</u>
Respondents overwhelmingly chose to receive information by post (37%) so to complement door-to-door distribution, it is recommended that further direct marketing campaigns are undertaken to build on the good work that has been developed over a number of years with the theatres. To this end, however, it is critical that adequate data capture systems are put in place.

9.2 Promotional materials
Promotional audio-visual materials such as promotional DVDs and cd-roms, are recommended for the campaign, to ensure full use is made of the Big Screen located in All Saints' Square, to promote special events, service offers and seasonally relevant activities.

In addition specific campaigns will benefit strongly from carefully targeted promotional materials such as activity based items (pedometers, Frisbees, books etc.)

9.3 Online Marketing
Online marketing provides an extra communication channel to complement promotional activities, so it is recommended that full use is made of the Council's website, with regular updates.

According to Target Group Index (2004), in Rotherham 43.5 % of the population use the internet at home while 23.6% use it elsewhere and more than 3 times a week. With a rapidly growing number of residents benefiting from internet access, E-marketing should also be considered as it is a key low cost opportunity to target current users and encourage cross-over promotions.

9.4 PR campaign
A targeted pr campaign is currently under way to increase positive promotion for Leisure and Green Spaces. This will enable a number of key messages to be communicated through the local press, to address issues around barriers to activity, and negative perceptions of the facilities available in the Borough.

The campaign will be focused upon:

- illustrating the positive stories associated with local people accessing leisure services and gaining benefits (e.g. older people, disabled people, young people etc)
- information about the facilities available
- information about the development of new facilities (phased campaign as development progresses)
- promoting specific activities – e.g. picnics, walking events, swimming etc

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- staff recruitment, profiles, awards etc (e.g. Rangers, Facilities Managers)

The pr campaign will be targeted at the local media, specifically:

- Rotherham Advertiser, as the principal media partner
- Rotherham Star
- Free Press
- South Yorkshire Times
- Radio Sheffield
- Look North
- Calendar
- Rotherham Council Matters
- Voluntary Community Sector publications

A series of opportunities will be drawn up which aim to cover a range of topics and areas, to ensure a good breadth of coverage. These areas would include:

- Young people
- Older people
- Team/sports activities
- Green spaces

The pr campaign will start in February 2006.

It is acknowledged that Libraries, Museums and Arts get very good press coverage so this work should continue. However cultural services would benefit greatly from a what's on listing in the local press. Indeed 23% of respondents highlighted that this would be their preferred way of getting information. This resource does not exist currently so it is highly recommended that discussions take place with the Advertiser.

9.5 Events
There will be a number of opportunities to raise awareness of the campaign to local people. Detailed below are potential opportunities identified to date.

Rotherham Show

It is strongly recommended that the campaign is integrated into the 2006 Rotherham Show both in terms of visual identity and co-ordinated and integrated service presence.

Roadshows – portable display

It is recommended that a number of portable display stands are produced highlighting the campaign messages and from which materials can be distributed giving information about activity in Rotherham. The display will then be transported around the Borough to outlets such as:

- Libraries, leisure facilities, Clifton Park Museum, the Civic Theatre etc.
- Schools
- Youth Centres
- GPs
- Community Centres
- Local Authority access points (e.g. Housing, Benefits etc)
- Presence at local street/sports events and festivals

Special events

There will be a number of opportunities to promote the campaign and specific activities and links should be made with the Culture and Leisure Events Plan.

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10   Partnership Approach

In order to facilitate the delivery of wide reaching campaign work, a Task Force will be established, drawing its membership from a number of local partners, whose remit complements the objectives of the marketing strategy as a whole. Anticipated partners include Rotherham Primary Care Trust, Sure Start, other programme areas such as Neighbourhoods, Children and Young People Services and Corporate Marketing and Communications. A meeting, to clarify the terms of reference for the Task Force and key objectives within 2006/2007, will be held in early 2006.

There will be a number of opportunities to link in with campaigns and activities promoted by partners, either within the Task Force or linked into it. It is strongly recommended that a mapping exercise is undertaken during the early stages of the Task Force meetings, to identify forthcoming opportunities to develop joint campaigns.

11   Customer care

An integral element of the activity brand is customer care, as without a consistently high level of customer care across all facilities and leisure venues the brand and the campaign will be continually undermined.

A customer orientation training programme was developed in June 2002 and rolled out to the majority of staff working within a customer service environment. Since the beginning of the programme, 700 members of staff have attended the training. In addition an audit of facilities from a first impression point of view, a mystery shopping scheme and cold calling are undertaken twice yearly.

To complement the existing customer service programme it is strongly recommended that a refresher customer care training programme is put into place, within a branding context. This would also create a mechanism for engagement of staff in the new brand, whilst clarifying the protocols for customer care which are expected from all staff.

12   Evaluation of the Strategy

There are a number of ways in which the success and impact of the strategy can be measured. A combination of key performance indicators for Culture and Leisure and
soft measures will be used.

12.1 The key performance indicators
Out of the key performance indicators used by Culture and Leisure the following have been identified as critical to measure the performance of the marketing strategy:

CSPI11 a & b – the percentage of a) adults and b) young people residents who have used the services provided by Cultural Services at least once a month in the last 12 months

CSPI13 – The number of visits to/usage of museum per 1000 population

CSPI14 – The percentage of residents satisfied with Cultural Services
CSPI18 – The percentage of satisfied a) adult and b) young people users of local authority cultural services

CSPI19 – The representativeness of users of cultural services compared to the local population profile

CSPI 22 – The percentage of key partners and stakeholders who think Culture & Leisure have improved

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CSPI 34 – The percentage of socio-economic group DE participating in moderate intensity physical activity on 3 or more days a week

CSPI 36 – Number of visits to Cultural Services

CSPI 37 – Percentage of residents who think Cultural Services has got better

CSPI 44 – The number of people who participate in or attend and arts activity

CSPI 45 – Swimming pools and sports centres: the number of swims and visits and other visits per 1,000 population

There will be specific marketing campaigns that may contribute to other performance indicators such as CSPI 43 – The number of people using Internet access point in the borough.

<u>12.2 The soft measures</u>
The following soft measures, based on awareness raising will be set to measure the success of the strategy:

- How many flyers etc have been distributed over a period of time
- Number of partnership organisations proactively involved in activities
- Column inches achieved through pr activities

A follow up questionnaire to the same target groups to measure perceptual and attitudinal shift is also recommended to be undertaken in Autumn 2007.

13   Resourcing the Strategy

Successfully implemented, this strategy could make a real difference to the quality of Culture & Leisure service delivery. However this is a long term strategy looking for lifestyle shift so a serious commitment to supporting the intended and required marketing activities needs to be made.

Whenever possible the strategy will be delivered through a strong partnership approach between other programme areas such as Neighbourhoods, Children and Young People Services and Corporate Communications and Marketing, Rotherham Primary Care Trust and the private sector with the aim that partners' contribution will raise the value of the campaigns.

In order to develop and implement this strategy, it is recommended that:

- a budget is identified to deliver against the recommendations made in the strategy;

- the identified budget is maintained in year 2 and year 3.

Initial costing for the first year of the strategy are referred to in the action plan.

14   Action Plan

Please see attached action plan for year 1.

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14   Culture and Leisure Marketing Action Plan Year 1 – 2006

Aim: building the Culture and Leisure brand (Rotherham Alive, Fairness)

Objectives: To increase the number of residents taking part in cultural activity

To increase the number of residents from identified priority groups and communities who participate in cultural activity

To improve the financial performance of Culture and Leisure

Key Action	Timescale	Who	Resources Required	Evaluation	Status
Develop branding campaign in line with Corporate Communications and Marketing Unit by:				CSPI11 a& b CSPI13 CSPI19	
Commissioning design and communications agency to develop the branding	April	Tracy Holmes Fabienne Cotte	Staff time* + Approx. £3,000	CSPI34 CSPI36 CSPI44	
Producing campaign and high quality visuals (i.e. pop-up banners to be used at events) and audio-visual material i.e. dvd, cd-roms to be used for publicity campaigns, on the Big Screen, at special events and in schools	July to December	Tracy Holmes Fabienne Cotte	Staff time* + £13,000	CSPI45	
Ensure consistent use of branding throughout the service by:	May	Fabienne Cotte	Staff time*	As above	
Developing and circulating clear guidelines to all staff			Included in Promotional Toolkit	As above	

Aim: developing customer knowledge and adopting a strong customer focus (Rotherham Alive, Proud, Fairness)

Objectives: **To improve and increase customer consultation and involvement**

To increase resident satisfaction with and usage of cultural services

To provide cultural services which are equitable and accessible to Rotherham's diverse communities

Key Action	Timescale	Who	Resources Required	Evaluation	Status
Develop user and non-user knowledge by investigating and setting up user and non-user panels	July	Fabienne Cotte John Finnen	Staff time* + £875 (inc. incentive for participants, postage, tea & coffee)	User and non-user panel set up, 2 meetings convened	

Aim: delivering the promise (Rotherham Learning, Achieving, Alive, Proud, Fairness, Sustainable Development)

Objectives: **To increase the number of residents taking part in cultural activity**

To increase the number of residents from identified priority groups and communities who participate in cultural activity

To increase resident satisfaction with and usage of cultural services

To provide cultural services which are equitable and accessible to Rotherham's diverse communities

To improve the financial performance of Culture and Leisure

Key Action	Timescale	Who	Resources Required	Evaluation	Status
Complete Equality Impact Assessment before the strategy is implemented	March	Fabienne Cotte Janet Spurling	Staff time		
Continue to improve customer care standards by:	On-going	Marie Hayes Janet Fletcher	Staff time*	CSPI14 CSPI18	
Ensuring all staff attend customer orientation workshops and inductions					
Developing refresh training course by continually updating workshops from evaluation and feedback received from participants, looking at best practice from and with partners and companies identified by staff as delivering excellent customer service					
Increase participation and usage across the service by the identified target groups by:	September	SMT	Staff time (?) Within existing budget	CSPI19 CSPI34 CSPI36 CSPI43 CSPI44 CSPI45	
Developing specific products/services (including taster sessions) addressing findings from the survey and targeted at the identified target groups	June	Fabienne Cotte	Staff time* Existing promotional budget		
Developing and implementing key campaigns for each service targeting communities of interest and current users and continuing to develop and implement successful marketing campaigns e.g. mega active, Christmas pantomime targeting communities of interest	On-going	Marketing Officer	Staff time* Existing promotional budget		

Aim: increasing communications channels (Rotherham Alive, Fairness, Sustainable Development)

Objectives: **To increase the number of residents taking part in cultural activity**

To increase the number of residents from identified priority groups and communities who participate in cultural activity

To provide cultural services which are equitable and accessible to Rotherham's diverse communities

To increase the number of key partners and stakeholders who think Culture and Leisure have improved

To improve the financial performance of Culture and Leisure

Key Action	Timescale	Who	Resources Required	Evaluation	Status
Increase information outlets by setting up service-wide distribution scheme including network of local point of information using local shops	July	Database and Information Co-ordinator	Staff time* + £2185 (inc. incentive, mileage)	CSPI11 a & b CSPI13 CSPI19 CSPI34 CSPI36 CSPI44 CSPI45	
Continue to use high quality print media and design in a range of formats in line with People and Service 1st (community languages, audio, large print) as a means of providing information and attracting current and new users	On-going	Fabienne Cotte Marketing Officer	Staff time* + Existing budget	As above	
Produce a Culture and Leisure directory and a generic suite of material (poster/leaflet/A8-credit card size) to be delivered and distributed widely within the borough e.g. door-to-door / local shops	September	Fabienne Cotte Marketing Officer	Staff time* + £5,000		
Undertake audit of marketing activity/printed material currently used and evaluate success rate	April	Fabienne Cotte	Staff time*		
Investigate possibilities of e-marketing and develop online marketing	July	Fabienne Cotte Marketing Officer	Staff time* + £1,000	Savings in postage, stationery, staff time	

Key Action	Timescale	Who	Resources Required	Evaluation	Status
Raise staff awareness of the potential benefits of marketing activity by:	July	Marie Hayes Fabienne Cotte	Staff time* + £500	CSPI14 CSPI18 CSPI37	
Developing marketing awareness sessions for staff					
Producing guidelines					
Updating the promotional toolkit					
Increase press coverage by:	April	Fabienne Cotte Press/Media Assistant	Staff time* + £3,000	CSPI11 a & b CSPI13 CSPI19 CSPI34 CSPI36 CSPI44 CSPI45	
Implementing the positive promotion campaign					
Developing a media strategy					
Ensure press releases (inc. photographs) are available for all events				Total no. of column inches achieved through pr activities	

Aim: developing a partnership approach (Rotherham Alive)

Objectives: To increase the number of residents taking part in cultural activity

To increase the number of residents from identified priority groups and communities who participate in cultural activity

To provide cultural services which are equitable and accessible to Rotherham's diverse communities

To increase the number of key partners and stakeholders who think Culture and Leisure have improved

To improve the financial performance of Culture and Leisure

Key Action	Timescale	Who	Resources Required	Evaluation	Status
Maximise the impact of our communications, marketing expertise and resources across agencies by setting up a task force	April	Fabienne Cotte	Staff time* + £28.5 (inc. postage and mileage) to set the group up	CSPI11 a & b CSPI34 CSPI22 No. of organisations proactively involved in activities	

Budget

Current spend on marketing activity within existing budgets (inc. staff costs at 42%)	£142,534
Additional cost of new marketing activity in Year 1 Action Plan	£28,590
Total Cost of Year 1 Action Plan	**£171,124**

Appendices

Appendix one: Culture and Leisure's Cultural Entitlement

Appendix two: Consultation with service deliverers – list of participants

Appendix three: Proforma for consultations

Appendix four: Questionnaire

Appendix five: Results from survey of local people

Appendix six: Comments

Appendix one: Culture and Leisure's Cultural Entitlement

A Cultural Entitlement for Rotherham's Residents

The Council, with its partners, aims to provide the following levels of cultural services to its residents. The panel opposite shows how far down the road we are to achieving these aims:

Local and Neighbourhood Services

1.   A community library within two miles of every residents home, open at hours which meet local need, including a range of mornings, afternoons, evenings and weekends.

2.   An up to date wide ranging selection of books, electronic and other materials available within each community library, with access to information technology, a free email address for every resident, a safe environment for children and young people to use the internet, and books and other materials available for those with sight impairment.

3.   A range of mobile library and home delivery services which meets the needs of those residents who, for whatever reason, cannot reasonably access a community library. In particular, we shall meet the needs of communities not served by community libraries by imaginative programming of our mobile library services.

4.   A swimming pool and dry sports centre within a single bus ride of every resident's home.

5.   In urban areas, a managed 'local' green space within five minutes walking time of their home and a vibrant 'neighbourhood' green space within fifteen minutes walking time of their home.

6.   Playing pitches to meet the needs of local sports teams, well managed, well maintained, and offering changing accommodation where necessary.

Borough Wide Services

7.   A range of 'Borough' green spaces offering a high level and diverse range of service, including a park ranger presence, through a varied and stimulating programme of events and activities.

8.   An up to date museum service offering a range of activities, events and services to all Rotherham residents.

9.   An archives and local history service that assists in promoting and celebrating the richness of Rotherham's history to all residents.

10.   A diverse programme of events to celebrate Rotherham yesterday, today and tomorrow, in which all Rotherham residents can participate.

11. High quality performance space to promote both amateur and professional theatre, drama, music and dance for Rotherham's residents to enjoy.

12. Art gallery space to both display Rotherham's own art collections and also to attract the very best fine art, ceramics and crafts from outside the borough.

Our Priorities

We offer our cultural entitlement to all residents in the borough. We also aim to offer additional services and opportunities, where possible, to our priority target groups:

- Residents in the Neighbourhood Renewal Strategy priority areas (Wath, Rawmarsh, Masbrough, Maltby, Kimberworth Park, Dinnington, Central Rotherham and the Brinsworth and Wath pockets of deprivation).

- In particular to 0 – 16 year olds and their families or carers; older people (55+) and members of black and minority ethnic communities within those priority areas.

- People with disabilities across the whole borough.

- In most cases these additional services and opportunities will be funded through special grants and funds which may become available from time to time.

How do we measure up?

Local and Neighbourhood Services

Cultural Entitlement 1

We are nearly there – we are currently looking at gaps in our provision and formulating plans to meet this target by 2010.

Cultural Entitlement 2

We continue to invest heavily in resources for our libraries, spending more that £600,000 per year on books and other resources.

Cultural Entitlement 3

We are currently rethinking our mobile and other outreach services to better reflect need and demand in the borough. This will form part of our strategic overview on the future of library provision. We aim to meet all recognised national standards by 2010.

Cultural Entitlement 4

We aim to provide a brand new network of indoor sports facilities by 2008.

Cultural Entitlement 5

Following detailed consultation in the second half of 2005, we aim to publish our Green Space Strategy in early 2006. This will enable us to prioritise our resources from 2007/08 on those sites which are needed to meet this entitlement.

Cultural Entitlement 6

We have sufficient playing pitches across the borough, though not all are of high enough quality to meet modern needs. Following publication of our Green Space Strategy, a Playing Pitch Strategy will be developed with the aim of meeting appropriate quality standards on all our sites by 2010.

Borough Wide Services

Cultural Entitlement 7

Park Rangers cover all prospective 'Borough' sites. Substantial National Lottery bids are to be made for major refurbishment projects in Clifton and Boston parks.

Cultural Entitlement 8

The regeneration of Clifton Park Museum is now complete and visitor numbers are exceeding all previous records. We will continue to develop our outreach work and to support local heritage groups.

Cultural Entitlement 9

Recent achievements include a £200,000 lottery award to allow us to install new storage and bring our documents, files and information up to date.

Cultural Entitlement 10

We continue to work to develop Rotherham Show as the centre piece of Rotherham's annual celebrations. We will also continue to work with our partners to further develop a range of activities to enhance the public's enjoyment of our facilities and open spaces.

Cultural Entitlement 11 / 12

We are currently developing plans for new facilities to provide new, high quality cultural space in Rotherham town centre as an integral part of the Rotherham Renaissance programme, due for completion by 2010.

Appendix two: Consultation with service deliverers – list of participants

Leisure and Green Spaces consultation – June 2004
Mike Cuff, Chief Executive, RMBC
Andrew Bedford, Acting Programme Area Executive Director, RMBC
Phil Rogers, Strategic Leader, RMBC
Phil Gill, Green Spaces Manager, RMBC
Robert Oakes, Business Development Manager, RMBC
Carol Pearce, Heartbeat Business Manager, RMBC
Jackie Thornhill, Manager, Sport and Physical Activity, RMBC
David Greenfield, Manager, Sport and Physical Activity, Swinton Pool, RMBC
Mark Humphreys, Manager
Paul Gardner, Facilities Manager, RMBC
Andy Kiddy, Facilities Manager, RMBC
Shirley Dyson, Health and Fitness Coordinator, RMBC
Linda Wilson, Swimming Coordinator, RMBC
Clare Cope, Senior Youth Worker, RMBC
Sally Jenks, Health Promotion Officer, Rotherham PCT
Val Bowen, Information Manager, RMBC
Fabienne Cotte, Marketing Manager, RMBC

Cultural Services consultation – April 2005
Guy Kilminster, Libraries, Museums and Arts Manager, RMBC
Andrea Pulford, Principal Officer, Theatre and Arts Centre, RMBC
Elenore Fisher, Manager, Library and Information Service, RMBC
Lizzy Alageswaran, Principal Officer, Community Arts, RMBC
Sarah Wickham, Principal Officer, Archives and Local Studies Service, RMBC
Steve Blackbourn, Principal Officer, Museums, Galleries and Heritage, RMBC

Appendix three: Proforma for consultations

The questions below were adapted for consultations around Leisure Services and Green Spaces, and Libraries, Museums and Arts

1. What do you think are the main issues why service users don't use Leisure Services & Green Spaces, Libraries, Museums and Arts facilities?

2. What opportunities are there to encourage people in Rotherham to engage in community activities?

3. Why do you think the people of Rotherham are so disengaged from taking part / taking up activities and what factors do you think contribute to their disengagement?

4. What issues do you think should be taken into account when promoting opportunities in Rotherham - Leisure Services & Green Spaces, Libraries, Museums and Arts?

5. How do you think we could engage local people in taking up leisure activities - Leisure Services & Green Spaces, Libraries, Museums and Arts?

6. What do you think the benefits are in linking up this strategy with the national government health strategy and what are the issues associated with this?

7. In your opinion, what are the main factors for people in taking up an activity that has been marketed to them?

8. Cost   θ   Access   θ   Level of Facilities   θ
    Fun   θ   Fitness   θ

9. What issues do you think should be considered to encourage people to use Leisure Services & Green Spaces, Libraries, Museums and Arts?

10. How do you ensure that Leisure Services & Green Spaces, Libraries, Museums and Arts encourage community diversity?

11. What would you consider to be the 3 main factors which encourage local people to use Leisure Services & Green Spaces, Libraries, Museums and Arts?

Appendix four: Questionnaire

What do you do in your spare time?

Rotherham
Metropolitan
Borough Council

The Council, with its partners, aims to provide a good range of culture and leisure services to all residents in the Borough, across all age groups. **Culture and Leisure** currently provide the following services:

Libraries
Clifton Park Museum, Yorkshire & Lancaster Regimental Museum
Local Studies and Archives, Theatres and Arts Activities
Green Spaces which include Allotments, Urban Parks, Park Rangers, Country Parks, Countryside Sites and Playground Sites
Leisure Facilities such as Swimming Pools, Leisure Centres, Fitness Suites and Herringthorpe Stadium
Sports Development Officers and Sports Activities including Mega Active Holiday Programmes
Skateboard Parks
Rotherham Schools Music Service
Rotherham Show and Christmas Lights 'switch-on'

Why we are doing the consultation
We are consulting with people who have either never used our services or who use them from time to time. We are keen to know what services you are currently enjoying, and get some ideas of the type of activities you would like to participate in during your spare time. The results of the consultation will help us to improve our service so more people enjoy what's on offer.

Feedback
The results of the consultation will be posted on Rotherham Metropolitan Borough Council's website at www.rotherham.gov.uk but we will feedback the information to you if you wish. If so please let us know how you would prefer to receive this information in the 'About You' section.

We would be grateful if you could take a few minutes to complete this questionnaire by (input deadline).

Question 1
Do you currently use Culture and/or Leisure facilities in Rotherham?

Yes €   No   € (please go to question 3)   Never used € (please go to question 3)

Question 2
If you answered yes to the above please tell us how often you use the service

Daily €   Weekly €   Monthly €   Occasionally €

Question 3
Which of the following is of interest to you? (you can tick more than one)

Going to the library   €
Researching family history   €
Visiting museums and art galleries   €
Going to the theatre   €
Participating in:
Arts and crafts activities   €
Indoor fitness activities (fitness suite, exercise class, squash etc)   €
Outdoor sport activities (football, cricket, golf, athletics, sailing, skateboard etc)   €
Going swimming   €
Visiting a country park   €
        your local park   €
Going to outdoor events   €
Facilities for children (e.g. children's playgrounds)   €
Allotment gardening
Help and advice on sports and green spaces issues   €
None of the above

Other *(please tell us)* _____

Question 4
What would encourage you to participate in Culture & Leisure activities in Rotherham?
(you can tick more than one)

Cost   €
Better transport   €
Better quality services   €
More personal time   €
More special events   €
Childcare facilities   €
Free taster sessions   €
More information about what's available   €
Feeling safer   €
Not interested in doing more leisure activities   €

Other *(please tell us)* _____

Question 5
How would you prefer to get information about what is available? (you can tick more than one)

Through the post   €
Via the Council website   €
In the local press   €
By email   €
Via mobile phone text messages   €
Publicity on local public transport   €
Centrally located information screen   €

Publicity in   local shops   €
             faith venues   €
             community centres   €
             schools / colleges   €

Other *(please tell us)* _____

Question 6

If you have any other comments about the service we offer or if you have any suggestions about Culture and Leisure Services you would like the Council to provide, please tell us:

_____

_____

About you

Your postcode _____

Are you:
Male   €   Female   €

What age range do you fall into?
Under 10   €
10-15   €
16-25   €

Do you consider yourself to be disabled?
Yes   €   No   €

Please give further details if you wish:
Physical or mobility impairment   €
Sensory Impairment (hearing, vision or speech)   €
Mental health service user   €
Learning disabled person   €
Non-visible condition   €

How would you describe your ethnic origin?
White
British   €
Irish   €
Other white background, *please describe*

_____

Black or Black British
Caribbean   €
African   €
Other black background, *please describe*

_____

Dual Heritage
White and Black Caribbean   €
White and Black African   €
White and Asian   €
Other dual background, *please describe*
_____

Asian or Asian British
Indian   €
Pakistani   €
Bangladeshi   €
Kashmiri   €
Other Asian background, *please describe*
_____

Chinese, Yemeni or other ethnic group
Chinese   €
Yemeni   €
Other ethnic group, please describe
_____

How would like to hear about the results of the survey?

_____

If you would like to be involved in future consultation about Culture & Leisure Services, please provide us with the following details:

Name:

Telephone:

Email:

Thank you for your time.

Please return this questionnaire in the prepaid envelope provided by (input deadline)

The information provided will be treated in the strictest confidence and will only be used to monitor take up of services and ensure that no one is discriminated against in the provision of services. The Council adheres to the Freedom of Information Act and the Data Protection Act.

Rotherham
Metropolitan
Borough Council

Appendix five: Results from survey of local people

Culture & Leisure's users and non-users' survey

Results
Questionnaires Logged – 1374

Question 1
Do you currently use Culture and /or Leisure facilities in Rotherham?
Yes - 888
No - 412
Never Used – 66

Question 2
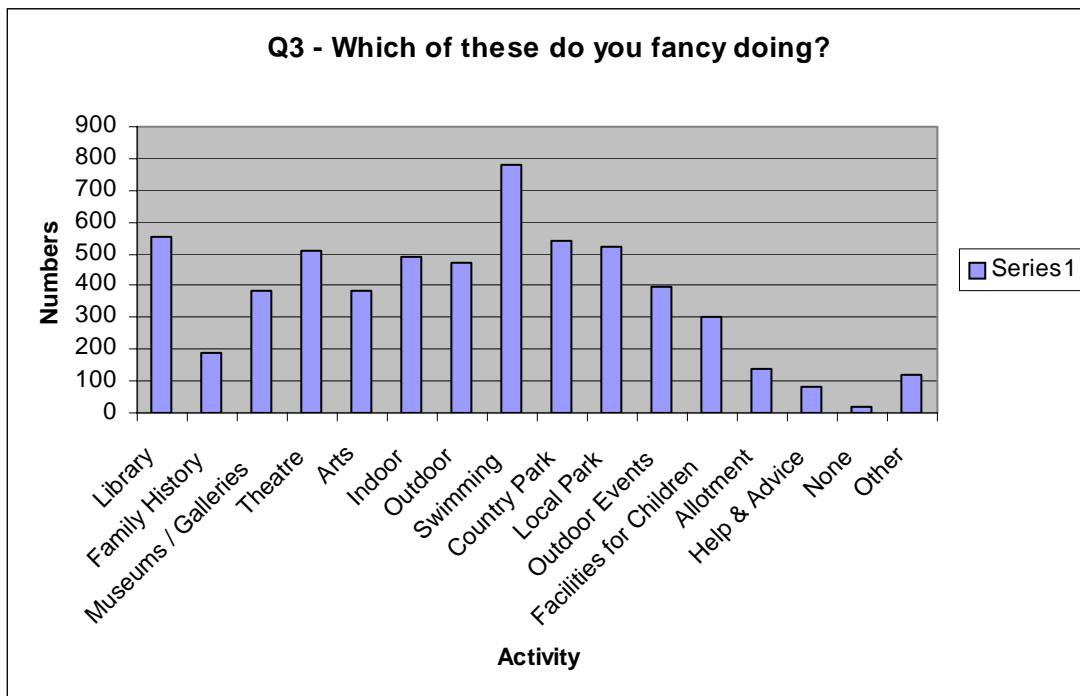Please tell us how often you use the service
Daily - 85
Weekly - 330
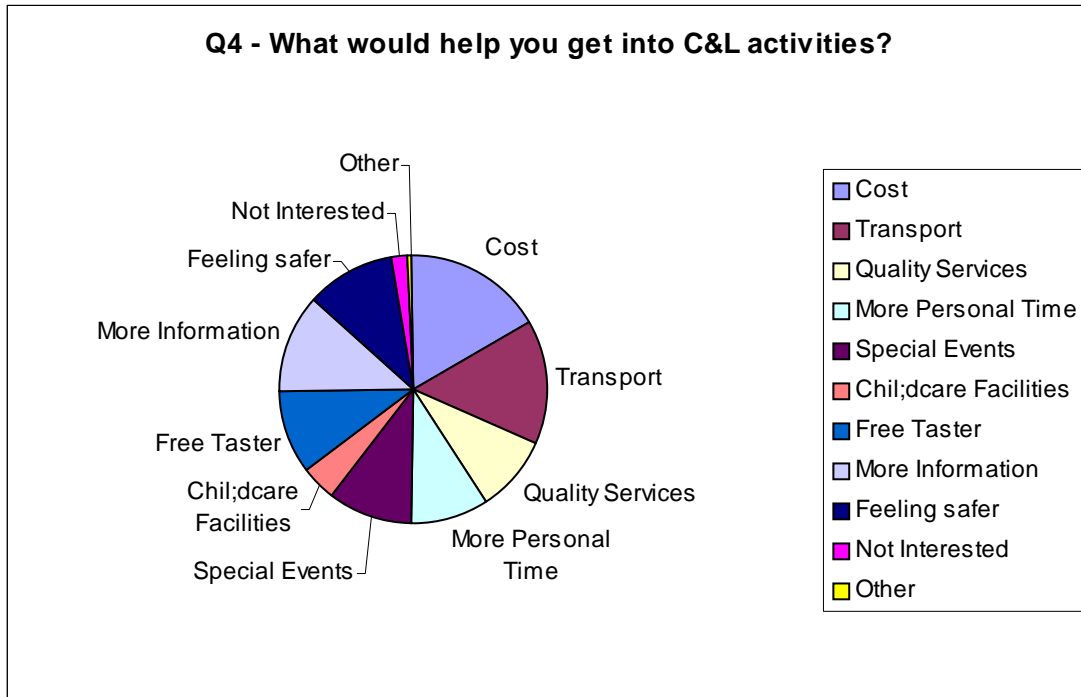Monthly - 113
Occasionally – 113
Not completed – 338

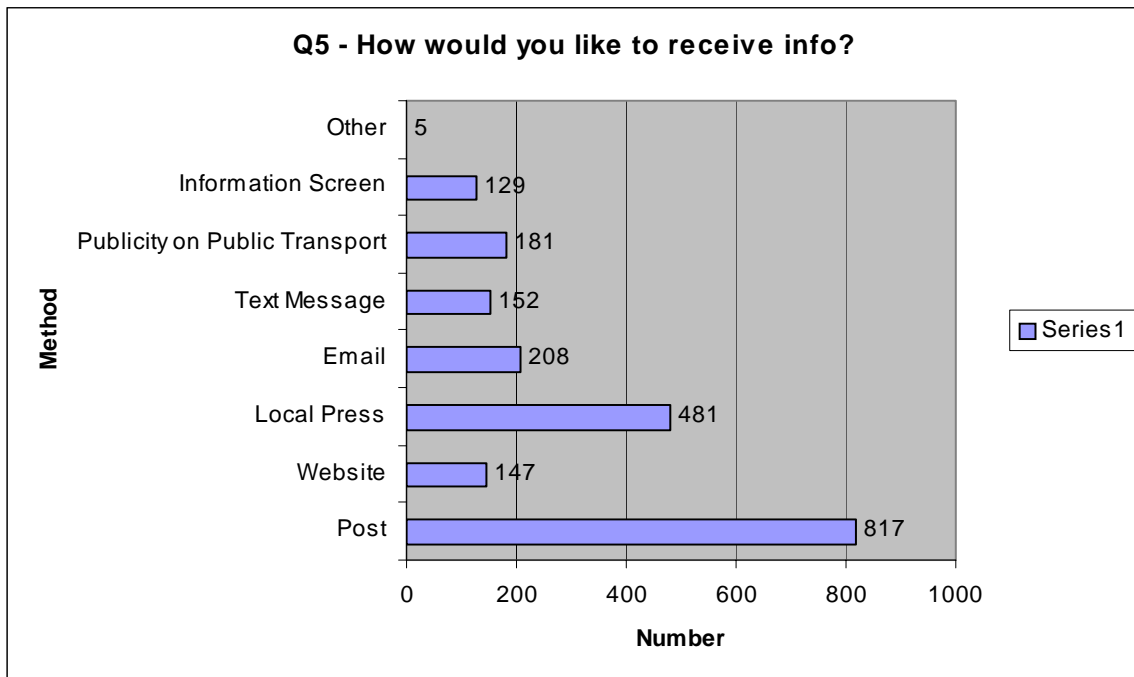*Question 3*
Which of the following is of interest to you?

Question 4
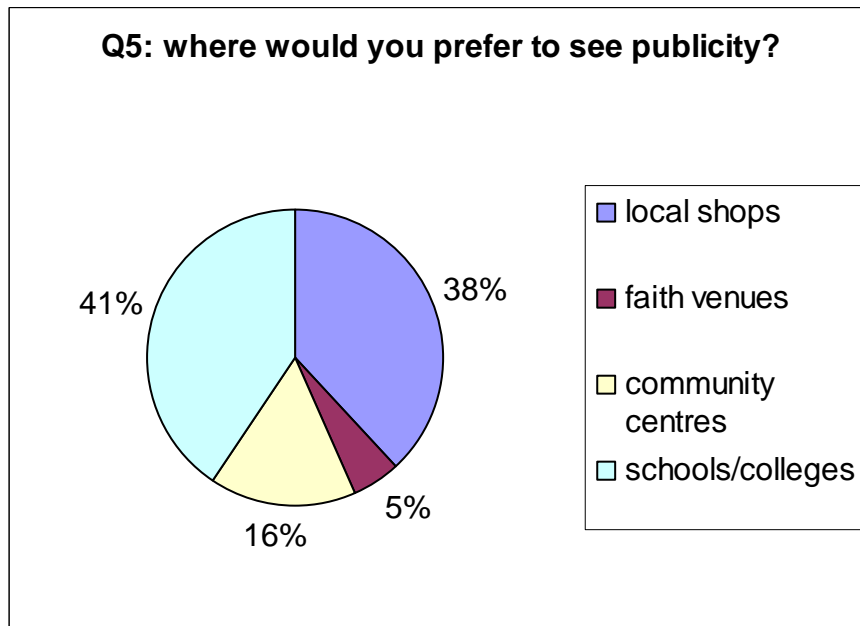What would encourage you to participate in Culture & Leisure activities in Rotherham?

Q4 - What would help you get into C&L activities?

Pie chart segments labelled: Other, Not Interested, Feeling safer, More Information, Free Taster, Chil;dcare Facilities, Special Events, More Personal Time, Quality Services, Transport, Cost

Legend:
- Cost
- Transport
- Quality Services
- More Personal Time
- Special Events
- Chil;dcare Facilities
- Free Taster
- More Information
- Feeling safer
- Not Interested
- Other

Question 5
How would you prefer to get information about what is available?

Q5 - How would you like to receive info?

Method	Number
Other	5
Information Screen	129
Publicity on Public Transport	181
Text Message	152
Email	208
Local Press	481
Website	147
Post	817

Legend: Series1

Where would you prefer to see publicity?

Q5: where would you prefer to see publicity?

- local shops
- faith venues
- community centres
- schools/colleges

38%
41%
16%
5%

About You
Male – 452
Female – 876

Age
Under 10 – 121
10-15 – 321
16-25 – 273
26-35 – 159
36-55 – 241
55+ - 220

Do you consider yourself to be disabled?
Yes - 175
No – 1146

Further Details
Physical or Mobility Impairment -   112
Sensory Impairment-   38
Mental Health Service User -   14
Learning Disabled Person -   27
Non-Visible Condition -   29

Ethnic Origin
White - 906
British - 842
Irish - 10
Other - 13: Iranian, Mixed Race, White / Caribbean, American, English, Part Romany, British Canadian, New Zealander, Ukranian

Black or Black British – 9
Caribbean – 1
African – 8
Other – 2 African / American, Mixed Caribbean

Dual Heritage – 3
White & Black Caribbean – 2
White & Black African – 0
White & Asian – 5
Other – 0

Asian or Asian British – 36
Indian – 3
Pakistani – 55
Bangladeshi – 2
Kashmiri – 5
Other – 1: Mixed Race, Trinidad & Tobago

Chinese, Yemeni or other ethnic group – 1
Chinese – 2
Yemeni - 0
Other – 0

Your postcode
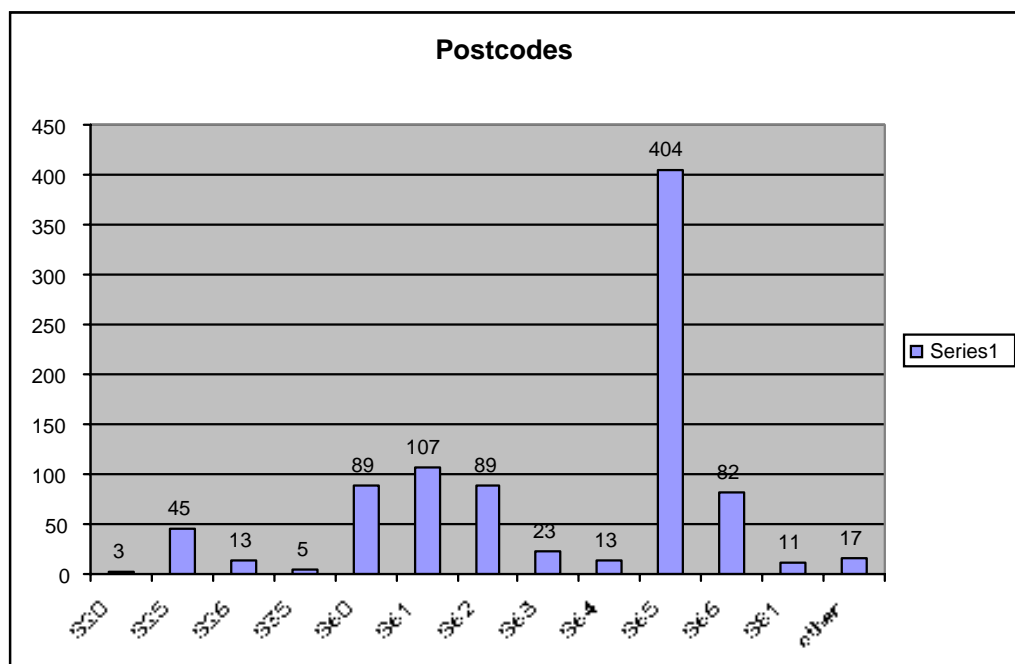
Appendix six: Comments

Culture & Leisure's users and non-users' survey

Question 6: If you have any other comments about the service we offer or if you have any suggestions about Culture and Leisure Services you would like the Council to provide, please tell us:

Swimming Pool

A better swimming pool x 25
Bigger pool, ladies only session. Decent times
A swimming pool with slides/diving boards & a diving pool
Disappointed that Rotherham Baths have closed
Need local swimming pool and more activities for children
Need shallow swimming pool
Need to replace swimming pool desperately & fast!
Needs desperately to improve swimming facilities
Would like swimming pool in Rawmarsh x 2
Fun Pool
More swimming facilities for children/disabled (heated)
It would be nice if we still had a leisure pool, I.e. Herringthorpe leisure centre.
No leisure pool to take our children
More swimming pool across the WHOLE borough. You've closed pools before new ones have been built!!
More swimming pool in varied locations, i.e. one in or near Brinsworth, Catcliffe, Canklow. My nearest is Maltby or Herringthorpe
More swimming pools x 6
More swimming venues to get kids off the street
Needs swimming pool with children's section (slide etc).
Need a local swimming pool as is costly to go to clean one
Please get on with a new leisure centre with swimming pool
Me & My Family use the swimming pool at Maltby, but we'd use this service more often, (if / when) the central pool opens

Transport

All Low Floor Buses, trains and supertram
Better public transport
Buses are always late
Transport cost is high
Poor Public Transport
If I could get transport from door to door I would get out more often

Loss of 2 pools in Rotherham is awful, have no car to get to one.

Major thing missing in Rotherham / Parkgate is an easily accessible swimming pool - currently have to travel to Swinton / Maltby which just adds to expense and time etc

Transport to the event
Not enough public transport for children

Cost

Can only use private gym when kids are at school, costs expensive
Cost
Cost & Choice
Council tax is too expensive, they waste money on facilities
Expensive
Lower cost of facilities
Lower costs would be better and more facilities in East Herringthorpe
The entrance price for any of the facilities should be affordable especially for pensioners;
also decently priced refreshments should be available
Would like cheaply priced swimming pool as took down old one x 2
Family Prices for events
More free venues for carers

More facilities at cheap prices

Making Indoor Leisure activities more affordable to carers who care for disabled children
would be very useful and a good way to relieve stress from daily routines - fitness suites are
excellent way to relieve stress.

I think on the old pit site in Dinnington a sports + leisure centre should have been built and
something for the children of Dinnington and give a discount on costs as the rates we pay are
high enough to do this.

Leisure facilities

A new leisure centre, artificial football pitches, basketball courts, more sport shops in town,
American football pitches & posts - trust me it's popular

I am concerned at how Rawmarsh leisure centre is being allowed to run down. It has 3 good
badminton courts but is not advertised enough. If this facility is allowed to close down then
Rawmarsh has nothing left.

Better Football Pitches x2
New Football Pitch in Masbrough
BMX park, better skate parks are needed x 2

I play cricket and would really find it useful if there were indoor nets with a proper surface to
practice on all year round. As I do have aspirations to play professional cricket I do not get to
practice enough until the winter nets start after Xmas.

Needs more facilities - playgrounds, sports, swimming etc
Not enough local facilities
Needs leisure centre
Like more leisure centres and more parks and more places to go
Need big leisure complex.

Quality of service

Changing facilities at most sport centres - poor
Changing rooms are disgusting
I have tried to contact Maltby baths for swimming times - but no one answers! If the info was
on the web I wouldn't need to make the call - v. frustrating. Also can't wait to have a decent

pool in Rotherham - but please can there be at least a couple of days when public swim is after work - 5-6pm not after gone home - 7-8 pm
Leisure services are poor
Library Needs Cleaning
Better Leisure facilities
The programming of the theatres is of limited interest, could be a nicer variety of professional work

Swimming pools are limited and dirty and unsafe

Having lived I Dinnington most of my life and helped raise money for the swimming pool I would like to see it remain and improved. The local woodlands are also in a bad shape due to rubbish and quad bikes etc. I would like to see this improved

The toilets/playground at Clifton Park are disgraceful

Generally disappointed with services provided. Nice glossy mags and consultation documents, but poor on the ground provisions. Parks run down, (nice new green space vans tootling around). No swimming facilities

Rotherham is desperate for an update of swimming facilities the ones available are outdated and expensive.

All over grown. More can be done for the angler. Wanted to fish on the rivers. No marked pegs on the canal either. There are no signs saying you need a permit to fish the Holmes lock stretch which could lead you into trouble

Very disappointed about the toilets at Clifton Park
More seating areas in children's play areas, especially in Rawmarsh
Poor upkeep of facilities
Swimming facilities poor

Accessibility

Not enough suitable places for Asian women to go swimming

Better services for rural areas as cost to the town centre prevents many residents in these areas being able to make the most of what's available if you do not have a car even county parks are out of reach

Better leisure facilities for families with disabled children whereby as a family we can enjoy things together, e.g. special swimming sessions x 2
Facilities in Dinnington - disabled NHS Gym and Hydro Pool - disabled sessions
Evening time activities

Better range of hours available for activities to cater for those who work
A swimming pool that is open late evening - 8pm for public swimming, (not lessons)

Youth clubs and leisure services for disabled children aged 14 - 18 yrs are poor. There is very little or nothing. I would like to see something for this group of young people they need to socialise with others the same age, for some children activities specific to special needs are the only way they can

I live in Maltby and do not drive so do not always want to go out on a bus at night. Any activity that I could access in Maltby would be welcome, especially a climbing wall that my son could access.

There should be more wheelchair friendly places & events for me and my children
Time tables to suit office workers

More facilities for after work e.g. late night swimming

I am very interested in the central library in Rotherham for art galleries, special subject books. Music library and computer archives section. To have the loop hearing aid system in the hall of public areas.

I love what you have done to the museum. Charges for the Civic Theatre have put it out of reach of many small theatre groups. The closure of swimming facilities has meant my travelling more than I would wish.

Consultation with disabled to check facilities are accessible

Please could you explore possible means of making current facilities more accessible to the disabled community? In general, they have more time to use these facilities and may well stand to benefit therapeutically from regular use of leisure facilities.

Wants access to allotment facilities

Green spaces

Clifton Park is an excellent and well kept garden space
Better sports facilities in park
I would like to know as many others what the job description is of the Park Rangers, apart from mugs of tea, going through side gate of office for a fag and having take away dinners brought in work vans. They are about as much use as a chocolate fire guard. What a waste of poll tax - We all talk about this – it's disgusting!!
Ferham park needs improving
Parks - not enough, not secure.
The park on Laudsdale should change
Wants allotment space but can't get one at Greasborough
Want playground at Broom Valley estate x 2

Theatre

Please can we have a beautiful new theatre, purpose built with excellent facilities. I will pay west end prices for excellent professional shows, so will my friends. We recently visited London and the city Hall in Sheffield; we paid £55 to see the producers in London and £32 to see Bizet's Carmen at the city hall. We would love to spend our money in Rotherham. Can we apply for lottery funding?

Town Centre

Better shops, cinema, pools and gyms
Cinema/Bowling Alley
Church Minster needs improvement
Films/Cartoons on big screen
No big stores
No Parks
No quality shops
Want more shops

Information

There is not a lot of information which is clearly visible for pensioners. Many may miss out because leaflets etc in places like the info shop do not encourage people to enquire about what's on for them.

I would love to do more activities for myself and with my family but I feel there is not enough information about what is available.

It is difficult to find out about what events are happening in particular ordinary events such as dancing lessons. Special events such as bonfires are well publicised in the local press.

Info on after school activities
No enough info on services available regarding children's facilities
There is nothing for people like me to keep fit or children
Not sure where facilities are

Activity / event wish list

Boxing
Dance workshops, model workshops and youth clubs
Dance workshops, youth clubs
DART kids summer activities excellent, more local activities
Football training
It would better if we had free karate lesson to make us safe
More drama activities in school holidays - and better advertised
More activities
More activities at half term
Want more gluing, writing, Urdu, reading and making
In previous years my children have participated in and enjoyed the half term fishing events at Ulley, due to demand we have been unable to book these for the last couple of years - so more of these please!
Local events integrating different ethnic groups
More concerts indoor and outdoor.
More events in Clifton Park
More big band music at the civic! Want good music.
Motor sports
There are not that many fun fairs
Want theatre shows, cinema, cooking courses & advice
The space in Clifton park museum is under used and could have more displays especially downstairs. More centrally based at exhibitions please
More facilities in the Rotherham Area!
More Football
More footy teams
more outdoor events, exciting activities
more outdoor events, exciting sports
More P.E
More Parks and Shops in the town centre
More playgrounds around Rotherham
More Rugby Pitches x 2
more skate parks x 3
More sports activities
More walking groups
More year long football, rugby & general sports pitch
Not much to do with dogs
More after school activities
Should have a snowboard mountain

Would like a music session

Safety

If there were more shops around East Herringthorpe I'd feel safer
I want people not to scare you and I want safe places
Safety for young people is an issue at the moment.
Safer areas for children to play
Safer Parks
Safety is a concern in the local area
Local parks need to be more secure
It would be better if we had safer areas
Poor street lighting, not safe
Better safety in park
More safer places
More things around this area. It would be safer and much better for the children to play around Herringthorpe
Want police on streets
Too much vandalism
Offering leisure services would cut crime and anti-social behaviour

Activities for specific age groups

I would like to see more attention given to old people who still prefer to live in their houses, such as visits by someone interested in our comfort
I would like to see something different in the Rotherham area for 60 year olds
I am in my twenties and feel there is not many activities available for my partner & I to take part in at weekends. Please cater for people around my age.
Children's age range is 7-9. The different ages makes it difficult
I would like yoga or keep fit for older people at Broom Valley community centre and a carers swimming time e.g. all day sat / Sunday for carers who cant get out in the week
More for younger children
More leisure services for the mature age groups to keep fitter and healthy longer
Not enough for teenagers
More fitness things for the over 50's & disabled - e.g. like ponds forge chairobics, yoga for older / disabled people, exercise to music (but not too fast)
More things for the kids to do so they don't hang around streets
Not enough to do for teenagers

It would be better if…

It would be better if they didn't have graffiti walls. Have a litter picker
It would be better if things were closer
It would be better if we had more of these things around Herringthorpe
It would be better if we had more things in Rotherham
It would be better if we had more things around here and not other places

General disappointment

Rotherham has been washed aside
Dissatisfied with the council
Do away with facilities altogether!

I am a self employed martial arts instructor and 90% of the money I get from instructing goes to paying for a (council run) village hall. I cannot see why even the cheapest village hall costs a fortune to rent out.

Poor childcare services

The dog wardens and litter fines. To be seen doing it not just talking about it. Find and punish offenders

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Agenda Item 8

		ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	**Lifelong Learning, Culture and Leisure Cabinet Member and Advisors**
2.	Date:	**21st March 2006**
3.	Title:	**Culture and Leisure Services Events Plan 2006-09 All Wards Affected**
4.	Programme Area:	**Children & Young People's Services**

5. Summary

The Events Plan has been developed to provide structure and focus to events in Rotherham.

6. Recommendations

6.1 That the Events Plan be accepted.
6.2 That the Events Plan be forwarded to Tourism Panel for information.

7. Proposals and Details

The Events Plan has the following aims:

> To provide a support network for event organisers.

> To maximise the impact of events in promoting and attracting inward investment into Rotherham.

> To enhance the lives of people both living in, and visiting, Rotherham.

> To promote community cohesion and a celebration of the culture of all Rotherham's diverse communities.

There is a need for a more proactive approach to events in order to identify future needs, particularly an understanding of the needs and interests of target groups and communities of interest. The Plan should enable the development of a community/user focused calendar of events that is both safe and entertaining, and addresses the Council's priorities.

The objectives of the Plan are to:

> Develop an infrastructure that supports the events sector in Rotherham.

> Maximise the contribution events make to residents' and visitors' enjoyment of life in Rotherham.

> Maximise the contribution events make to the economic development of Rotherham.

The action plan addresses how the above objectives will be achieved.

8. Finance

The Plan will be financed through existing budgets, partnership approaches, external funding and sponsorship as appropriate.

9. Risks and Uncertainties

Some proposals involve the co-operation of community groups and organisations and the effectiveness of the Plan will depend on the relationship built with such groups.

10. Policy and Performance Agenda Implications

The Plan is based upon priorities within the Community Strategy and Corporate Plan:

> Rotherham Learning – by providing a platform to educate, inform and stimulate new interests;
>
> Rotherham Achieving – by contributing to a vibrant and exciting borough;
>
> Rotherham Alive – by providing wide and varied experiences that enhance people's lives;
>
> Rotherham Safe – by providing expert advice and guidance to event organisers on the organisation of safe events;
>
> Rotherham Proud – by creating a sense of place and identity and promoting community cohesion;
>
> and the cross-cutting themes of Fairness and Sustainability through the provision of something for everyone and an infrastructure that supports organisations' delivery of a sustained programme of events.

The Plan also links to "Future Perfect" Rotherham's Cultural Strategy, corporate Communications and Marketing Strategy, Culture and Leisure Marketing Strategy and Rotherham Tourism Plan.

11.   Background Papers and Consultation

Appendix A – Culture and Leisure Services Events Plan 2006-2009.

The Plan has been developed in consultation with relevant Council officers, Churches Tourism Initiative and Equality and Diversity Unit. The draft plan has also been circulated to Parish Councils and Community Partnerships for comment.

Contact Name: Marie Hayes, Commercial and Promotional Services Manager, 01709 839056, Marie.Hayes@rotherham.gov.uk.

APPENDIX A

Rotherham
Metropolitan
Borough Council

CULTURE AND LEISURE SERVICES

EVENTS PLAN

2006 - 2009

CONTENTS   Page No.

Introduction

> **Vision for Events**
>
> **"Enjoyment for all".**

Events and festivals are widely recognised as an important sector of the tourism industry with potential to generate increased economic benefit.

Events help raise the profile and recognition of Rotherham, attracting generous media coverage, and provide additional attractions for local residents to enjoy. Well planned and marketed events can develop and project a town's image and provide benefits to the local economy with increased visitor spending and tourism promotion on such things as hotel accommodation, spending in local shops, food, etc. They can also bring people together, creating a sense of place and identity and enhance the quality of life.

As well as entertainment, events also provide a platform to educate and inform.

This Plan incorporates both Council-led events/festivals and events/festivals organised by outside bodies with organisational or management support from the Council.

Strategic Influences

Events contribute to the following priorities within Rotherham's Community Strategy and the Council's Corporate Plan:

Rotherham Learning – by providing a platform to educate, inform and stimulate new interests;

Rotherham Achieving – by contributing to a vibrant and exciting borough;

Rotherham Alive – by providing wide and varied experiences that enhance people's lives;

Rotherham Safe – by providing expert advice and guidance to event organisers on the organisation of safe events;

Rotherham Proud – by creating a sense of place and identity and promoting community cohesion;

and the cross-cutting themes of Fairness and Sustainability through the provision of something for everyone and an infrastructure that supports organisations' delivery of a sustained programme of events.

Links to other Plans

This event plan links into the following strategies and plans by contributing to the promotion of the borough, raising the profile and image of Rotherham and enhancing the quality of people's lives:

'Future Perfect' Rotherham's Cultural Strategy
Culture and Leisure Marketing Strategy
Rotherham Tourism Plan
Regeneration Plan
RMBC's Communications and Marketing Strategy
Corporate Equality Strategy and Action Plan
Race Equalities Scheme 2

Stakeholders/Partners

The key stakeholders and partners of this Plan are:

Elected Members
Council Programme Areas/Services
Cultural Consortium
Parish Councils
Voluntary and Community Groups
Friends Groups
Event funders and sponsors
Tourism and Leisure industries
Media
Commercial Sector
Churches Tourism Initiative
Town Centre, Markets and Tourism
Community Partnerships
Communities of interest
Everyone who lives, works in or visits Rotherham

Aims of Events Plan

1.   To provide a support network for event organisers.

2.   To maximise the impact of events in promoting and attracting inward investment into Rotherham.

3.   To enhance the lives of people both living in, and visiting Rotherham.

4.   To promote community cohesion and a celebration of the culture of all Rotherham's diverse communities.

Consultation and Research

This plan has been produced following consultation with a number of service areas with responsibility for developing and organising events within the Borough. Further consultation with community groups/organisations will need to be carried out as the plan evolves.

Current Picture

Rotherham Council has been active for many years in organising and promoting major events for the town. Until recently, these have mainly been civic in nature. However, Rotherham's Town Centre, Markets and Tourism Unit has developed a programme of events aimed at revitalising the town centre such as Rotherham by the Sea, Frosty the Snowman, etc. Officers from Culture and Leisure and Town Centre, Markets and Tourism are increasingly working together in a supportive way in the delivery of events within the town centre.

The Council also supports community initiatives by providing public open spaces and parks as event venues. Generally events offer free access to all.

The current strength of Culture and Leisure in relation to events is that several public events, such as the Council's flagship event, Rotherham Show, and Christmas Carnival, Millennium Musical, Party in the Square, have been successfully delivered and as a result public expectations have increased. For the past two years the organisation of events has been strongly supported by the police and fire authorities.

Other events and attractions provided by Culture and Leisure include sports festivals, children's festivals, local history fayres, funfairs, theatrical programmes, band concerts, museum displays and a full programme of green spaces events.

Many of Rotherham's events are local in nature and do not have a significant economic impact in attracting visitors. However, events such as Rotherham Show, Walking Festival and Oakwood Real Ale Festival are regionally significant and attract a large number of visitors and positive media coverage.

Events can also be used as a means of attracting people into venues and open spaces which they would not normally visit and to stimulate new interests. They also provide an opportunity for Rotherham's diverse communities to interact with each other and thereby promote a shared identity and sense of belonging.

Future Demands

A more proactive approach to events is now required to identify future needs, in particular an understanding of the needs and interests of target groups and communities of interest. There is a necessity to gain feedback on existing events and to develop a community/user focused calendar of events that is both entertaining and addresses the Council's priorities.

There should be a rationalisation of spending and strategic use of the scarce resources available to the local authority for the delivery of events and links need to be forged with diverse voluntary and community organisations and friends groups to enable them to deliver their own events within their own communities and to foster links between diverse groups to develop joint events.

Yorkshire Culture are currently developing a Northern Cultural Events and Attractions Plan aimed at building the North of England's image and profile, developing a portfolio of sporting and cultural events and attractions, co-ordinating existing activity and jointly promoting it where appropriate and building and bringing together relevant knowledge and expertise across the regions. It is important that Rotherham's Cultural Consortium is involved in the development of this plan in order to feed into the regional plan where appropriate.

The Licensing Act 2003, which comes into force in November 2005, will affect certain types of events. The new law means that many premises providing regulated entertainment, even for charity, have to be licensed. This may include schools, leisure centres, church halls, libraries and parks and open spaces. Regulated entertainment includes a performance of a play, an exhibition of a film, an indoor sporting event, boxing or wrestling entertainment, performance of live music, playing of recorded music and performance of dance.

Depending on the type of event it will be necessary to obtain either a Premises Licence for any venue that is likely to be used regularly or for an event which attracts more than 500 but less than 5000 people. Events that are unlikely to attract more than 499 people can be covered by a Temporary Events Notice. This will obviously incur additional costs for event organisers.

OBJECTIVES

Objective 1 - Develop an infrastructure that supports the events sector in Rotherham

(CORPORATE PRIORITIES: Rotherham Safe, Rotherham Learning, Sustainability)

1.1 <u>Establish an Events Working Group</u>

The creation of an Events Working Group, to include representation from other Council services, such as Town Centre, Markets and Tourism, Health and Safety, Equalities and Diversity Unit, together with representation from the Emergency Services, will provide a mechanism to tap into expertise and develop shared goals and resources.

The Events Working Group will focus primarily on events/festivals that take place on a regular basis and on which the Council has direct influence. It will carry out a review of festivals and events taking place in Rotherham with the aim of identifying the "right" events and festivals for the borough. It will also recommend an annual programme of in-house and core funded festivals and events.

The Working Group will also monitor and evaluate the performance of festivals and events, including carrying out consultation exercises, and co-ordinate Council led events with other festivals and events taking place within the borough.

1.2 <u>Establish consistent processes for supporting outside events</u>

The Council should act as a facilitator in enabling events to happen by taking a co-ordinating, regulatory and advisory role. The Council has expertise and responsibility in the organisation of events and is well placed to offer advice.

Partnerships with Parish Councils, community groups, voluntary and private sector need to be established in order to set up new or expand existing events.

Suitable venues and potential partnerships with key organisations should be identified, paying particular attention to the importance of public liability risk management.

The Events Working Group will provide guidance and assistance to outside groups who may have ideas for events and festivals that could become a useful part of Rotherham's events programme. The Council's "Safety at Public Events" comprehensive guidance pack will be made available to all groups who organise events. A planning/management of events starter pack should also be developed.

Potential for stronger events can be achieved by event organisers working together or linking in with other existing events.

1.3   Develop evaluation methods based on the objectives of the Events Plan, the festivals/events concerned and the Council's corporate priorities.

There is a lack of evidence on the profile of those who attend events and those who do not and this is necessary to inform future planning.

Customer surveys should be conducted which provide information on the characteristics of festivals/events attendees and their degree of satisfaction. This should include collecting demographic and equality data and information.

Evaluation processes should be applied which are appropriate both to the event and the level of funding and which assess the economic and social benefits/disadvantages of events and festivals. However, this can be difficult to undertake in the case of large scale events that allow free entry.

Objective 2 - Maximise the contribution events make to residents' and visitors' enjoyment of life in Rotherham.
(CORPORATE PRIORITIES: Rotherham Alive, Rotherham Achieving, Fairness)

2.1   Develop a calendar of events that provides "Enjoyment for all".

There is a need to establish and maintain a balanced calendar of festivals/events taking into account such things as timing, paid/free entertainment, type of content, target groups and geographical location.

The calendar of festivals/events should ensure that the needs of as many residents and visitors as possible are met. Work is required to identify which parts of the community are under-represented in terms of festivals/events attendees and why. Having identified these parts, research is required to identify what adjustments are required to the programme of festivals/events to cater for these groups.

The Council should, through liaison with appropriate groups, influence the types of events to be held through the offer of support where an event would meet the Council's identified priorities.

2.2   Enhance the role of festivals and events in promoting cultural diversity

The 2001 census showed ethnic minority households make up about 3.1% of the Borough's population.

Festivals and events offer an opportunity in a safe environment to explore the cultural diversity of the borough by developing knowledge and understanding of different communities. By removing such barriers as misunderstanding through increased contact and interaction it will generate greater community cohesiveness. Such festivals provide opportunities to celebrate the diversity of local cultures, faith and race.

One example of such a festival is the Diversity Festival which was first held as part of Rotherham Show in September, 2002. The positive reception and feedback from this event enabled a decision to be made to continue with the Diversity Festival as part of Rotherham Show for the foreseeable future.

2.3   Ensure that festivals/events are inclusive and cater for a wide range of people

A few events already exist e.g. Dare Devils Day at Thrybergh Country Park and Rotherham Children's Festival. However, clearly there are target groups that are currently under-represented and there is scope to further enhance this by delivering events such as musical concerts aimed at a range of ages, gender and ethnicity.

Consideration should be given to timing, access, transport, parking and location to enable all target groups to participate.

There is certainly potential to work with colleagues in Children and Young People's Services, Adult Services, Sports Development, Community Arts and the Equalities and Diversity Team to develop a range of events that are accessible and inclusive to all.

Objective 3 - Maximise the contribution events make to the economic development of Rotherham
(CORPORATE PRIORITY: Rotherham Proud, Rotherham Achieving)

3.1   Work with Town Centre, Markets and Tourism Unit to positively promote Rotherham

Many of Rotherham's current festivals/events are aimed largely for the enjoyment of residents. However, a number of these can play a significant role in attracting visitors to Rotherham (e.g. Walking Festival, Rotherham Show). Festivals and events can play a large part in the marketing of a town and could be used to a greater extent in attracting visitors and promoting Rotherham.

A more co-ordinated and integrated approach to marketing and promotions is needed.

3.2   Develop innovative events that can be used to promote Rotherham

Rotherham currently provides one or two high quality festivals/events that reflect well on the town, both in terms of visitors' experiences and media coverage. However, it is important for the promotion of Rotherham that we continue to provide quality and innovative festivals and events.

Links into national and regional events can provide the opportunity for greater publicity and funding, as was seen with the BBC Music Live "Party in the Square" to celebrate the Golden Jubilee.

3.3   Foster local employment opportunities for residents with technical and artistic skills

Events provide numerous opportunities for skill development and employment and this should be encouraged. Where feasible, encouragement should be given to the contracting of local people and businesses in Council funded events.

3.4   Promote local talent

Events provide opportunities for exposure of local artistes and other talented people. Events also play a significant role in inspiring and encouraging potential artistes and performers.

3.5   Increase number of sponsors for special events

RMBC has lacked a sponsorship culture in the past, with only limited sponsorship being received for festivals and events. There is a need to start building effective partnerships with the commercial sector in order to maximise opportunities to gain sponsorship. However, businesses are becoming more selective in providing sponsorship due to the number of requests received.

In order to provide a greater number of quality events throughout the year it will be necessary to attract sponsorship. A feasibility study into the potential of gaining sponsorship from local businesses should be carried out.

3.6   Explore opportunities for external funding for special events

External funding may be available for certain events, such as the Diversity Festival, and research should be carried out to identify sources of potential funding.

RECOMMENDATIONS

It is recommended that the attached action plan be adopted in order to ensure the future co-ordination and enhancement of the events sector within Rotherham borough.

EVENTS ACTION PLAN 2006-2009

OBJECTIVE 1: Develop an infrastructure that supports the events sector in Rotherham

Key Actions	Timescale	Funding	Lead Officer/Partners
Set up Events Working Group with representatives from Council programme areas, health and safety and emergency services.	April 2006	N/A	Festivals & Activities Manager, Culture & Leisure, Town Centre, Tourism & Markets, Health & Safety (EDS), Equalities & Diversity Unit, emergency services
Undertake an audit of current festivals/events across the borough.	July 2006	N/A	Events Working Group
Develop an annual programme of in-house festivals and events.	2006-2009	RMBC External funding	Events Working Group
Develop evaluation methods for festivals and events.	2006-2009	N/A	Events Working Group
Refine and develop Public Events Safety Information Pack. Develop starter pack for the planning/management of events including advice on Licensing.	April 2006	Funding implication to produce packs in other languages/formats	Festivals & Activities Manager, Events Working Group
Support and encourage local groups to hold community events and encourage participation in such events. Encourage partnership working on events involving different sectors of the community.	2006-2009	Support groups to draw down external funding, e.g. Arts Council grants, to deliver programme of cultural activity	Events Working Group, Friends Groups, Community Groups, Parish Councils, Community Partnerships, Churches Tourism Initiative

Key Actions	Timescale	Funding	Lead Officer/Partners
Together with key stakeholders investigate possibility of events at under-utilised venues, via local community groups and the offer of free use.	March 2007	N/A	Events Working Group, Friends Groups, Community Groups, Parish Councils, Community Partnerships, Churches Tourism Initiative
Develop a database of local suppliers and event support services.	April 2006	N/A	Festivals & Activities Manager
Set up an events benchmarking club with other local authorities to share best practice.	May 2006	N/A	Festivals & Activities Manager

OBJECTIVE 2: Maximise the contribution events make to residents' and visitors' enjoyment of life in Rotherham

Key Actions	Timescale	Funding	Lead Officer/Partners
Ensure that the events calendar recognises all the elements of a festival/event including fun and entertainment.	2006-2009	N/A	Events Working Group, Friends Groups, Community Groups, Parish Councils, Community Partnerships, Churches Tourism Initiative
Review all existing Council events to ensure their relevance and continued audience appeal.	2006-2009	N/A	Events Working Group
Identify gaps in the range and variety of festivals currently provided and investigate ways of addressing these gaps.	March 2007	N/A	Events Working Group
Review the events calendar and support events celebrating different sectors of the community.	2006-2009	N/A	Events Working Group
Develop an appropriate range of events, e.g. musical concerts, aimed at a variety of target groups and communities of interest. Encourage participation of different groups in events.	2006-2009	RMBC External Funding Private Sector sponsorship	Festivals & Activities Manager, Events Working Group

OBJECTIVE 3: Maximise the contribution events make to the economic development of Rotherham

Key Actions	Timescale	Funding	Lead Officer/Partners
Establish joint working practices with other Council Departments. Identify marketing budget for the promotion of festivals/events.	2006-2009	RMBC External Funding Private Sector sponsorship	Festivals & Activities Manager, Events Working Group, Head of Communications & Marketing
Identify links into national and regional events in order to maximise publicity and promotion of Rotherham.	2006-2009	RMBC External Funding Private Sector sponsorship	Festivals & Activities Manager
Where possible, encourage employment and contracting of local people and businesses in Council funded festivals/events.	2006-2009	N/A	Events Working Group
Encourage opportunities for exposure of local artistes, technicians and talented people in Council supported events.	2006-2009	N/A	Events Working Group
Conduct feasibility study into potential for sponsorship from local businesses.	October 2006	N/A	Festivals & Activities Manager, Events Working Group
Work with Project Development Unit/Town Centre, Tourism and Markets, "Friends" and community groups to identify potential external funding opportunities.	2006-2009	N/A	Festivals & Activities Manager, Project Development Manager (Culture & Leisure), EDS, Friends and community groups

	ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS	

1.	Meeting:	Lifelong Learning, Culture and Leisure Cabinet Member and Advisers
2.	Date:	21st March 2006
3.	Title:	New name for Green Arbour Special School
4.	Programme Area:	Children and Young People's Services Ward 11 – Rother Vale

5. **Summary:** A replacement school is being built at Green Arbour, and a request has been received from the governing body to re-name the school. The school have consulted with parents, staff and pupils on a name for the new school. The name chosen is **The Willows School**.

6. **Recommendation:**

   It is recommended that approval be given for 'The Willows School' to be the new name for Green Arbour Special School and this to be effective from the 1st September 2006.

7. **Proposals and Details:** Requests for a new name for schools are rare, but similar requests have been made and agreed previously. This is usually where there has been new build at the school. The new school and name intends to provide a new beginning for the school.

The school asked for suggestions from parents, pupils and the wider community for the new school. The Willows was the most popular suggestion.

The Willows has been chosen because there is a prominent Willow tree in the grounds of the school.

8. **Finance:** There are no financial implications associated with this request.

9. **Risks and Uncertainties:** There are no specific risks concerned in considering this request.

10. **Policy and Performance Agenda Implications:** This request does not have specific implications for Policy and Performance.

11. **Background Papers and Consultation:** The new school is being built as part of the Special Schools Review bid for targeted capital funding from the DfES. New building and extensions have been constructed at 5 special schools, including Green Arbour.

Contact Name: *David Hill, Manager, School Organisation Planning and Development, ext 2536*
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ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	**Cabinet Member Lifelong Learning, Culture and Leisure**
2.	Date:	**21ˢᵗ March 2006**
3.	Title:	**Annual Determination- The Local Authority (Post-Compulsory Education Awards) Regulations 2000**
4.	Programme Area:	Children and Young People's Services

5. Summary

Under the Local Authority (Post-Compulsory Education Awards) Regulations 2000, LAs are required to make an annual determination on exercising powers to make financial awards to new HE and FE students.

6. Recommendations

It is recommended that the Authority determines not to take up the power in any circumstances and not make provision for considering application for awards to new FE and HE students, and to 16-19 year olds who are still attending school.

7. Proposals and Details

The Teaching and Higher Education Act 1998 removed the power for LEAs to make discretionary awards to FE (and HE) students under the 1962 Education Act. Previous to this, the LEA had run a scheme of financial support to FE, sixth form and some HE students who would otherwise have not been eligible for funding. Section 129 of The School Standards and Framework Act 1998 conferred a revised power on LEAs, should they wish to use it, to make awards to new FE (and HE) students, and to 16-19 year olds who are still attending school

In parallel with the removal of the power to make discretionary awards, funding was withdrawn from the Standard Spending Assessment (SSA) from 1999-2000. From that date, the LEA determined not to make any new awards. New funding was available to students from a new Standards Fund in the form of Learner Support Funds. Also, since September 2004, the Education Maintenance Allowance (EMA) has been available to FE learners.

Authorities are however still required to make an annual determination for each financial year in regard to the revised power conferred in 1998. They have 3 main choices under the regulations:

i) to determine not to take up the power in any circumstances and not make any provision for considering applications;
ii) to decide to exercise the power only in respect of certain groups or categories of student; or
iii) to decide to exercise the power generally and consider applications from all students - still in accordance with its policies on eligibility.

8. Finance

There are no funds allocated under the SSA to make financial awards to HE and FE students.

9. Risks and Uncertainties

None.

10. Policy and Performance Agenda Implications

None.

11. Background Papers and Consultation

DfEE letter 3rd February 1999 'The Local Education Authority (Post Compulsory Education awards) Regulation 1999.
Statutory Instrument 2000 No 2057 -The Local Education Authority (Post-Compulsory Education Awards) (Amendment) (England) Regulations 2000.

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