

CABINET MEMBER FOR LIFELONG LEARNING, CULTURE AND LEISURE

Venue: Town Hall,
Moorgate Street,
Rotherham.

Date: Tuesday, 6th June, 2006

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. Draft digitisation Strategy (Sarah Wickham, Principal Officer, Archives & Local Studies) (report herewith). (Pages 1 - 27)
- to approve the strategy for adoption
4. End of Year Performance Report for Culture and Leisure (John Finnen, Services Development Officer) (report herewith). (Pages 28 - 62)
- to receive the Performance Report
5. Tender Report - Kelford Special School (David Spiers and Paul Smith, Economic and Development Services) (report herewith). (Pages 63 - 65)
- to consider acceptance of the tender submitted
6. Date and Time of Next Meeting

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Lifelong Learning, Culture and Leisure Cabinet Member
2.	Date:	6th June 2006
3.	Title:	A draft digitisation strategy for Libraries Museums and Arts
4.	Programme Area:	Children & Young People's Services

5. Summary:

A document encompassing strategic decision-making and practical advice has been drafted for Libraries Museums and Arts on the subject of digitisation. Consultation on the strategy has been undertaken with colleagues including other practitioners.

6. Recommendations:

Members are requested to approve the strategy for adoption.

7. Proposals and Details:

Digitisation is the creation of digital (electronic) content or resources. There are two kinds of digitisation that LMA Services are and will be undertaking:

- Producing “born-digital” content – for example, electronic catalogue records, online learning resources, digital photographs
- Producing digital copies of existing analogue material – for example, scanning hard copy photographs, converting VHS video into a downloadable format for the web.

There are two main reasons for digitisation by LMA Services

- To provide wide access to materials and/or information to our customers and the wider community eg. over the internet
- To create surrogate copies to preserve original analogue items for as long as possible.

Digitisation is a tool for access to resources, and for preservation. Digitisation can help LMA achieve many of its aims and objectives, or to support the underlying principles of other activities – for example, increasing accessibility to resources through the Rotherham Grid for Learning.

Digitisation is a costly and time-consuming process. It is important that the digital resources created for the reasons listed above can be used by a wide range of people, and can be maintained in the future – either in the short or the long term.

The draft digitisation strategy will help LMA to achieve the objectives of digitisation in an efficient way by:

- Providing direction and focus for investment.
- Identifying appropriate standards, procedures and best practice.
- Avoiding duplication.
- Improving service provision.
- Ensuring content is accessible to all.
- Ensuring interoperability.
- Minimising risk.
- Protecting long-term investment by preserving assets/enabling assets to be re-used in the future.

The full text of the draft strategy is attached as an appendix.

8. Finance:

There are no immediate financial implications to the adoption of the strategy. It may assist with securing external funding. RMBC will in the future need to make proper arrangements for the continuing storage of digital masters and their metadata; for the short term these can be accommodated using existing ICT hardware.

9. Risks and Uncertainties:

If the strategy is not adopted and followed, there are significant risks with financial consequences – for example, of creating materials which rapidly become obsolete, or of duplicating work.

10. Policy and Performance Agenda Implications:

Digitisation work carried out by Libraries Museums and Arts contributes to the following areas of the community strategy: education and training opportunities to build skills and capabilities; culture, leisure and recreation activities open to all; local needs met locally; social inclusion and equity; partnership and participative approach.

11. Background Papers and Consultation:

This report has been approved by Phil Rogers, Head of Service Culture & Leisure.

Contact Name : Sarah Wickham, Principal Officer Archives & Local Studies ext. 3612, sarah.wickham@rotherham.gov.uk

Libraries, Museums and Arts

Digitisation Strategy

March 2006

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

Foreword by Cabinet Member for Lifelong Learning, Culture and Leisure

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

Table of contents

1.1	What is digitisation?	3
1.2	Objectives of digitisation	3
1.3	The LMA digitisation strategy	4
1.4	Scope of the strategy	4
1.5	Other sources of help within LMA	4
1.6	Other sources of help within RMBC: role of the Corporate ICT client & RBT	5
2.	Planning and managing digitisation	6
2.1	Identifying a need (what is required, why and by whom)	6
2.2	Developing a proposed solution (planning)	6
2.3	Undertaking digitisation	7
2.4	Finishing the work	7
3.	Resources	8
3.1	Finance	8
3.2	Staff	9
3.3	Equipment	10
4.	Standards for the creation of digital resources	11
4.1	Creation of digital resources	11
4.2	Storage of digital resources and all the information about them	11
4.3	Maintenance of digital resources	12
4.4	Metadata	13
5.	Standards for delivery	14
5.1	Ways to enable access	14
5.2	Managing rights - of privacy and of intellectual property (copyright)	15
	Appendices	17
	Appendix 1: Links with other plans and policies	17
	Appendix 2: General project planning advice	18
	Appendix 3: Image resolution and bit depth	19
	Appendix 4: LMA equipment available for shared use	20
	Appendix 5: Sample metadata for an image file	21
	Appendix 6: 12 Quick Tips for websites	22
	Appendix 7: Copyright issues	23

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

1. Introduction and background

1.1 What is digitisation?

Digitisation is the creation of digital (electronic) content or resources. There are two kinds of digitisation that LMA Services are and will be undertaking:

- Producing “born-digital” content – for example, electronic catalogue records, online learning resources, digital photographs
- Producing digital copies of existing analogue material – for example, scanning hard copy photographs, converting VHS video into a downloadable format for the web.

Some examples of digital resources:



A born digital photo 22292
[photo record 22292](#)



A digital copy of a photo 2524
[photo record 2524](#)

Library Service Zones:

http://libcat.rotherham.gov.uk/alswww2.dll/APS_OPAC?Style=Portal2

Museum [draft catalogue](#).

Oral history [sound file](#).

1.2 Objectives of digitisation

There are two main reasons for digitisation by LMA Services

- To provide wide access to materials and/or information to our customers and the wider community eg. over the internet
- To create surrogate copies to preserve original analogue items for as long as possible.

Digitisation is a tool for access to resources, and for preservation. Digitisation can help us achieve many of the aims and objectives of other strategies and policies, or to support their underlying principles. A selection of these documents can be found in Appendix 1, but of particular importance is increasing accessibility to resources through the Rotherham Grid for Learning, and other websites.

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

1.3 The LMA digitisation strategy

Digitisation is a costly and time-consuming process. It is important that the digital resources we create for the reasons listed above can be used by a wide range of people, and can be maintained in the future – either in the short or the long term.

The strategy will help LMA to achieve the objectives of digitisation in an efficient way by:

- Providing direction and focus for investment.
- Identifying appropriate standards, procedures and best practice.
- Avoiding duplication.
- Improving service provision.
- Ensuring content is accessible to all.
- Ensuring interoperability.
- Minimising risk.
- Protecting long-term investment by preserving assets/enabling assets to be re-used in the future.

1.4 Scope of the strategy

The digitisation strategy is designed chiefly as a practical source of help and guidance to all members of LMA staff who use digitisation to create resources. It covers

- planning digitisation work, including projects involving digitisation.
- resources of staff, equipment, time.
- standards to follow to ensure ongoing use of resources into the future.
- standards to follow to ensure accessibility.

1.5 Other sources of help within LMA

An informal group of LMA staff involved in digitisation aims to maintain an awareness of the ongoing development of standards in this area and of the technical environment, and to support one another with advice. Members of this group will assist other staff in developing new projects, share good practice based on past experience, and help to ensure continuing good practice across LMA through the formats, interfaces and protocols recommended in this digitisation strategy.

Members of the group also have a range of digitisation equipment and software which is often available to other LMA staff to use. Because of the rapid pace of change in technology, and the high cost of quality equipment, it is usually cost effective to purchase equipment for common use. Where possible, digitisation equipment, software and expertise should be shared within LMA.

The general awareness of the potential of digitisation should be raised among staff throughout LMA. The LMA workforce development plan should include this as general professional development for staff – perhaps through a series of short presentations on work across the service.

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

1.6 Other sources of help within RMBC: role of the Corporate ICT client & RBT

Where non-RMBC-standard equipment or solutions are needed to undertake digitisation work, general technical advice can be obtained from the programme area Technical Solutions Architect (Jan 2006: Nick Glarvey). The RBT service-desk contract does not cover this type of advisory work. The Corporate ICT Client (Jan 2006: Paul Edwards) will assist with these discussions. When a digitisation solution has been identified, the RBT contract requires that ICT work is offered to RBT although there is no obligation to purchase the solution offered. Procurement of a solution from any source should be carried out through RBT procurement in the usual way.

Whilst the types of devices and software attached to the RMBC network may be limited by network security requirements, it is the role of the Corporate ICT Client to assist in achieving what is needed and to resolve queries or issues over ongoing support.

The strategy was adopted by Cabinet Member for Culture & Leisure and Lifelong Learning on []. It will be reviewed every year to ensure it continues to meet our needs.

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

2. Planning and managing digitisation

2.1 Identifying a need (what is required, why and by whom)

It is important that the need for creating digital resources is clarified at the start of a project. The results of one digital creation process can be adapted to meet many needs. A digital file of a photograph can form a back up to the hard copy; it can be used on a website; it can be printed in a book or a display; it can be sold many times over. The Viewfinder Project in Archives & Local Studies is an example of the multiple needs satisfied by a single digital copying of the photograph collection. Digital photographs of the collections held by the Museum would allow access to the objects not on display by staff and members of the public. If an appropriate format for the digital master files is chosen, and the process of conversion undertaken carefully, then the resulting files can be adapted, used and reused infinitely. Each and every re-use reduces the cost per unit of digitisation.

There has to be a complex blending of the needs of several groups of people:

- the managers of the resources.
- the users of the resources – these may be identified already or potential users. It is important for the planners of digital projects to have as wide an understanding of the users of the resources as possible.
- the funders' objectives also have to be delivered – whether they be RMBC or an external funding agency.

Selecting the content for digitisation has to be the starting point. The end product has to ensure that it meets the needs of the organisation, the eventual end users, and the funding agencies. It is worth while spending some time in trying to make the resource flexible enough to be used by others in the future. As digitisation is an expensive process the final outcome has to justify the costs. It is therefore important to assure during the selection process that issues of technical feasibility, intellectual property rights and institutional support are considered along with the value of the materials and the interest of their content. Further information is available at

<http://www.columbia.edu/cu/libraries/digital/criteria.html>

A useful Decision-Making Matrix is also available at

<http://www.clir.org/pubs/reports/hazen/matrix.html>

2.2 Developing a proposed solution (planning)

Although planning digitisation work is similar in many respects to any other planning, there are several specific areas which are crucial to digitisation work. Further advice can be found at

<http://www.ukoln.ac.uk/interop-focus/gpg/ProjectManagement/>

<http://ahds.ac.uk/creating/information-papers/creating-introduction/index.htm>

The other sections of this strategy document will also be useful in raising some of the specific and resource-intensive elements of digitisation which must be carefully considered. These factors are important to consider fully, even where digitisation work forms a part of a larger project.

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

Areas needing particular consideration in general planning may include:

- Timescale. As technology and equipment develops and becomes obsolete so quickly, there may be a long delay between applying for external funding and actually beginning a project. At the project planning and application stage it may be helpful to keep options flexible eg. budgeting for a range of storage media. See section 3, and seek technical advice.
- Staff development. If resources are to be created in-house, by employing or seconding staff and purchasing equipment, you should consider very carefully the existing knowledge and expertise of the person writing the funding bid, the skills of the required project staff or those involved in contracting with external providers. See section 3.2.
- Accommodation for staff and equipment, if work is to be carried out in-house. Digitisation equipment is often bulky, and can be hot and noisy in use. It may require special accommodation to operate correctly eg. a vibration-free floor.
- Obtaining comprehensive permissions in a timely way. Protection of copyright and of privacy is often a significant factor in the future use of the resources created. See section 5.2 for an overview of the issues.

More general information on project planning can be found in Appendix 2.

2.3 Undertaking digitisation

This document is intended to provide practical information and links to useful sources of more detailed information, as many people undertaking digitisation work may find they are out of their depth in terms of specialised knowledge. A key component of the work may be the learning outcomes for the staff involved. This will become more important when specialist contractors are employed on the project so that their work is fully understood and can be managed effectively. There is more information in section 3.2.

A work plan will identify each component and the time frame in which it needs completing and the impact of any element being delayed.

It is important to evaluate the resources created as well as the experience of undertaking the work. The Inspiring Learning for All framework and tools may be helpful here: www.inspiringlearningforall.gov.uk

Also consider disseminating good (or bad!) practice among appropriate professional networks.

2.4 Finishing the work

As well as closing a project, with final reports to the funding body and handing over deliverable components, finishing digitisation work includes

- Reviewing the performance, finished resources and project process.
- Depositing the master digital resources with their metadata with Archives & Local Studies (see section 4).
- Updating the Digitisation Strategy with details of the new skill-base, equipment, experience and third party appraisal.
- Celebrating the project's success.

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

3. Resources

3.1 Finance

3.1.1 *Estimating costs of digitisation of hard copy originals*

This depends on

- What you want from the information content of the originals.
- The balance between costs, technology and benefit goals.
- Most of all – it depends on the nature of the original material itself.

Within the overall project framework the actual conversion work is a relatively minor part of a more complex, person-driven scheme. The first and most important cost factor are people. It is obvious, but the more person hours required to complete any of these tasks the higher cost is likely to be. As many aspects of digitisation may potentially be automated some of the conversion costs may be mitigated – but almost none of the other project aspects can be made any cheaper because they are people intensive. However, the staff costs are often hidden, absorbed by the organisation and rarely fully funded by the project budget. Cost cannot always be defined purely as the project budget bottom line – the figure put into a funding bid may not cover the full cost of the time and effort that goes into a digitisation project.

By far the greatest of these costs is preparation – this might include

- The movement of materials from one place to another – requiring inventories and packaging for movement (even when working in-house this is recommended).
- The time taken to assign unique identifiers to originals if this hasn't already been done.
- The cost of removing staples, or cleaning transparencies or otherwise preparing the physical items, particularly if they are of differing formats or sizes.
- The cost of clearing copyright or other rights to use materials.
- The cost of creating metadata.

The handling of material during digitisation is also time-consuming and costly, particularly if automated processes cannot be used (eg. carousels for 35mm slides).

It is important to plan the work in advance, and to monitor it as it takes place – see sections 2.2 and 2.3 for more details. A pilot run is often useful in establishing costs.

The HEDS matrix <http://heds.herts.ac.uk/resources/matrix.html> can provide a simple means of establishing costs per item to be digitised. More information on establishing costs for files, which will affect ongoing maintenance and storage, can also be found in Appendix 3.

3.1.2 *Funding*

A range of funding providers will fund digitisation as a means to an end (eg. improving accessibility), but few will fund digitisation as an end in itself (eg. for creating preservation surrogates). As usual, funders will require evidence that projects have been properly planned and costed, that resources are produced to recognised standards, that outcomes

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

can be sustained, and that resources are publicised and used after their creation. This strategy document aims to help LMA projects seeking funding to meet the requirements of the funding body.

Recent funders of digitisation work within LMA have included YMLAC, HLF and ACEY. Other potential funders may be found listed at <http://www.tasi.ac.uk/resources/toolbox.html>

3.2 Staff

Staff are crucial to the success of digitisation work, and their time should be costed properly, including any in-kind contributions (see section 3.1 above).

Digitisation projects will range from small teams of one or two people to projects consisting of multiple teams reporting to the project manager. Whatever the size, there are some basic elements of team building and the roles that individual perform within the team that it is useful to be familiar with whether you are managing or contributing to a team.

3.2.1 Staff development and training

Training and development of staff should be a major area of activity for all organisations. Staff are the most valuable asset an organisation employs, and therefore developing their potential to assist in achieving the aims and objectives of the organisation and project is critical. Effective development and training can be a positive force in recruiting and retaining staff onto project work.

Digitisation work will often be new to the staff engaged in it, and a careful training needs analysis should be undertaken, particularly during the work planning stage as well as when staff start work. Specific skills required may include

- Understanding basic principles and fundamental technical information (eg. image resolution)
- Analysing requirements of the end product to enable choice of hardware and software for different parts of the work
- Using specific equipment, software packages and techniques (eg. image manipulation)

It is recommended that all staff engaged in digitisation work familiarise themselves with this strategy document and are aware of the sources of advice and information it contains.

Sample job descriptions for digitisation staff, and much other useful related advice can be found in <http://www.ukoln.ac.uk/interop-focus/gpg/HumanResources/>

There are many providers of IT training, including the IT Foundry based at Sheffield Hallam University.

<http://www2.shu.ac.uk/schools/cms/itf/itfindex.cfm>

More information and guidance about training for digitisation staff is available at: http://www.tasi.ac.uk/advice/managing/staff_training.html. TASI also offer specific training in the creation of images.

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

3.3 Equipment

It is impossible to provide exact figures as to the cost of digital capture equipment. Not only is the price of equipment constantly changing, but also the cost depends very much on the quality of the equipment sought. There is a vast range of costs for both scanners and digital cameras - scanners range from £50 up to £20,000 and digital cameras from £100 to £20,000. Quality and speed will both increase as you invest more in your digitisation equipment. The key thing is to understand the appropriate quality for your project and then buy accordingly.

The more expensive equipment will not just help your project in terms of quality but also in the speed and consequent throughput that they allow. A large project, for example, will often find that a bigger investment in digitisation infrastructure will make more economic sense in the long run. Sometimes, however, it may be more economical to contract out the bulk of digitisation work.

RBT can assist with the selection of equipment through the programme area Technical Solutions Architect (see section 1.6 for more details).

A list of equipment held by the different services within LMA and which is available for shared use can be found in Appendix 4.

Some other sources of help on equipment and software are listed here:

For images

Selecting new equipment: <http://www.ukoln.ac.uk/interop-focus/gpg/DigitisationProcess/#choosingscanningequipment>

Scanners – making sense of terminology used in the sales-speak:

<http://www.tasi.ac.uk/advice/creating/scanners.html>

Digital cameras – making sense of terminology used in the sales-speak:

<http://www.tasi.ac.uk/advice/creating/camera.html>

Getting the best out of a low-end digital camera:

<http://www.tasi.ac.uk/advice/creating/bestuse.html>

Tips on choosing a digital camera <http://www.tasi.ac.uk/advice/creating/whatcamera.html>

Reviews of digital cameras: <http://www.dpreview.com/> and

<http://www.whatdigitalcamera.com/>

For sound/video

Selecting new equipment: <http://eec.lboro.ac.uk/handson/genericsteps/step3.htm>

Checklist of equipment which may be needed:

http://www.ahds.ac.uk/creating/guides/audio-resources/GGP_Audio_5.1.htm

How to digitise recordings: http://www.ahds.ac.uk/creating/guides/audio-resources/GGP_Audio_7.1.htm and <http://www.le.ac.uk/emoha/training/no18.pdf>

Reviews - general <http://www.computerarts.co.uk/reviews>

Advice on software for video: <http://eec.lboro.ac.uk/handson/genericsteps/step6.htm>

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

4. Standards for the creation of digital resources

Digital resources (whether copies of analogue material or born digital content) should be

- Of a quality to be widely usable (now and in future).
- Using hardware and software that easily allows widest accessibility.
- Fully documented (physical object, processes, technology used, preservation strategy).
- Able to be comply with future developments of hardware and software technology.

These issues must inform the choices made at all stages of the digitisation process

CREATION – MANAGEMENT – DEVELOPMENT – ACCESS – USE

The information in this section regarding the preservation of digital master file may not be appropriate for all digitised resources created, but clear planning from the outset of the work, including clear objectives for the resources, will guide the choices which need to be made.

4.1 Creation of digital resources

'Digital masters' should be created using open standard (non-proprietary) file formats at the highest possible quality.

Type of data	File Type recommended
Text	One suitable for generating HTML or XHTML documents
Digital Still Images	TIFF PNG for graphic non vector images SVG for graphic vector images
Video	RAW AVI
Audio	WAV

See the Minerva Technical Guidelines v1.0 for greater depth

http://www.minervaeurope.org/structure/workinggroups/servprov/documents/technicalguidelines1_0.pdf pp23-31

and advice on TASI site <http://www.tasi.ac.uk/advice/creating/creating.html>

For more information on resolution and bit depth for images, see Appendix 3. Choices made will affect file sizes, and in turn, storage and management costs.

4.2 Storage of digital resources and all the information about them

Whilst resources are being created, they are vulnerable to alteration or loss especially where versions are not controlled or files are stored on hard disks rather than the network. As resources are time-consuming and costly to produce, a regular backup routine during the lifetime of the work should be established.

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

After creation, masters should be stored using a choice of different media (hard disks, portable media such as CD-R and DVD-R). The choice of different media type impacts on software and hardware resources needed. Good quality media should be used.

Need to

- ensure forward compatibility
- security of data by keeping 'masters' on at least two sites and in two media formats
- 'Masters' need to be refreshed on a regular basis within the lifetime of the chosen medium.

The storage environment of media will affect their longevity, as this table shows. Note for comparison that the Archives Strongroom is kept at approx. 45%RH (relative humidity) and 18°C, and the average office is approx. 55% RH and 21°C.

Media type	Storage environment				
	25%RH 10°C	30%RH 15°C	40%RH 20°C	50%RH 25°C	50%RH 28°C
D3 magnetic tape	50 years	25 years	15 years	3 years	1 year
DLT magnetic tape cartridge	75 years	40 years	15 years	3 years	1 year
CD/DVD	75 years	40 years	20 years	10 years	2 years
CD-ROM	30 years	15 years	3 years	9 months	3 months

The Archives & Local Studies Service takes the lead in co-ordinating the long-term storage and accessibility of "archived" digitisation work, and masters with their metadata should be deposited with the Service following the conclusion of digitisation work. Working copies should be retained by their creators for day-to-day use.

Digitised resources, such as CDs of images or oral history interviews, and information about them (eg. about the projects which created them) will be made available through the public service at an appropriate time after their creation (subject to permissions being granted – see section 5.2 for further details).

The records management team within Archives & Local Studies will also advise on the retention of administrative documents, as externally-funded projects should transfer their master project files for long-term storage and accessibility. This includes digital documents recording decisions taken about the project (eg. emails); these should be managed according to RMBC electronic records management policies.

4.3 Maintenance of digital resources

Digital preservation can work by

- Preserving the technology (hardware, software) the resource was created on.
- Replicating the original environment with current technology.
- Migrating data onto new technologies.

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

It is advisable to work on strategies for all 3 options.

- Preserving technology will probably only work short-mid term.
- Technology emulation will be acceptable for mid-term.
- Data migration is the only way to ensure long term preservation.

The Archives & Local Studies Service will ensure the long-term preservation of resources transferred to its custody which adhere to the standards laid out in this strategy document. Undertaking this work collectively will avoid duplication and ensure efficient and effective use of resources.

For more information see the Handbook on Preservation of Digital Materials at <http://www.dpconline.org/graphics/handbook/>

and advice on the TASI site

<http://www.tasi.ac.uk/advice/managing/managing.html>

4.4 Metadata

In order for the digital resource to be managed and used fully, there must be comprehensive documentation of choices made in the process of creation and management. Recording the metadata at the same time as the resource is important to avoid creating a huge backlog of record keeping. Often a simple database is an appropriate way to store metadata.

Metadata is data about data. It includes information about the

- physical objects digitised (eg. content, dates, clearly labelled).
- digital masters (eg. formats, file sizes).
- resources used to create and maintain the digital assets (stored in an organised way).
- owners of intellectual property rights (eg. copyright).
- protection of privacy (eg. no permission to publish a photograph of a child).
- integrity and authenticity of resources.

Appendix 5 contains an example of a master image file and its metadata.

We should use appropriate standards (relevant to the project) for gathering such information. See the Minerva Technical Guidelines v1.0 for greater depth

http://www.minervaeurope.org/structure/workinggroups/servprov/documents/technicalguidelines1_0.pdf pp33-40

See the Dublin Core site <http://dublincore.org/documents/dces/> for the Metadata Element set V1.1 and also <http://www.ukoln.ac.uk/metadata/>

The e-Government Interoperability Framework v. 6.1 section 6 includes metadata for content management and accessibility and is available at http://www.govtalk.gov.uk/schemasstandards/egif_document.asp?docnum=949.

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

5. Standards for delivery

The resources produced should be as widely useful, portable and durable as possible.

- **Information users** should be able to operate searching tools so that they can find what is appropriate to their needs
- **Information providers** should be able to see their resources releasing their value to users.
- **Funding Agencies** should be able to see well managed, well used projects.
- **Creators/authors** should be able to see their work preserved, protected and disseminated.

Look at:

Good Practice Guide For Developers of Cultural Heritage Web Services

<http://www.ukoln.ac.uk/interop-focus/gpg/>

5.1 Ways to enable access

Access to a range of heritage resources through digital channels may be best enabled by:

- Making them publicly available using open standards and non-proprietary formats, that allow access without the user having to have a particular delivery system, or specialist tools
- Creation of metadata-rich digital masters from which all others are derived (see section 4.3)
- Provide descriptive metadata that can be used for discovery and interpretation of the digital object
- Ensuring accessibility for all citizens, including providing multiple language support

General tips on accessibility

The availability of digital resources can enhance production of communications in a wide range of media that may not themselves be in digital format – for example, a booklet or a wall display.

There are RMBC guidelines available for maximising the accessibility in the use of more traditional media:

<http://sharepoint/C5/HR%20and%20Payroll/Managers%20Guides/Manager%27s%20Guide%20-%20Accessibility.doc>

<http://sharepoint/C5/HR%20and%20Payroll/A%20%20Z%20of%20HR%20Information/C/Communication%20-%20Providing%20Accessible%20Information.doc>

A useful Multiple Format Checklist:

<http://www.collectionscanada.ca/6/36/s36-202.015-e.html>

Websites in particular, because of the seductive possibilities offered by technology, must be designed with accessibility in mind if they are not to have disabling barriers at their heart. As a minimum, websites should meet accessibility level A of the w3c guidelines

<http://www.w3c.org>.

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

For a description of the issues and a clear statement of what should be done to maximise access to websites see:

<http://www.collectionscanada.ca/6/36/s36-202.007-e.html>

A simple checklist for websites can be found in Appendix 6, whether the website design is being undertaken in house or if an external contractor is used (in which case this information may be included in the project brief).

5.2 Managing rights - of privacy and of intellectual property (copyright)

Keep up to date with copyright laws and be aware of professional standards and ethical issues around collecting, and devise a copyright policy for the digital resources outlining aims and objectives. If in doubt seek advice from Archives & Local Studies and/or the Museum on collecting, or the RMBC Data Protection Officer.

There are a number of rights that may need to be established:

- The rights of the owners of any source materials that are digitised.
- The rights of people who are participants in the source material eg people in a photograph, people who contribute oral history.
- The rights of the owners of the digital resources.
- The rights or permissions granted to a service provider to make the digital resources available.
- The rights or permissions granted to the users of the digital resources.

There may also be rights to be respected arising from particular terms and conditions of any digitisation work.

1. Identify and record what rights exist in the materials to be digitised. See appendix 7 for lists of possible rights. Metadata elements which need to be considered include:
 - the identify of an original source itself.
 - the name of the person or organisation granting the rights.
 - the precise rights and specific exclusions.
 - the period of time over which the rights are granted.
 - who is permitted to use the resources.
 - what obligations users incur.

More information on metadata can be found in section 4.4.

2. Negotiate with rights holders (including the subjects of photographs) to obtain permission to use materials. Legal advisers should be used when negotiating licences and permissions. Projects may wish to assign a creative commons licence to their resources – these are free for public use, and enable people to share their works. The work can either be dedicated to the public domain or the creators can retain their copyright while licensing as free certain uses on certain conditions.

<http://www.creativecommons.org/>

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

3. Record permissions granted in licences. Establish who will have access to what and for what purposes:
 - Scope of content.
 - Ways in which it can be used.
 - Geographical extent of the rights.
 - Duration of the licence.
 - Size of the fee.

4. Make a decision about how copying will be controlled or infringements will be reduced. For example, minimising resolution of images on a website so that they are still visible but are not of sufficient quality for reproduction. There is some advice in Appendix 7, but more detail in the Minerva guidelines http://www.minervaeurope.org/structure/workinggroups/servprov/documents/technicalguidelines1_0.pdf.

5. Monitor licensing arrangements and ensure re-negotiation as required. Keep data about the rights held by a project.

More information about copyright can be found at <http://www.intellectual-property.gov.uk/> and <http://www.cla.co.uk/>.

More information about data protection can be found in the RMBC policy and guidelines <http://intranet.rotherhamconnect.com/C12/Data%20Protection/default.aspx>. This page includes a link to a consent form for the use of photographs.

A model copyright and release form for oral history can be found at <http://www.pettarchiv.org.uk/copyright-and-release-form.htm>

See the Minerva Technical Guidelines v1.0 for greater depth http://www.minervaeurope.org/structure/workinggroups/servprov/documents/technicalguidelines1_0.pdf p.59-62

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

Appendices

Appendix 1: Links with other plans and policies

LMA's digitisation strategy does not exist in isolation. It can help us achieve the objective and agendas of a range of other plans and policies which guide our work, both at the national and at the local level. Often digitisation is a tool in the projects and pieces of work which put these plans and policies into action.

These plans and policies include (but are not restricted to):

Local

- Culture & Leisure Service Plan, with LMA team plan and individual service plans
- LMA lifelong learning policy
- ECALS ICT strategy
- Rotherham Grid for Learning
- Future Perfect: Rotherham's Cultural Strategy 2003
- Rotherham Tourism Strategy
- Big Screen All Saints Square

Regional

- Content Creation Mapping Report, YMLAC 2005
- Investing in Knowledge, YMLAC 2003
- Cultural Strategy, Yorkshire Culture
- Libraries Change Lives, YMLAC 2001-5
- Yorkshire Archives Forward, YMLAC 2001-5

National

- Mind the Gap, Digital Preservation Coalition 2005
- Implementing Electronic Government Statements, ODPM 2005
- Collections for the Future, Museums Association 2005
- Inspiring Learning for All, MLA 2004
- Investing in Knowledge, MLA 2004
- Learning & Access Strategy, MLA
- Listening to the Past, Speaking to the Future: report of the Archives Task Force, MLA 2004
- Ambitions for the Arts, Arts Council for England 2003
- Renaissance in the Regions: a new vision for England's museums, MLAC 2001
- Libraries, museums & galleries, and archives for all: co-operating across the sectors to tackle social exclusion, MLAC 2001

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

Appendix 2: General project planning advice

Often the creation of a digital resource is through a project rather than being part of an ongoing activity, where a project is defined as 'an activity which achieves specific objectives through a set of defining tasks and effective use of resources'. RMBC uses Prince II as its standard project management methodology: more information is available at <http://www.prince2.org.uk>.

Projects are often driven by external funding and this can have an impact on digitisation projects in particular as the time differential between writing a funding bid, receiving acceptance and starting the project can have a considerable delay and technology may have moved to a new level or costs may be significantly reduced. Once funding has been agreed the funding monitoring officers should be kept fully informed of any issues as they can alter the terms and outcomes of the original funding bid.

Early planning is essential and should be established prior to the funding application. It is the opportunity for other stakeholders and partners to agree the final outcome of the project and they can offer informed advice on the development of the project and commit resources to the project. This could form the basis of the project management team. Specialist technical advice should be part of this early planning process as the timing, cost and final outcome will be dependent upon the practical aspects of running the project. Consider a pilot especially if it will be a completely new area of work. All project objectives must be SMART:

Specific: expressed singularly

Measurable: ideally in quantitative terms

Acceptable: to stakeholders

Realistic: in terms of achievement

Time-bound: a timeframe is stated

Projects have three distinctive elements: Quality; Cost; and Time. These variables are defined through the project staff. Each element can be raised or lowered according to the situation but will have a significant impact on the other elements and the overall running of the project. Section 3 has more information on resources including finance.

A project manager is usually the key component in running a project that meets the objectives within the budget and within the set time limit. Whilst the project manager may not have the detailed knowledge they will have the overall picture and may need to make decisions if the project encounters problems. Communication is the key to effective involvement of all stakeholders.

A project plan needs to be completed using standard project management tools. These include risk analysis, critical path analysis, bar charts, Gantt charts, key events and a milestone chart.

There are two important additional activities associated with projects that are worthy of special mention here: evaluation and dissemination. It should be noted that both evaluation and dissemination are not confined to the later phases of the project. The process of liaising with users and stakeholders, gaining feedback and facilitating interaction should begin as early as possible. Similarly, the mechanisms for disseminating information about project activities must begin at start-up and continue throughout.

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

Appendix 3: Image resolution and bit depth

These choices made for file quality will affect storage costs, and also have an impact on creation time as files will be larger and consequently more time-consuming to open and save. The following detailed example for images gives an indication of the things to think about at the project planning stage, particularly when estimating costs. More detailed information about resolution and bit depth can be found at <http://www.tasi.ac.uk/advice/creating/image.html>.

When resolution is doubled, the file size more than doubles. So for an A4 sheet in black and white uncompressed TIFF:

Resolution of 150 dpi = file size 250 kb

But 300 dpi = 1 Mb and 600 dpi = 4 Mb

Prices may in many specifications start doubling as the resolution increases – roughly from 7 pence per page to 15 pence per page to 28 pence per page for the above simple specification.

Bit Depth: this is the amount of information per pixel and also relates to colour information.

- 1-bit is generally black and white.
- 8-bit is generally for 256 greyscales although it can be used for low quality colour.
- 24-bit is generally used for high colour images.

The issues here are exactly the same as for resolution – the higher the bit-depth the more information content the higher the file size and higher the price. However, the price increase from increasing the bit depth is separate from any incurred with resolution increases and therefore it is an additional cost factor.

So for an A4 sheet uncompressed TIFF at 300 dpi the files sizes go:

- 1-bit (B&W) = 1Mb
- 8-bit (greyscale) = 8Mb
- 24-bit (RGB colour) 24 Mb

These file sizes are pretty big and will have a consequent impact on price. However if the resolution is increased from 300 to 600 dpi as well, then going from 1-bit to greyscale the file size jumps from 1 Mb for B&W 300 dpi to 32 Mb for 600 dpi greyscale. There are thousands of combinations of resolution and bit-depth alone and therefore it is important to price each project based on the goals of the project.

The general guidance on project planning (see section 2) and the Minerva technical guidelines referred to throughout this strategy document will give more detailed information on these issues:

<http://www.minervaeurope.org/publications/technicalguidelines.htm>

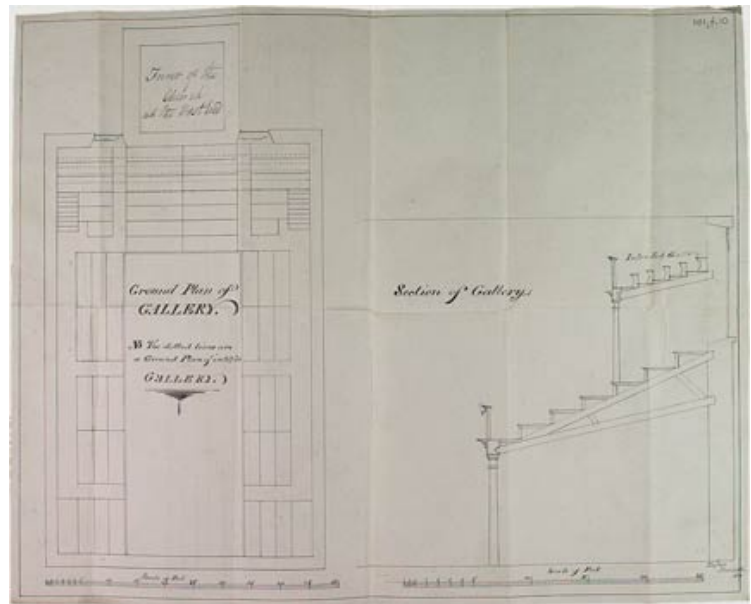
Rotherham Libraries, Museums, Archives & Arts digitisation strategy

Appendix 4: LMA equipment available for shared use

Hardware	Software
Library & Information Service: e-Libraries – contact Askander Akram	
HP DeskJet 6122 HP LaserJet 1200 DVD Rewriter 80GB External HD 1GB Memory Stick HP ScanJet 5400C RM Laptop DVD Rewriter 60GB HD Canon digital camcorder Fuji Digital Camera A340 4 megapixels Epson Digital Projector	Photoshop 6.0 Flash MX 2004 Dreamweaver MX 2004 Roxio Easy Media Creator 7
Archives & Local Studies Service – contact Tim Brannen	
Duoscan A4 Colour Laser Printer CD Writer 3 x iMac with Photoshop 6.0 Zip Drive 250 MB Fuji FinePix Digital Camera Olympus 35mm Camera	Photoshop Elements 2.0 MS Publisher Opus CD ROM Software Corel Draw
Community Arts Service – contact Trevor Kippax	
Scanner Digital camera Camcorder	
Museum, Galleries & Heritage Service – contact Alison Duce	
Olympus Camedia C-2000Z digital camera Epson Perfection 4990 Photo Scanner	

Appendix 5: Sample metadata for an image file

Resource identifier 00101.tif
Title DARLASTON, St. Laurence
Subject keywords Churches,
Anglican; church architecture;
Description – abstract gallery
Resource type image
ICBSFileNumber (in Dublin Core:
Source) 00101
Relation 00101.tif IsFormatOf ICBS
00101
Coverage – spatial Darlaston,
Staffordshire
Coverage – temporal 1819
Creator
Signed by Taylor
Publisher nof-digitise Architecture
England consortium
Contributer Lambeth Palace Library
Church Plans Online project
Rights management Image copyright Lambeth Palace Library
Date created 2001/10/12
Format – medium tiff
Format – extent 17.77Mb
Language en-uk



Courtesy of Church Plans Online project <http://www.churchplansonline.org/>

Appendix 6: 12 Quick Tips for websites

The links in the Quick Tips below mostly go to the techniques documents that provide implementation guidance - including explanations, strategies, and detailed markup examples.

1. **Images & animations:** Use the **alt** attribute to describe the function of each visual.
2. **Image maps.** Use the client-side map and text for hotspots.
3. **Multimedia.** Provide captioning and transcripts of audio, and descriptions of video.
4. **Hypertext links.** Use text that makes sense when read out of context. For example, avoid "click here."
5. **Page organisation.** Use headings, lists, and consistent structure. Use **CSS** for layout and style where possible. Think about the use of contrast on your pages, as well as text style – allow the user to customise font style and size to their needs. Present content in a logical reading order.
6. **Graphs & charts.** Summarise or use the **longdesc** attribute.
7. **Scripts, applets, & plug-ins.** Provide alternative content in case active features are inaccessible or unsupported.
8. **Frames.** Use the **noframes** element and meaningful titles.
9. **Tables.** Make line-by-line reading sensible. Summarize.
10. **PDF** files should also be available in HTML format
11. **Text only version** should be considered as an addition to flashy website; be considerate in the use of Javascript
12. **Check your work.** Validate. Use tools, checklist, and guidelines at <http://www.w3.org/TR/WCAG>. **Level A compliance** is the minimum standard for accessibility in a website. More information can be found at <http://www.ukoln.ac.uk/interop-focus/gpg/Accessibility/#Introduction>

Rotherham Libraries, Museums, Archives & Arts digitisation strategy

Appendix 7: Copyright issues

Published material –

It is the responsibility of the project to confirm copyright issues that may arise from its digitisation of resources. If it proves difficult to trace copyright holders, the advice from UKOLN is:

“If after a reasonable attempt at searching it can be assumed that the work is out of copyright or the author(s) have been dead for 70 years then copying may take place. If one cannot make this assumption, then the library should consider making a disclaimer as well as putting some money aside against the copyright owner appearing. Otherwise the work should not be used.”

<http://www.ukoln.ac.uk/public/earl/issuepapers/copyright.html>

NB this should not be treated as legal advice.

In-house productions –

The rights in any work undertaken by an institution's staff as part of their normal duties remains the property of that institution. Unpaid volunteers retain the copyright of their work unless they sign away their rights.

Commissioned work –

This work will normally only have secured reproduction rights. Projects will only have copyright on digitised material if this permission is secured.

Gifts, bequests and loans –

These *may* have particular conditions attached to them that affect their availability for digitisation.

Rights protection

In addition to considering making resources freely available, licensing users to access resources, or protecting them through providing low resolution versions, there are other technical means of protecting resources.

Watermarking – a permanent mark is embedded within a file before it is distributed. This mark can subsequently be used to prove origination or copyright. It is integrated into the image data in such a way that is nigh on impossible to remove, but it does not distort the image. It must be able to withstand the image being cropped, rotated, compressed or transformed. These marks can be visible or invisible or both.

Fingerprinting – this is data that is integrated into an image when it is downloaded. Username, date, time, IP address etc can be encoded into the watermark, making each download unique and traceable through a transaction database.

<http://www.wdvl.com/Authoring/Graphics/Theft/>>

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
--

1.	Meeting:	Cabinet Member and Advisers, Lifelong Learning and Culture and Leisure
2.	Date:	6 June 2006
3.	Title:	<p>Culture & Leisure Performance Report April – December 2005</p> <ul style="list-style-type: none"> • Covering Report • Appendix 1 - Culture & Leisure 2005/06 Performance Indicators 4th Quarter Report` • Appendix 2 - Customer Complaints, April 2005 – March 2006 • Appendix 3 – Monitoring against Culture & Leisure Risk Register <p>[Wards affected – All]</p>
4.	Programme Area:	Children and Young People’s Services

5. Summary

5.0 This report sets out for 2005/06:

- Progress against Culture and Leisure Service Plan performance indicators
- Summary data for customer complaints
- Monitoring against Culture & Leisure Risk Register

6. Recommendations

6.0 **That the Performance Report be received**

7. Proposals and Details

Performance Indicators

- 7.0 Performance Monitoring reports are submitted to the Cabinet Member for each quarter as part of the annual performance management timetable.
- 7.1 Regular monitoring and reporting ensures members are kept informed of progress or difficulties against agreed Service Plan priorities and targets.
- 7.2 The 2005/06 – 2007/08 Culture & Leisure Service Plan includes 47 performance indicators (PI's). These are predominantly 'local' but the list also includes a number of Government defined BVPI's.

Appendix 1 summarises current performance against Culture & Leisure PI's under the relevant Corporate Plan strategic objectives of:

- Learning
- Achieving
- Alive
- Safe
- Proud
- Fair
- Sustainable
- Excellent

7.3 Performance is indicated by a 'traffic light' / 'RAG' system as follows:

Target not achieved / High Risk of not being Achieved	On Target but Some Identified Risks	On Target / Achieved
R	A	G

7.4 2005/06 was the inaugural year for the majority of Culture and Leisure Service Plan performance indicators. The emphasis was on the collection of base year data to inform subsequent service development, planning and target setting. As a result a large number of performance indicators are either assigned provisional targets or no targets thereby leaving the relevant column in the Appendix 1 table blank.

Performance Exceptions

7.6 for those PI's which had set targets for 2005/06 there were just two performance exceptions.

- **CSPI 03 BVPI 170c The Number of Pupils Visiting Museums and Galleries in Organised School Trips:** The service achieved was the

only Culture & Leisure PI categorised as *High Risk of not being Achieved* with a year end projection of 1,928 against a target of 2,750. This was predominantly due to the delay in re-opening of Clifton Park Museum affecting the re-launch of the curriculum programme for schools.

- **CSPI 47 Number of Green Space sites with Green Flag award:** By March 2006 two applications for Green Flag awards had been submitted against a target of three. This was primarily due to resource issues. The submissions will be judged during June/July.

Complaints Monitoring

- 7.7 Details of written complaints for 2005/06 are included as Appendix 2 to this report.
- 7.8 Overall, numbers of complaints are showing a downward trend with over 101 received in 2003/04 down to 56 in 2005/06.

8. Finance

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

9. Risk Register

- 9.0 Appendix 3 reports Culture & Leisure progress against the corporate risk register.

10. Policy and Performance Agenda Implications

- 10.0 The report is structured around the Council's priorities for performance management.

11. Background Papers and Consultation

- 2004/05 Culture & Leisure Performance Indicator Outturn Report
- Best Value Performance Plan 2005/06

Officer Contact: John Finnen, Service Development Officer
Tel. 01709 [33]4181 E mail: john.finnen@rotherham.gov.uk

Appendix 1 Culture and Leisure Service – Performance Report 4th Quarter 2005/06.

Strategic Objective: Rotherham Learning									
Culture & Leisure Service Aim 1: To improve the potential of Rotherham People by assisting them to develop through the provision of lifelong learning opportunities.									
Performance Indicator	Culture & Leisure Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments / Risks
CSPI01 a & b The number of (a) adult people and (b) young people taking part in Cultural Services activities that have a specific objective of learning or skills development	Libraries	a) 1691 b) 9629	a) 633 b) 3220	a) 1621 b) 21897	a) 2065 b) 31952	a) 6010 b) 66698	N/A	N/A	<ul style="list-style-type: none"> Outturn data is calculated from Project Identification Form (PIF) data for projects meeting the PI definition criteria. This PI was new for 2005/06. Baseline data will inform targets for 06/07 and beyond which will be set to achieve improvements.
	Museums	a) 348 b) 1437	a) 92 b) 1263	a) 98 b) 1744	a) 128 b) 1610	a) 666 b) 6054	N/A	N/A	
	Theatre & Arts	a) 5947		a) 3663	a) 3370	a) 12980	N/A	N/A	
	Community Arts	a) 1403 b) 10278	b) 7685	b) 3477	b) 2211	b) 13373	N/A	N/A	
	Archives	a) 26	a) 12	a) 760	a) 1172	a) 3335	N/A	N/A	
	Sports Development	a) 63 b) 338	a) 287 b) 1114	a) 290 b) 742	a) 443 b) 80	a) 1083 b) 2274	N/A	N/A	
	Green Spaces	a) 76 b) 1816	a) 54 b) 870	a) 88 b) 885	a) 47 b) 594	a) 265 b) 4165	N/A	N/A	
	Sport & Leisure Facilities	a) 65 b) 1178	a) 21 b) 1974	a) 28 b) 1089	a) 35 b) 1371	a) 149 b) 5612	N/A	N/A	

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Strategic Objective: Rotherham Learning

Culture & Leisure Service Aim 1: To improve the potential of Rotherham People by assisting them to develop through the provision of lifelong learning opportunities.

Performance Indicator	Culture & Leisure Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments / Risks
CSPI 02 Number of residents who feel they have increased self confidence and potential through involvement in Cultural activities	All Culture & Leisure								<ul style="list-style-type: none"> The outturn is calculated from returns to the Council's Reachout Survey completed in January 2006. 2005/06 is the base year for this performance Indicator.
CSPI 03 BVPI 170c The number of pupils visiting museums and galleries in organised school trips	Museums	87	753	634	454	1928	2750	R	Target not achieved primarily due to late re-opening of the museum following a major redevelopment and subsequently due a key member of staff being on maternity leave.

Strategic Objective: Rotherham Learning

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Culture & Leisure Service Aim 1: To improve the potential of Rotherham People by assisting them to develop through the provision of lifelong learning opportunities.										
Performance Indicator	Culture & Leisure Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments / Risks	
CSPI 43 Internet Access Points in borough cultural facilities	Libraries	170	170	170	170	170	170	G	Target achieved	
	Archives	3	3	3	3	3	3			
• Usage numbers (no. of bookings)	Libraries	73,730	34,047	38,758	146,535	140,000	G			
	Archives	113	45	150	150	150				

Strategic Objective: Rotherham Achieving

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Culture & Leisure Service Aim 2: Increase the economic vitality of the Borough, specifically the town centre and disadvantaged communities, through targeted investment in cultural initiatives.									
Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments / Risks
CSPI 04 £ leverage achieved by the local authority's investment in cultural facilities and services	Culture & Leisure Senior Management Team (SMT)	Net C&L Budget 2005/06 =				£12,247,945	N/A	N/A	£ leverage is the sum total of inward investment and funding from various sources.
		£ leverage achieved =				£4,861,206			
		%				40%			
CSPI 05 % of local businesses who agree that Cultural Services makes a positive contribution to the local economy	Culture & Leisure Senior Management Team (SMT)	The survey of local businesses originally scheduled for January 2006 is postponed till May 2006 pending confirmation of proposed changes to the question formats from the national Destination Performance UK survey.							
CSPI 06 £ leverage of local authority funding to external funding for cultural facilities, activities and events that contribute to the regeneration of disadvantaged communities	Culture & Leisure Senior Management Team (SMT)	See Comments A project completed with Sheffield Hallam University recommended this Pi for inclusion in the Culture & Leisure Service Plan. More work is required building a precise definition and methods of analysis.							

Strategic Objective: Rotherham Alive

Culture & Leisure Service Aim 3: Improve Quality of Life and levels of health and well being for all people in Rotherham by increasing and widening participation in cultural activities

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments / Risks
CSPI 07 a and b The number of adult people (16+) and young people taking part in cultural services activities with a specific objective for reducing the risk of illness or health improvement	Theatre & Arts	a) 2281		a) 1189	a) 1100	a) 4570	N/A	N/A	<ul style="list-style-type: none"> • Outturn data is calculated from Project Identification Form (PIF) data for projects meeting the PI definition criteria. • This PI was new for 2005/06. Baseline data will inform targets for 06/07 and beyond which will be set to achieve improvements. • This PI measures participation in projects targeted specifically at groups with health difficulties or at risk of developing health problems
	Community Arts	a) 100 b) 5		a) 60 b) 65	a) 0 b) 0	a) 160 b) 70	N/A	N/A	
	Sport & Leisure Facilities	a) 71 b) 2				a) 71 b) 2	N/A	N/A	
CSPI 08 The % of adults participating in at least 30mins of moderate intensity sport and physical activity on 3 or more days per week	Sports Development Sport & Leisure Facilities			35%		N/A	N/A	N/A	<ul style="list-style-type: none"> • Current outturn is taken from the Sport England / MORI Yorkshire Participation Survey published in March 2005. • The Active People Survey – data due approximately November 2006 – will provide updated data for 2006. • Sport England has set a target for a year on year increase of 1% beginning 2006/07.
CSPI 09 The % of young people participating in at least 60 mins of moderate intensity sport and physical activity on 3 or more days per week on average over a year	Sports Development Sport & Leisure Facilities				See Comments				<ul style="list-style-type: none"> • This was a proposed Sport England CPA performance indicator but is deleted from the current CPA 2006 consultation. • It is recommended this PI be deleted from the Culture & Leisure Service Plan
CSPI 10 The % of a) adult and b) young residents who state that participating in cultural or recreational activity has a beneficial impact on their quality of life	All Culture & Leisure	a) 65% b) See comments							<ul style="list-style-type: none"> • a) The outturn for adults is calculated from returns to the Council's Reachout Survey completed in January 2006. • b) Reachout did not target young people. Information was sought from the The Children and Young People's Lifestyle Survey completed during March 2006 by RMBC Children's and Young People's Services. This did not however, focus on quality of life issues. • 2005/06 is the base year for this performance Indicator

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Strategic Objective: Rotherham Alive

Culture & Leisure Service Aim 3: Improve Quality of Life and levels of health and well being for all people in Rotherham by increasing and widening participation in cultural activities

Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments / Risks
CSPI 11 The % of a) Adult Residents (16+) and b) Young Residents (up to age 16) who have used the services provided by cultural services at least once a month in the last 12 months	All Culture & Leisure	a) 44%	b) See Comments						<ul style="list-style-type: none"> a) The outturn for adults is calculated from returns to the Council's Reachout Survey completed in January 2006. b) The Children and Young People's Lifestyle Survey completed during March 2006 by RMBC Children's and Young People's Services indicated 97% of school age pupils participation in physical activities at least once per week and between 11 - 49% involved in various activities available via Cultural Services at least once a month. It is not clear, however, whether these activities are engaged in via RMBC Cultural Services 2005/06 is the base year for this performance Indicator.
CSPI 13 <ul style="list-style-type: none"> BVPI 170 a The number of visits to/usage's of museums per 1000 population BVPI 170 b Number of those visits that were in person per 1,000 population 	Museums	162	159	96	134	551	450	G	Target achieved and exceeded
		146	144	84	126	500	425	G	

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Strategic Objective: Rotherham Alive										
Culture & Leisure Service Aim 3: Improve Quality of Life and levels of health and well being for all people in Rotherham by increasing and widening participation in cultural activities										
Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments / Risks	
CSPI 33 The % of 16 - 19 participating in at least 30 mins moderate intensity physical activity on 3 or more days a week	Sports Development Sports & Leisure Facilities					49%			<ul style="list-style-type: none"> The 2005/06 outturn is taken from the Sport England / MORI Yorkshire Participation Survey published in March 2005. This was a proposed Sport England CPA performance indicator but is deleted from the current CPA 2006 consultation. Sport will not, therefore, be collecting this data for 2006/07 It is recommended this PI be deleted from the Culture & Leisure Service Plan. 	

Strategic Objective: Rotherham Alive										
Culture & Leisure Service Aim 3: Improve Quality of Life and levels of health and well being for all people in Rotherham by increasing and widening participation in cultural activities										
Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments / Risks	

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Strategic Objective: Rotherham Alive

Culture & Leisure Service Aim 3: Improve Quality of Life and levels of health and well being for all people in Rotherham by increasing and widening participation in cultural activities									
Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments / Risks
CSPI 34 The % of Socio economic group DE participating in moderate intensity physical activity on 3 or more days a week	Sports Development Sport & Leisure Facilities				31%				<ul style="list-style-type: none"> The 2005/06 outturn is taken from the Sport England / MORI Yorkshire Participation Survey published in March 2005. This was a proposed Sport England CPA performance indicator but is deleted from the current CPA 2006 consultation. Sport will not, therefore, be collecting this data for 2006/07 It is recommended this PI be deleted from the Culture & Leisure Service Plan.
CSPI 35 % of 5 - 16 yr olds engaged in 2 hours a week minimum on high quality PE and School Sport within and beyond the curriculum	Sports Development		See Comments			66%	75% (by 2008)	A	<ul style="list-style-type: none"> The objective is to enhance the take-up of sporting opportunities by 5 to 16 year olds so that by 2008 75% in each School Sport Partnership spend a minimum of two hours each week on high quality PE and school sport within and beyond the curriculum. This is a joint DfES and DCMS PI is confirmed for inclusion in 2006 CPA assessments. Current outturn data is based on surveys completed during July / August.
CSPI 36 Number of visits to Culture & Leisure Services	All Culture & Leisure				Libraries Museums Archives Theatres & Arts Community Arts Sports Development Team			243,076 127,194 4,421 107,263 34,926 23,809	The outturn is calculated from reported counts and estimates of visits to the full range of cultural services. This omits estimates of casual usage of green spaces due to a review of calculation methods.

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Strategic Objective: Rotherham Alive

Culture & Leisure Service Aim 3: Improve Quality of Life and levels of health and well being for all people in Rotherham by increasing and widening participation in cultural activities

Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments / Risks	
	Sport and Leisure Facilities							858,426		
								988,535		
								45,000		
		Total						2,432,650		
CSPI 44 The number of people who participate in or attend an arts activity	Theatre & Arts	58,203		47,822	30,972	136,997	N/A	N/A	This PI was new for 2005/06. Baseline data will inform targets for 06/07.	
	Community Arts	25,309		2,460	7,105	34,874				
CSPI 45 Swimming Pools & sports centres: The number of swims and other visits per 1,000 population	Sport & Leisure Facilities	841	818	750	993	3402	3300	G	<ul style="list-style-type: none"> 2005/06 Target achieved and surpassed. Performance is currently above actual performance recorded between 2003/04 - 2004/05. 	

Strategic Objective: Rotherham Safe

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Culture & Leisure Service Aim 4: To contribute to safer neighbourhoods and better environments, through the active engagement of priority communities in cultural activity and targeting resources to improve priority sites.									
Key Performance indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments
CSPI 16 BV199 - % of parks and open spaces with relevant standards for safety and or environmental quality	Green Spaces	a) Litter (% of relevant land falling below acceptable standards for litter)				8%	8%	G	<ul style="list-style-type: none"> Represents Culture & Leisure input into BV 199 Local Street & Environmental Cleanliness. EDS take overall ownership of this performance indicator. EDS projected outturns indicate the Council will achieve set targets against the four BVPI 199 categories of Litter, Graffiti, Fly Tipping and Fly Posting. Current data does not, however, indicate score for parks and open spaces separately.
		b) Graffiti (% of relevant land falling below acceptable standards for Graffiti)				2%	4%	G	
		c) Fly Posting (% of relevant land falling below acceptable standards for Fly Posting)				0%	1%	G	
		d) Fly Tipping: (year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken)				3 - Good	1 - Very Effective	G	
CSPI 17 Numbers of young people involved in cultural activity with a specific objective to reduce the risk of crime and anti-social behaviour	Sports Development	0	0	61	0	61	N/A	N/A	<ul style="list-style-type: none"> This PI is concerned with projects targeted at young people who have offended or at risk of offending. Outturn data is calculated from Project Identification Form (PIF) data for projects meeting the PI definition criteria. This PI was new for 2005/06. Baseline data will inform targets for 06/07 and beyond which will be set to achieve improvements.
	Green Spaces	0	0	0	14	14	N/A		
CSPI 26 Risk assessment action plans completed to timescale with a 100% target	All Culture & Leisure								<ul style="list-style-type: none"> It is proposed to delete this PI due to the due to the overheads required monitoring and reporting progress.
CSPI 27 The number of slips, trips and falls with target of 10% reduction by 2008	All Culture & Leisure	See Comments				114	163 (by 2008)	G	On target <ul style="list-style-type: none"> The target for 2008 has been achieved and

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	---	---	---	----------------------	---	-------------------------------------	-----

Strategic Objective: Rotherham Safe

Culture & Leisure Service Aim 4: To contribute to safer neighbourhoods and better environments, through the active engagement of priority communities in cultural activity and targeting resources to improve priority sites.

Key Performance indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments
CSPI 28 The number of manual handling injuries to staff with 20% reduction by 2008	All Culture & Leisure			See Comments		14	12 (by 2008)	A	<ul style="list-style-type: none"> There were 182 slips, trips and falls in 2004/05, the 2005/06 outturn of 114 represents a decrease of approximately 37% across Culture and Leisure There were 13 manual handling injuries to staff in 2004/05. There was a slight increase to 14 in 05/06. Total numbers of incidents remain very low, affecting about 3% of Culture & leisure Staff.
CSPI 38 BVPI 178 - % of total length of footpaths and other rights of way which were easy to use by members of the public	Green Spaces					95%	95%	G	Achieved

Strategic Objective: Rotherham Proud

Culture & Leisure Service Aim 5: Increase levels of civic pride and citizen involvement through the provision of inclusive cultural services, and opportunities for voluntary and community sector involvement

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	---	---	---	----------------------	---	-------------------------------------	-----

Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments	
CSPI 14 BVPI 119 - The % of residents Satisfied with Cultural Services		See Comments								<ul style="list-style-type: none"> Outturn is calculated from triennial resident surveys Councils are not required to report BVPI 119 for 2005/06.
CSPI 15 % of population involved in one hour volunteer work per week to support activity within the cultural sector	Sports Development Sport & Leisure Facilities	7%							See Comments	<ul style="list-style-type: none"> Current outturn data is from the Sport England / MORI IPAQ survey of 2005. There is no target due to 2005/06 being a base year. This PI has been confirmed for 2006 CPA. 2006 outturns will be based on the Sport England Active People Survey due to report in October 2006.
CSPI 18 The % of satisfied a) adult and b) young people users of local authority cultural services	All Culture & Leisure	a) Adults							<ul style="list-style-type: none"> a) Outturn results are based on returns to the Council's Reachout Survey completed in January 2006. b) The Children and Young People's Lifestyle survey completed during March 2006 indicates did not focus on satisfaction with Council Cultural Services. It did, however, indicate access to facilities as being a prime motivator for at least 40% of school age children wishing to engage in more activities. 	
		Very / Fairly Satisfied	Neither Satisfied nor Dissatisfied	45%	27%					
CSPI 46 BVPI 118 The % of library users who:		b) Young People							<ul style="list-style-type: none"> Outturn is based on triennial user surveys. Councils are not required to report on this indicator for 2005/06. 	
		Very / Fairly Satisfied	Neither Satisfied nor Dissatisfied	14%	14%					
		See Comments								

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Strategic Objective: Sustainability									
Culture & Leisure Service Aim 6: To embed sustainable development into all service plans and frontline delivery									
Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments
CSPI 29 BVPI 180 The energy consumption/m2 of local authority operational property	All Culture & Leisure								<ul style="list-style-type: none"> No Longer reported. BVPI 180 was deleted for 2005/06
See Comments									

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

CSPI 30 Reduction by 10% in mileage claims made by staff by 2008.	All Culture & Leisure	See Comments									<ul style="list-style-type: none"> This information for this PI is not yet available from HRP Reports.
CSPI 47 Number of Green Space sites with Green Flag award	Green Spaces	See comments	2	3	R						<ul style="list-style-type: none"> Not Achieved. By March 2006 two applications for Green Flag awards had been submitted. These are due to be judged during June / July.

Strategic Objective: Rotherham Fair

Culture & Leisure Service Aim 7: To strive to ensure that everybody has equal access to the full range of our services irrespective of gender, age, race, disability, sexuality or religion, through appropriate communication, monitoring of usage, satisfaction ratings and complaints and equity training.

Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments
CSPI 19 The representativeness of users of cultural services compared to the local population profile.	All Culture & Leisure	See Comments							
		It is proposed to report this local PI every three years. User profiles are being developed to enable reporting of this PI in 2006/07.							

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	---	---	---	----------------------	---	-------------------------------------	-----

Strategic Objective: Rotherham Fair

Culture & Leisure Service Aim 7: To strive to ensure that everybody has equal access to the full range of our services irrespective of gender, age, race, disability, sexuality or religion, through appropriate communication, monitoring of usage, satisfaction ratings and complaints and equity training.

Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments	
CSPI 20 % of Cultural Services Buildings open to the public in which all public areas are suitable for and accessible to disabled people (C&L input into corporate BVPI 156)	All Culture & Leisure			52%		N/A	52% (Council - wide Target)	G	<ul style="list-style-type: none"> EDS (Asset Management) maintains a list of 81 Council Buildings falling within the remit of this BVPI Definition which includes 41 C&L buildings / properties. Each building scores 1 for compliance or 0 for non compliance. The final outturn is the % of those 41 buildings scoring 1. Council performance as whole for 2005/06 is 53.09%. 	
CSPI 21 BVPI 2 The Equality Standard 1. The Equality Standard for Local Government 2. Duty to promote race equality	All Culture & Leisure	See Comments								The Council is currently self assessed at Level 3. External validation will be completed during May 2006 with formal feedback during late June 2006.
CSPI 41 Total Visits using Rother Card (Disadvantaged Groups)	All Culture & Leisure	See Comments							N/A	The 2005/06 is a base year for this PI. The target and projection is derived from performance to date.
	Sport & Leisure Facilities							84861		
	Sports Development							3		
	Green Spaces							1528		
	Libraries							7733		
	Theatre & Arts							395		

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Strategic Objective: Rotherham Fair									
Culture & Leisure Service Aim 7: To strive to ensure that everybody has equal access to the full range of our services irrespective of gender, age, race, disability, sexuality or religion, through appropriate communication, monitoring of usage, satisfaction ratings and complaints and equity training.									
Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments
						165,261			
		Total					165,261		
							(= 7% of Cultural Visits Outturn)		

Key

R	A	G	N/A
Below Target / Not Achieved	On Target but current level of performance is causing concern	On Target / Achieved	Not applicable (e.g. no target set)

Strategic Objective: Rotherham Excellent

Culture & Leisure Service Aim 8: Achieve excellence in cultural services provision through effective performance management, community engagement and partnership working										
Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments	
CSPI 22 The % of key partners and stakeholders who think Culture and Leisure Services have improved	All Culture & Leisure	See Comments								It is proposed to develop a stakeholder & key partner database which will provide a distribution list for a Culture & Leisure newsletter which to include a survey questionnaire. Survey returns will provide data enabling reporting of this PI in 2006/07.
CSPI 23 BVPI 220 Compliance against Public Library Standards: 1. Number of service standards achieved 2. Progress on meeting the standard for the previous year 3. Standards nearly met 4. Other service provision	Libraries	See Comments		3	N/A		N/A	N/A	<ul style="list-style-type: none"> This PI was new for 2005/06 7/10 standards were met No target was set due to this being the baseline year. 	
CSPI 24 CPA score for the Cultural services block in 2005	All Culture & Leisure			2			2	G	Achieved.	
CSPI 25 Improvement against TAES and QUEST quality award scores	Leisure & Green Spaces	See Comments								Leisure Facilities have carried out some internal assessments based on TAES and will be using the outcomes to inform service planning.
CSPI 31 Net Cost per museum visit / use	Museums			See Comment			£5.75	G	Financial outturns will not be available till late May	
CSPI 32 Cost per physical visit to libraries	Libraries			See Comment			£4.30	G	Financial outturns will not be available till late May	

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Strategic Objective: Rotherham Excellent									
Culture & Leisure Service Aim 8: Achieve excellence in cultural services provision through effective performance management, community engagement and partnership working									
Performance Indicator	Service	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	05/06 Outturn	05/06 Target	R/A/G	Comments
CSPI 37 % Residents who think Cultural Services has got better	All Culture & Leisure								Outturn data is calculated from returns to the Council's <i>Reachout 13</i> survey completed in January 2006.
CSPI 39 % of pop in urban area that are within 20 minutes walk of a range of sports facilities of which 2 are quality assured	Leisure & Sports Facilities								Recommended Sport England Performance Indicator. Pending the outcome of current consultation, performance against these PI's will be factored into 2006 CPA scores.
CSPI 40 % of pop in rural area within 20 minutes drive of a range of sports facilities of which 2 are quality assured	Leisure & Sports Facilities								Local authorities are not required to report this PI till 2007/08.
CSPI 42 Other Efficiency Indicators for Sports Halls and Swimming Pools from the Sport England Benchmarking Service (SEBS). ▪ Subsidy per Visit ▪ Annual Visits per sq/metre	Leisure & Sports Facilities								

Key

Below Target / Not Achieved	R	On Target but current level of performance is causing concern	A	On Target / Achieved	G	Not applicable (e.g. no target set)	N/A
-----------------------------	----------	---	----------	----------------------	----------	-------------------------------------	------------

Appendix 2 - Culture and Leisure Service Complaints April 2005 – March 2006

Establishment	Category	Date received	Replied to <10 Days	Complaint Details	Lessons learned / Actions
Rother Valley Country Park	Quality of service	06/04/2005	Yes	State of path around lake	Customer advised of path maintenance taking place and of implications of weather conditions
Maltby Sports Centre	Other	26/04/2005	Yes	Redevelopment of sports centre	Customer advised of plans for redevelopment subsequent ombudsman involvement with no interest found
Clifton Park	Other	06/05/2005	Yes	Dogs off leads in park	By-law states dogs must be kept under control, not on leads
Thorpe Hesley Park	Lack of service	08/05/2005		Allegation that the council is discriminating residents for location of upgrading play areas	Response to customer outlining plans and decision making process
Clifton Park	Lack of service	16/05/2005	Yes	Toilet facilities locked	Toilets locked due to vandalism, funding secured to make improvements
Wickersley Library	Lack of service	20/05/2005	Yes	Lack of library facilities in wickersley	Served by container library currently mon-fri
Brinsworth Library	Action of staff	02/06/2005	Yes	Allegation of speaking to customer impolitely	Investigated, no evidence, invited customer to join improvement group
Green Spaces	Quality of service	06/06/2005		Site of annual fun fair - Kimberworth	No further information
Maltby Library	Quality of service	11/06/2005	Yes	Resolution size on computer screens	Customer advised of temporary problem with resolution and of timescales for repair
Central Library	Action of staff	19/06/2005	Yes	Allegation of not returning loans	Loan located within library, reponses to customer

Establishment	Category	Date received	Replied to <10 Days	Complaint Details	Lessons learned / Actions
Central Library	Other	11/07/2005	Yes	High temperatures with in library	Air conditioning broken down. Delay in repairing due to delivery of replacement part
Central Library	Lack of service	13/07/2005	Yes	Early closure of regimental museum.	Staff to ensure that notices are displayed informing of changes to opening-hours
Central Library	Action of staff	09/08/2005	Yes	Early closure & impolite manner of staff	Incident occurred when air conditioning failed, early closure due to heat. Staff reminded of customer car policy
Culture, Leisure And Lifelong Learning	Quality of service	10/08/2005	Yes	Poor condition of auditorium and back stage facilities	Customer informed of capital fund process. Discussion to take place with property manager
Central Library	Quality of service	15/08/2005	Yes	High temperatures with in library	Air conditioning broken down. Delay in repairing due to delivery of replacement part
Central Library	Quality of service	15/08/2005	Yes	High temperatures with in library	Air conditioning broken down. Delay in repairing due to delivery of replacement part
Central Library	Quality of service	15/08/2005	Yes	High temperatures with in library	Air conditioning broken down. Delay in repairing due to delivery of replacement part

Establishment	Category	Date received	Replied to <10 Days	Complaint Details	Lessons learned / Actions
Central Library	Quality of service	15/08/2005	Yes	High temperatures with in library	Air conditioning broken down. Delay in repairing due to delivery of replacement part
Central Library	Quality of service	15/08/2005	Yes	High temperatures with in library	Air conditioning broken down. Delay in repairing due to delivery of replacement part
Container Library	Quality of service	19/08/2005	Yes	Stock within container library	Stock based on overall customer demand, increased level of cd's and cassettes requested
Central Library	Other	29/08/2005	Yes	High temperatures with in library	Air conditioning broken down. Delay in repairing due to delivery of replacement part
Central Library	Action of staff	12/09/2005	Yes	Proof of identity needed to obtain replacement library ticket	Investigated, member of staff followed correct procedure
Central Library	Action of staff	12/09/2005	Yes	Proof of identity needed to obtain replacement library ticket	Investigate, member of staff followed correct procedure
Green Spaces	Other	21/09/2005		Transfer of land between sheffield cc and rotherham mbc - thorpe hesley	Agreement for transfer not reached
Central Library	Quality of service	29/09/2005	Yes	Level of charges for delay in returning books	Customer informed that charges are in line with other authorities

Establishment	Category	Date received	Replied to <10 Days	Complaint Details	Lessons learned / Actions
Library	Cost of service	04/10/2005	Yes	Cost of sending 9 page fax	No further information
Central Library	Lack of service	13/10/2005	Yes	Restricted access to internet (ebay)	New filtering system will be revisited to permit sites that are temporarily blocked
Greasbrough Library	Action of staff	20/10/2005	Yes	Renewal of library books	No further information
Maltby Sports Centre	Lack of service	20/10/2005	Yes	Waiting lists for swimming lessons	Increased demand for swimming lessons
Rawmarsh Leisure Centre	Lack of service	22/10/2005	Yes	Poor condition of perimeter of playing field to the rear of rawmarsh leisure centre	Arrangements have been made to remove fly tipping waste and litter picking
Ulleycountry Park	Lack of service	25/10/2005	Yes	Condition of footbridge unsafe	Seeking funding to replace foot bridge
Leisure Facilities	Quality of service	28/10/2005	Yes	Lack of swimming facilities in rotherham	No further information
Mobile Library	Action of staff	08/11/2005	Yes	Reminder for over due library books	No further information
Maltby Sports Centre	Lack of service	12/11/2005	Yes	Ratio of pupils to swimming instructors	No further information
Clifton Park	Quality of service	14/11/2005	Yes	Lack of lighting in park	The area in question is the unmade path – authority has n intention of light unmade pathways

Establishment	Category	Date received	Replied to <10 Days	Complaint Details	Lessons learned / Actions
Maltby Sports Centre	Lack of service	18/11/2005		Children's swimming lesson	No further information
Maltby Sports Centre	Lack of service	28/11/2005		Termination of children's swimming lessons	No further information
Maltby Sports Centre	Lack of service	29/11/2005	Yes	Cancellation of swimming classes	Necessary adjustments made to programme in order to accommodate the various needs of many customers
Mowbray Gardens Library	Quality of service	02/12/2005		Temperature of water in pool	No further information
Central Library	Quality of service	06/12/2005	Yes	Unable to listen to music while browsing the web	No further information
Herringthorpe Playing Fields	Quality of service	07/12/2005		Proposals for fencing around herringthorpe playing fields	No further information
Herringthorpe Playing Fields	Quality of service	07/12/2005		Proposals for fencing around herringthorpe playing fields	No further information
Establishment	Lack of service	20/12/2005	No	Request for urdu monthly digests	The digests were delivered to maltby library instead of central
Central Library	Other	18/01/2006	Yes	Volume of music in computer suite	Disturbance to others users should be kept to a minimum
Mobile Library	Quality of service	18/01/2006	No	Poor choice of new books	Stock is continually monitored and rotated from site to site

Establishment	Category	Date received	Replied to <10 Days	Complaint Details	Lessons learned / Actions
Central Library	Quality of service	01/02/2006	Yes	Lack of public catalogue	Changes in services have meant temporary limited access to catalogues
Green Spaces	Lack of service	20/02/2006	Yes	Litter on recreation ground	Parish council responsibility
Central Library	Lack of service	23/02/2006	Yes	Provision of Kingston upon Hull telephone directory	Directory has been ordered twice but not received. Order placed again
Green Spaces	Lack of service	27/02/2006		Poor security on allotment sites leading to vandalism	No further information
Central Library	Lack of service	02/03/2006	Yes	Unable to access yahoo messenger	Access to this service not allowed as it would require the installation of communicator software on every pc which the auth is unable to do due to security restrictions.
Central Library	Delay in service	15/03/2006	Yes	Delay in receiving passwords for access to internet	No further information
Central Library	Quality of service	20/03/2006	Yes	Blocked when trying to get access to web sites	No filters on system that would stop access
Swinton Swimming Pool	Other	21/03/2006	Yes	No reply to right now enquiry	Reply sent to customers enquiry within 4 days. Possible misunderstanding

Establishment	Category	Date received	Replied to <10 Days	Complaint Details	Lessons learned / Actions
Central Library	Other	24/03/2006	Yes	Other customers using mobile phones in the library	Working hard to adapt
Central Library	Quality of service	24/03/2006	Yes	Lack of books on specific historical topics	Increased funding means that it has been possible to increase the stock in the library, but for a library the size of rotherham it is still a work in progress
Central Library	Quality of service	31/03/2006	Yes	Insufficient book written in French	Difficult to keep large selection of books in other languages in a moderate sized library

Total Complaints 2005/6 = 57

Appendix 3

Culture and Leisure Progress Against the Corporate Risk Register

Culture-Leisure : Default Risk Assessment Sheet

Register Issue: 1 (Issued: 29-04-05)

Report Reference: 82/2417
 Username: andrew shaw
 Date: 23 March 2006

Phase 1 - Identification

Risk Number	001/01	Risk Title	Alignment of budget allocation to service delivery	Risk Owner	Phil Rogers	Manager	Phil Rogers
Description	Alignment of budget allocation to service delivery			Risk Group		Risk Type	
Consequence	Continued overspend.			Start Date	21-04-05	End Date	31-03-06

Phase 2 - Current Qualitative

Current Control Measures Budget monitoring. Budget clinics. Rationalisation of fees and charges.

Prob Current	H	Cost	Service Delivery	Reputation	Legal - Regulatory	Category	1	Score	40
--------------	---	------	------------------	------------	--------------------	----------	---	-------	----

Phase 3 - Risk Management - 1 Actions Total

Reduction 1	Base budget review		Description	Cost	Action Manager	Action By Date	Completion Date	Secondary Risk
					Phil Rogers	31-03-06		Kathryn Day

Phase 4 - Post Risk Management Qualitative

Prob Post	L	Cost	Service Delivery	Reputation	Legal - Regulatory	Category	3	Score	20
-----------	---	------	------------------	------------	--------------------	----------	---	-------	----

Phase 5 - Fallback Plan

Fallback Plan	Report to Cabinet	Description	Likely Cost	Action Manager
			0	Phil Rogers

Comments

03-02-06: The RCT for this Risk has been changed by [Andrew Shaw] from [CYPS (2) (Version 2)] to [CYPS (2) (Version 3)].

Culture-Leisure : Default Risk Assessment Sheet

Report Reference: 82/2417
Username: andrew shaw
Date: 23 March 2006

Register Issue: 1 (Issued: 29-04-05)

Phase 1 - Identification						
Risk Number	002/01	Risk Title	Acting Corporately		Risk Owner	Phil Rogers
Description	Failure to demonstrate impact upon Corporate Priorities					
Consequence	Loss of funding and reduction in service delivery.					
	Start Date	21-04-05	End Date	Manager	Risk Type	Phil Rogers

Phase 2 - Current Qualitative						
Current Control Measures						
New Service Plan. New Performance Management system.						
Prob Current	L	Cost	Service Delivery	Reputation	Legal - Regulatory	Category
						3
						Score
						24

Phase 3 - Risk Management - 1 Actions Total						
Description						
Regular reporting of performance outcomes						
Reduction	Cost	Action Manager	Phil Rogers	Action By Date	31-03-06	Completion Date
						Secondary Risk

Phase 4 - Post Risk Management Qualitative						
Prob Post	L	Cost	Service Delivery	Reputation	Legal - Regulatory	Category
						3
						Score
						24

Phase 5 - Fallback Plan						
Description						
Fallback P	Likely Cost	0	Action Manager			

Comments
03-02-06: The RCT for this Risk has been changed by [Andrew Shaw] from [CYPs (2) (Version 2)] to [CYPs (2) (Version 3)] .

Culture-Leisure : Default Risk Assessment Sheet

Report Reference: 82/2417
Username: andrew shaw
Date: 23 March 2006

Register Issue: 1 (Issued: 29-04-05)

Phase 1 - Identification								
Risk Number	003/01	Risk Title	Health and Safety		Risk Owner	Phil Rogers	Manager	Steve Hallsworth
Description	Failure to ensure staff and customer safety across range of services						Risk Type	
Consequence	Death or injury to customers or staff. HSE intervention, and legal action against Authority. Bad publicity.						Start Date	21-04-05
							End Date	

Phase 2 - Current Qualitative								
Current Control Measures								
Prob Current	M	Cost	Service Delivery	Reputation	Legal - Regulatory	Category	Score	36
Health and Safety								

Phase 3 - Risk Management - 1 Actions Total						
Description						
Reduction	Ongoing monitoring	Cost	Action Manager	Action By Date	Completion Date	Secondary Risk
			Steve Hallsworth	31-03-06		

Phase 4 - Post Risk Management Qualitative								
Prob Post	M	Cost	Service Delivery	Reputation	Legal - Regulatory	Category	Score	36
Health and Safety								

Phase 5 - Fallback Plan						
Description						
Fallback Plan	Likely Cost	Action Manager				
	0					

Comments
03-02-06: The RCT for this Risk has been changed by [Andrew Shaw] from [CYPs (2) (Version 2)] to [CYPs (2) (Version 3)] .

Museum : Default Risk Assessment Sheet

Register Issue: 1 (Issued: 14-11-05)

Report Reference: 82/2543
 Username: andrew shaw
 Date: 23 March 2006

Phase 1 - Identification

Risk Number	001/01	Risk Title	Under insurance of Museum collections		Risk Owner	Guy Kilminster	Manager	Steve Blackbourn
Description	Internal Audit in a report dated June 2005 identified under-insurance of Museum collections as a risk to the Authority in the event of a major disaster.							
Consequence	Limited insurance payment preventing replacement of objects							
					Start Date	03-10-05	End Date	01-04-06

Phase 2 - Current Qualitative

Current Control Measures										
Prob Current		Cost		Service Delivery		Reputation		Category	Score	0

Phase 3 - Risk Management - 1 Actions Total

Reduction 1	Formulate a revaluation policy									
	Cost		Action Manager	Steve Blackbourn	Action By Date	01-04-06	Completion Date		Secondary Risk	

Phase 4 - Post Risk Management Qualitative

Prob Post		Cost		Service Delivery		Reputation		Category	Score	0
-----------	--	------	--	------------------	--	------------	--	----------	-------	---

Phase 5 - Fallback Plan

Fallback Plan	Description									
								Likely Cost	0	Action Manager

Comments

Museum : Default
 Risk Assessment Sheet

Report Reference: 82/2543
 Username: andrew shaw
 Date: 23 March 2006

Register Issue: 1 (Issued: 14-11-05)

Phase 1 - Identification					
Risk Number	Risk Title	Inadequacy of current inventory records	Risk Owner	Manager	Steve Blackbourn
002/01	Internal Audit in a report dated June 2005 identified the need to improve the Museums collections and to undertake a physical verification of all items		Guy Kilminster	Risk Type	
	Loss of items from the collections		03-10-05	End Date	01-04-06

Phase 2 - Current Qualitative					
Current Control Measures					
Prob Current	Cost	Service Delivery	Reputation	Category	Score
				6	0

Phase 3 - Risk Management - 3 Actions Total						
	Description	Cost	Action Manager	Action By Dat	Completion Dat	Secondary Risk
Reduction	Introduce new collection management software		Steve Blackbou	01-04-06		
Reduction	Revise written procedures		Steve Blackbou	01-04-06		
Reduction	Physical verification of all items		Steve Blackbou	01-04-06		

Phase 4 - Post Risk Management Qualitative					
Prob Post	Cost	Service Delivery	Reputation	Category	Score
				6	0

Phase 5 - Fallback Plan			
Fallback P	Description	Likely Cost	Action Manager
		0	

Comments

Thrybergh Reserv : Default Risk Assessment Sheet

Register Issue: 1 (Issued: 01-11-05)

Report Reference: 82/2568
 Username: andrew shaw
 Date: 23 March 2006

Phase 1 - Identification

Risk Number	001/01	Risk Title	Thrybergh Reservoir	Risk Owner	Phil Rogers	Manager	Ivan Machin
Description	Risk of catastrophic failure of dam wall due to burst/leak occurring from the high pressure water main.						
Consequence	Breach of statutory duty, loss of life and property, and interruption to transport and communication networks. Damage to gas and electricity supplies. Environmental and economic impact. Prosecution. Serious reputational impact.						
	Risk Group			Risk Type			
	Start Date	01-09-05		End Date			

Phase 2 - Current Qualitative

Current Control Measures Previous risk assessment. Exploratory work costing £25k. Further remedial work identified. Draw Down Plan for reservoir in place.

Prob Current	H	Cost	H	Service Delivery	H	Reputation	H	Legal - Regulatory	H	Safety	H	Category	1	Score	80
--------------	---	------	---	------------------	---	------------	---	--------------------	---	--------	---	----------	---	-------	----

Phase 3 - Risk Management - 1 Actions Total

Reduction 1	Move high pressure water main away from the dam wall														
	Description	Cost	Action Manager	Action By Date	Completion Date	Secondary Risk									
			Phil Rogers	01-06-06											

Phase 4 - Post Risk Management Qualitative

Prob Post	Nil	Cost	Nil	Service Delivery	Nil	Reputation	Nil	Legal - Regulatory	Nil	Safety	6	Category	6	Score	0
-----------	-----	------	-----	------------------	-----	------------	-----	--------------------	-----	--------	---	----------	---	-------	---

Phase 5 - Fallback Plan

Fallback Plan	Description														
	Likely Cost	Action Manager													
	0														

Comments

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
--

1.	Meeting:	Lifelong Learning, Culture & Leisure Cabinet Member and Advisers Meeting
2.	Date:	6 th June 2006
3.	Title:	Tender Report relating to alterations to form new hygiene facilities, a new foundations unit, and renewal of mechanical and electrical services at Kelford Special School, (main block) Ward 13.
4.	Programme Area:	Children & Young People's Services

5. Summary

To seek approval to accept a tender for the work as described above at Kelford special school existing main block.

6. Recommendations

It is recommended that the tender submitted by Birse Build Ltd., dated 13th April 2006 with a Target Cost of £543,866 and a Guaranteed Maximum Price of £ 628,559 be accepted.

7. Proposals and Details

This is the **second phase** of a two phase project and will see alterations to form new hygiene facilities, a new foundation unit and complete renewal of all mechanical and electrical services all within the main school block.

Minute no 91 refers to the Lifelong Learning Services Cabinet Member and Advisers meeting held on 20th September 2005 where it was resolved that the tender submitted by Birse Build Limited be accepted.

This minute relates to the first phase of the project comprising a single storey extension to the existing classroom block to replace two mobile classroom units. This work was completed and handed over in February.

As part of the current phase the existing mobile classroom units will be demolished, and the space left will form a play area as soon as funds can be made available for this purpose.

The project sponsor is David Hill, Manager, School Organisation & Development, Resources & Information Service.

It is intended that the project will be completed by March 2007 with a construction period of 36 weeks. The Contractor requires a 4 week lead-in period.

A tender has been negotiated with Birse Build Ltd., one of our Partner Contractors, and costs have been checked and are in accordance with the Partnering Agreement.

8. Finance

The project is funded by the targeted capital fund and Children & Young People's Services school modernisation fund.

The Project Cost is:

Target Cost	£ 543,866.00
Undefined Provisional Sums and contingencies	£ 84,693.00
Guaranteed Maximum Price	£ 628,559.00

Sundry costs:

Site Investigation Works	£ 1,000.00
Caretaker Costs	£ 200.00
Legal Fees	£ 150.00
Building Regulations Fees	£ 2,000.00
Professional Fees	£ 27,500 .00
Overall Project Cost	£ 659,409.00

(No allowance has been made for any loose furniture and equipment.)

9. Risks and Uncertainties

A pre-tender Health & Safety Plan is been prepared. Work on site will not commence until the Contractor's Health & Safety Plan has been received and approved by the Planning Supervisor.

Temporary fencing will be erected around the areas of work as required for the duration of the contract.

Deliveries to site will be arranged to avoid child drop-off / collection periods.

The bulk of the work will be carried out during school hours with the school in operation. To overcome this problem the work will have to be phased, and some vital "change over work" will have to be carried out during the summer break. Any changes to accommodate school activities may impact on the programme and cost.

Building regulation approval has yet to be received.

10. Policy and Performance Agenda Implications

The alterations will provide considerable improvements to hygiene facilities and this will assist staff with handling etc. The foundation unit will become an integral part of the school with far better facilities.

11. Background Papers and Consultation

The head teacher, and the project sponsor, David Hill, have been involved in the development of the scheme and have approved the plans.

The Access Officer has provided input into the scheme.

The recommendations of this report are supported by the project sponsor.

Contact:

David Spiers,
Architect,
Economic & Development Services.
Tel: 822122 Fax: 830261 e-mail: david.spiers@rotherham.gov.uk

Paul Smith,
Design Consultancy Manager,
Economic & Development Services.
Tel: 822151 Fax: 830086 e-mail: paul.smith@rotherham.gov.uk