

## **CABINET MEMBER FOR CULTURAL SERVICES AND SPORT**

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

**Date: Tuesday, 6th October, 2009**

**Time: 9.00 a.m.**

### **A G E N D A**

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Minutes of the previous meeting held on 1st September, 2009 (Pages 1 - 6)
4. Archives and Local Studies Service Annual Closure (Pages 7 - 8)
5. Museums, Galleries & Heritage - 2007-2009 Biennial Return for the Accreditation Standard for Museums in the UK (Pages 9 - 31)
6. August Revenue Budget Monitoring Report (Pages 32 - 41)
7. Rotherham Schools Library Service - Current Priorities and Future Proposals (Pages 42 - 47)

1F CABINET MEMBER FOR CULTURAL SERVICES AND SPORT - 01/09/09

**CABINET MEMBER FOR CULTURAL SERVICES AND SPORT**  
**Tuesday, 1st September, 2009**

Present:- Councillor St. John (in the Chair); Councillors Falvey.

**11. MINUTES OF THE PREVIOUS MEETING HELD ON 28TH JULY, 2009**

Resolved:- That the minutes of the previous meeting held on 28<sup>th</sup> July, 2009 be approved as a correct record for signature by the Chairman.

**12. MINUTES OF A MEETING OF THE TOWN CENTRE EVENTS GROUP HELD ON 22ND JULY, 2009**

Consideration was given to the minutes of the Town Centre Events Group held on 22<sup>nd</sup> July, 2009.

There were some plans to merge this Group with the Town Centre Marketing Group, but the logistics of the proposals were still subject to some discussion.

Resolved:- That the minutes of the previous meeting held on 22<sup>nd</sup> July, 2009 be received.

**13. REPRESENTATIVES ON OUTSIDE BODIES - SOUTH YORKSHIRE ARCHIVES - NOMINATION**

Consideration was given to the nomination of two Members to the South Yorkshire Archives.

Discussion ensued on the membership and the confusion that existed around Rotherham rejoining and the need for some input.

Resolved:- That Councillor St. John, Cabinet Member, represent Rotherham with a request that the Cultural Services Manager confirm the named officer as soon as possible.

**14. JULY REVENUE BUDGET MONITORING REPORT**

Consideration was given to a report on the performance against the revenue budget for the Environment and Development Services Directorate as at the end of July, 2009 and provided a forecast outturn for the whole of the 2009/10 financial year.

Following the July cycle of budget monitoring the Directorate identified that it was likely to incur an overspend of £718,000 against its total net revenue budget of £45,814,106. However, all possible actions to mitigate this would be taken.

In terms of Culture and Leisure the key pressures contributing to this position was the restructuring costs within Culture and Leisure.

Pressures totalling £66,000+ within Sports and Recreation have been identified relating to stadium costs and closed pools totalling £39,000. As reported last month, ongoing security costs at Ulley Reservoir were currently estimated to be £27,000. The Service was continuing to work on achieving savings offered for 2009/10.

Discussion ensued on the charges for the stadium, costs associated with closed swimming pools and the reasons for variances from the approved budget.

Resolved:- That the current forecast year end outturn position of an overspend of £718,000 for the Environment and Development Services Directorate, based on expenditure and income as at July, 2009, be noted.

## **15. APRIL - JULY CAPITAL MONITORING REPORT**

Consideration was given to a report which set out in detail the performance against the approved Environment and Development Services Directorate's capital programme for the period April to July, 2009.

At this point in the financial year the Environment and Development Services Directorate was reporting a capital programme which showed a balanced budget for the year end against its total approved capital budget of £64,036,933 for 2009/10.

As this was the first reported Capital Monitoring for Environment and Development Services for 2009/10, each scheme or project had been reviewed and updated, to reflect the latest projected spend in year and the funding allocations for each scheme or project.

There had been a significant amount of reprofiling on some schemes since the Approved Five Year Programme, which was presented in a report to Cabinet on the 25th February, 2009.

The report set out in detail the key projects in the areas identified.

Discussion ensued on the funding sources for 2009/10 and the unsupported borrowing, an explanation of which was given in detail.

Resolved:- That the projected outturn position as balanced for the Environment and Development Services Capital Programme, based on monitoring to the end of July, 2009, be noted.

## **16. COMPLAINTS**

Consideration was given to a report presented by the Customer Services

**3F CABINET MEMBER FOR CULTURAL SERVICES AND SPORT - 01/09/09**

Standards Co-ordinator which detailed performance statistics for Quarter 1 (April –June, 2009), on complaints received by Environment and Development Services.

The report set out a brief summary of complaints received in Environment and Development Service and detailed the percentage number of complaints acknowledged and responded to within timescales in the Corporate Complaints procedure, whose target was 100%.

All complaints, comments and compliments for Environment and Development Services were monitored through the Siebel system.

Discussion ensued on the number of complaints for Culture and Leisure Services and the actions taken to address the one complaint that had been received.

Resolved:- That the current performance on complaints be noted.

**17. CUSTOMER CARE – 1ST APRIL TO 30TH JUNE, 2009**

Consideration was given to a report presented by the Customer Services Standards Co-ordinator which detailed performance statistics for Quarter 1 (April –June, 2009), against the Customer First Charter and suggested recommendations for improvement where necessary.

The Performance and Quality Team were currently reviewing the procedure for producing the statistical information received via this report and would be introducing changes over the next few months.

Reference was made to the dip in Culture and Leisure Services' performance recently relating to the percentage number of letters responded to from the public within ten working days.

A system of sending reminders when outstanding letters were approaching the deadline was now in place. This was working well and an improvement was evident on previous quarters.

Discussion ensued on the administration of complaints received by the Directorate, linkages with the surgery complaints received by Elected Members and the reporting mechanism for complaints relating to the new Leisure Centres.

Resolved:- That the contents of the report be noted.

**18. PROPOSAL TO LEASE LAND AT ROSEHILL PARK**

Consideration was given to a report presented by the Leisure Services Manager which set out in detail a proposal to lease a section of land in Rosehill Park to enable the Rawmarsh and Parkgate Partnership to progress their plans to develop a centre for tennis and badminton.

As part of the proposal Rawmarsh and Parkgate Partnership intend to establish a new charitable organisation to lead on the project development, implementation and operation. The organisation would initially include members from Rawmarsh and Parkgate Partnership and other key stakeholders, widening to include other interested parties and members of the public as the project developed. In terms of previous experience of project development, Rawmarsh and Parkgate Partnership secured £750,000 from external funding to develop the Hall in Rosehill Park; they managed the redevelopment process and run the Charity which managed the Park Hall operation.

The proposed tennis and badminton centre was a multi-million pound project and the Rawmarsh and Parkgate Partnership were planning to raise the majority of the funds through a combination of commercial sponsorship/investment and grant awards from the tennis and badminton governing bodies of sport.

Due to the large amounts of funding involved the external funding organisations would require security for their investment by way of a long term lease agreement from the Council.

To date RAPP have undertaken significant work at their own risk to develop the proposals, although there was still more detailed work to be done in order to establish the project viability and included:-

- Completion of a sustainable business plan, including clear evidence of demand.
- Completion of a feasibility study including a deliverable and sustainable sports development plan that identifies clear evidence of need.
- Community consultation
- Establishing a firm commitment from potential investors and grant funders.
- Obtaining advice on the viability of the project from an Asset Management, Planning and Transportation perspective.

There was still a lot of work to be done both by the Rawmarsh and Parkgate Partnership and the Council in taking this proposal forward, but at this stage the Rawmarsh and Parkgate Partnership were seeking an in principle agreement from the Council. Such an agreement would give the confidence to further develop their proposals to the level of detail that would be required by the Council in order to make an informed decision about a lease agreement. It would also help to gain commitment from potential funding partners.

The proposal may also have a significant impact on the park environment and as such consideration would need to be given to:-

- The potential loss of 'high value' green space, which was needed to

- provide the indoor tennis and badminton courts.
- The impact of the new facilities on the 19th Century character of the park.
- The impact of the proposals on the existing master plan for the park, which had already been agreed through public consultation. The Rawmarsh and Parkgate Partnership proposal would require changes to the existing plan, including the relocation of a planned new skate park.
- The potential ecological impact on existing young trees and habitats in standing deadwood both of which might be lost as a result of the proposals.
- Potential asset management, planning and transport issues.

In addition, officers in Leisure and Green Spaces were looking into potential alternative sites in the Rawmarsh area that might be able to accommodate the proposal and have agreed to report back to Rawmarsh and Parkgate Partnership on any findings.

It must also be borne in mind that the Council was in the process of developing its strategy in relation to the Quirk Report on Community Buildings and Area Asset Management Plans.

There may well be financial implications at a later stage should a lease agreement be pursued.

There were a number of risks and uncertainties that existed at this stage of the proposal:-

- Public reaction to the proposed long term lease agreement and facility development.
- The capacity of the Rawmarsh and Parkgate Partnership to develop, implement and operate the type of project they are proposing. Whilst the group has previous experience of leading on a capital project it appeared that they did not have any experience of developing and operating a sports project/facility of this size and scope.
- Access to the necessary funding for the proposal. Rawmarsh and Parkgate Partnership have had preliminary discussions with the sports governing bodies who have expressed an interest in the project, but as yet they do not have any commitment from them or any other organisation.
- The proposed developments have the potential to impact on the Council's leisure management contract, possibly leading to the need for compensation payments.

Discussion ensued on the future proposals and their possible implications with a suggestion that a future report be submitted to the Cabinet Member with an invitation extended to the Ward Members to attend.

Resolved:- (1) That an in principle agreement be given to the proposal to lease a section of land at Rosehill Park to the Rawmarsh and Parkgate

Partnership, subject to:-

- Completion of the further detailed work identified in this report.
- Due consideration of the potential impact on the park environment.
- Due consideration of the identified risks and uncertainties.

(2) That a further report be submitted to the Cabinet Member once the detailed work and considerations have been completed, in order to seek approval on the way forward with Ward Members being invited to attend for this item.

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1.</b>	<b>Meeting:</b>	<b>Cabinet Member for Cultural Services and Sport</b>
<b>2.</b>	<b>Date:</b>	<b>6th October, 2009</b>
<b>3.</b>	<b>Title:</b>	<b>Archives and Local Studies Service Annual Closure</b>
<b>4.</b>	<b>Directorate:</b>	<b>Environment and Development Services</b>

**5. Summary**

The Archives and Local Studies Service request permission to close to the public for five days at the end of November, beginning of December, to carry out essential work on its collections.

**6. Recommendations**

**That the Cabinet Member approves the closure to the public of the Archives and Local Studies Service for five days to carry out essential work on its collections.**



## **7. Proposals and Details**

The Archives and Local Studies Service has an annual closure week. During this time the staff undertake work on the historic collections it holds which cannot be completed at any other time as it requires all staff to be available and the use of the space in the public searchroom. This is normal practice within Archive services nationally to allow necessary collections work to be undertaken.

This year we would like to close to the public for the week Monday 30 November – Saturday 5 December inclusive; the searchroom is normally open from Tuesday – Saturday. December is one of the quietest months, which is why in past years the closure week has been scheduled for this time. If this closure is approved, this would be publicised well in advance to our users, including on our webpages, in the searchroom and through press releases. This closure is important in ensuring that the work required to keep RMBC's historic collections and documents in excellent order. This year the work will focus upon the Service's earlier ordnance survey map collection. The impending relocation of the service means that a clear and careful catalogue of our collections need to be undertaken to ensure that transfer can take place with minimum risk to the integrity of the service and its collections.

## **8. Finance**

None.

## **9. Risks and Uncertainties**

No complaints have been received about previous closure weeks. Without this annual closure the integrity of the collections will be more difficult to ensure particularly with a forthcoming move. This may also affect our ability to continue to successfully bid for external funding from e.g. The Heritage Lottery fund.

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

Being able to undertake essential preservation and documentation work on the historic collections is aligned with the Council's priorities for performance management and excellence in service delivery across all seven of the corporate themes.

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

None.

### **Contact Name:**

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<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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1.	<b>Meeting:</b>	<b>Cabinet Member for Cultural Services and Sport</b>
2.	<b>Date:</b>	<b>6<sup>th</sup> October, 2009</b>
3.	<b>Title:</b>	<b>Museums, Galleries &amp; Heritage: 2007-2009 Biennial Return for the Accreditation Standard for Museums in the UK</b>
4.	<b>Programme Area:</b>	Environment & Development Services

## 5. Summary

The Museums Accreditation Scheme is the national minimum set of standards for UK museums. Museums qualify for the scheme by meeting clear requirements on how they care for and document their collections, how they are governed and managed, and on the levels of information and services they offer to their users and visitors.

A report was submitted to cabinet in July 2006. This report asked for cabinet member to approve the 2006/2007 Service Development Plan and the Acquisition and Disposal Policies for the three venues (Clifton Park Museum, Rotherham Art Gallery and the York & Lancaster Regimental Museum). The venues achieved Accredited status in June 2007. This was reported to Cabinet (Regeneration and Development Services) on 15<sup>th</sup> October 2007.

The Service is now required to submit Biennial Returns for the three venues covering the period 2007 to 2009 (from the attainment of Accredited status to now).

The Service is seeking cabinet member approval for the following policy document which must be submitted as part of the Return (along with a copy of the signed and dated Cabinet Minute).

- **Service Development Plan**

## 6. Recommendations

Members receive the report and approve the accompanying policy document, in order that the returns for the Biennial Review can be submitted.

## **7. Proposals and Details**

### **Service Development Plan**

The Service Development Plan has been written to satisfy the stated criteria in the published Accreditation Standard. It also serves as the Team Plan for the Museums, Galleries & Heritage Service, providing an Action Plan linked to corporate objectives.

The Accreditation Standard dictates that the Museum must provide the following in appropriate detail: Statement of purpose of the Museum; Key aims relating to the Museum; Specific objectives for the museum, to be achieved within the current (two year) planning cycle; Spending plan for the two year plan.

Museums must have a forward plan, and this plan must be approved by the governing body or under delegated powers. Because the Museum's forward plan is expressed within the Council's forward plan only in general terms, then the Museum must supply a copy of a more precisely focussed document which is used for managing the Service.

## **8. Finance**

The Forward Plan uses the previously agreed Museum's general budgets. Since Accreditation in 2007, the exhibitions, events and general promotions budgets have been taken into the Council's general 'promotions' budget. This amounted to £12,571 in FY08/09. For these core activities the Service now must bid from the central pot.

## **9. Risks and Uncertainties**

Failure to be successful in the bidding process for exhibitions and events monies (see finance above) will result in the museum not being able to meet its forward plan, and not being able to upgrade/change exhibitions or to put on events, resulting in a poor service to customers, and the risk of failure to meet the requirements of Accreditation.

Failure to maintain Accredited status would mean that the Service will no longer be meeting the recognised national standard. This would damage the reputation of the Service and the Council, and could impact on the new NI. It could also open up the possibility of donors / lenders requesting that the collections be returned to them.

Financial implications would be especially severe. Organisations such as the Heritage Lottery Fund would have legitimate reason to demand the return of any grants awarded (over £2million for museum refurbishment, and over £30K for purchase / care of objects), and the Service would be barred from bidding for further grants from other funding bodies.

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

Satisfying and aiming to exceed the Accreditation standard is fundamental to the work carried out by the Service in terms of delivering corporate aims and objectives.

**11. Background Papers and Consultation**

Attached: Service Development Plan, Part 1 – Direction of Travel  
Service Development Plan, Part 2 – Action Plan 2009-2010

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# **MUSEUMS, GALLERIES AND HERITAGE SERVICE UNIT**

## **TEAM PLAN PART 1 – DIRECTION OF TRAVEL**

**April 2009 – March 2011**

## **Cultural Services – A Vision for the Future**

*Rotherham is an exciting, vibrant place to live, learn and work. Everyone who lives here, as well as those who visit, enjoy using high quality, inspirational, easily accessible cultural services designed to inform, challenge and entertain*

*Our staff, including 'Friends' and volunteers, have the skills, confidence, enthusiasm and resources they need to enjoy doing their job well*

*Our partners and colleagues recognise and value the contributions we make to our respective and joint targets*

*Our communities are actively involved in providing services together, are proud of our joint achievements and challenge us to improve still further*

*Our collections and assets are documented, managed, cared for and promoted, encouraging more people to use our services, more often*

## **Museums, Galleries & Heritage Service – Headline Targets**

Increase usage across Cultural Services by 2%

45% of adult population say they have attended a museum or art gallery in the local area in the last 12 months

Set benchmark for resident satisfaction with all services

Set benchmark for customer satisfaction with all services

## **Direction of Travel**

### **1. Team Plan - Statement of Purpose**

The Plan provides a framework within which the Service Unit:

- Presents a strong, clear identity which is understood by all;
- Demonstrates that it is central to, and can also be appreciated for its contribution to the regeneration of Rotherham;
- Provides a strategic approach which identifies and prioritises the direction in which it is heading, how it will evolve and use its resources to get there, and how it will measure progress and impact;
- Meets its performance targets as a local government service and the requirements of national museum policy;
- Links it to the Corporate Planning Framework via the Cultural Services Team Plan.

### **2. Service Unit - Statement of Purpose**

The Service Unit is run for the People of Rotherham, and its core business is two-fold:

#### **2.1 *To collect and preserve the past (as collections of objects, specimens and built heritage) for present and future reference***

This duty of care underpins the Service and is a prerequisite of providing access to the collections.

The ‘past’ is the history of Rotherham and its People, and the Service recognises that:

- The history of Rotherham is a distinctive and evolving story of social, industrial, economic and environmental change, and how the past shapes the present and future;
- The history of Rotherham People is a celebration of their energy, creativity and ingenuity, their skills, expertise and artisanship and the increasingly diverse cultural contributions in the community today;
- The history of Rotherham and its People is an evolving story.

#### **2.2 *To make the collections meaningful, and ensure continued collecting and preservation of the past is worthwhile, by promoting public engagement, and building and sustaining audiences through creative opportunities***

‘Public engagement’ is entertainment and learning that links local history to local identity by drawing out personal memories and shared experiences. It challenges and opens minds, inspires discussion and ideas, deepens knowledge and understanding, and encourages mutual respect and pride in Rotherham’s achievements. Essentially, this means that the Service Unit delivers lifelong learning, social inclusion, cultural diversity and citizenship. ‘Creative opportunities’ are the selected delivery methods to individuals and communities, which include exhibitions, events and formal and informal learning activities. These opportunities are offered:

- At the venues managed by the Service Unit, which offer safe, clean, accessible and welcoming facilities, and serve as focal points to bring people together on equal terms in friendly, social settings;
- By engagement through outreach, delivering these opportunities working with and at the heart of local communities.

### 3. **Service Unit - Resources**

The Service aims to achieve these goals within the resources available and has a policy of free entry to its venues and free access to as many of its creative opportunities as possible.

#### 3.1 **Staff and Volunteers**

Staff and Volunteers are a unique resource for the Service Unit in terms of their enthusiasm, commitment and knowledge about both the collections and delivery mechanisms for accessing the collections. The Staff work in three professional teams: Collections, Exhibitions & Technical; Learning; Visitor Services. The Friends groups for the Service Unit's venues and historic buildings boost its delivery capacity and profile by advocacy, fundraising, social events and volunteering. Other volunteering opportunities are offered, e.g. to students seeking work placements.

#### 3.2 **Buildings**

The Service manages:

- Three venues - Clifton Park Museum, Rotherham Art Gallery and the York and Lancaster Regimental Museum;
- Five historic buildings (the collection of built heritage) - Clifton House, Keppel's Column, Catcliffe Glass Cone, Waterloo Pottery Kiln, the Walker Mausoleum (along with advising on two additional properties; Boston Castle & the Payne Mausoleum
- Four collections stores.

#### 3.3 **Budgets**

The revenue budget for the Service covers the Staff and Buildings along with:

- Care of collections;
- Purchase budget for collecting;

Budgets for public engagement with collections (exhibitions, events, schools sessions and publicity) are no longer covered by core Service Unit budgets, instead these are bid for on an annual basis from a centralised pot:

- Services to schools (including school loans);
- Events programme;
- Community history projects;
- Improvements to permanent exhibitions;
- Temporary exhibitions programme;
- Printing and advertising.

The Service also raises funds for specific projects from both other council services and external organisations.



#### 4. **Model of Delivery for Service Unit**

All delivery is underpinned by allocating a proportion of resources to ongoing improvements to care of and access to collections.

The resources for public engagement are prioritised in the following order:

- Delivery at principal venue - Clifton Park Museum;
- Delivery at satellite venues - Rotherham Art Gallery, York and Lancaster Regimental Museum, and Historic Buildings;
- Extended delivery by outreach and audience development.

#### 4.1 **Care of and Access to Collections**

The primary concern of the Service Unit is to achieve and maintain the national Museum Accreditation Standard. This framework ensures that collections are safeguarded by adequate standards of storage, documentation and procedures, and it serves as the basis to realise the potential for public access to and engagement with collections.

The Service will also:

- Address issues regarding adequate storage of the reserve collections, including rationalisation of surplus material;
- Prioritise all collections activity (care and access) on the basis of delivering tangible public engagement outcomes;
- Explore the potential for increasing practical public engagement with collections (e.g. involvement of volunteers).

#### 4.2 **Clifton Park Museum - Aims**

Clifton Park Museum is the main venue and historic building managed by the Service Unit, and it is considered a major local tourist attraction. Continuous improvement and enhancement of its facilities are the primary focus for work on public engagement.

The Museum will:

- Feature exciting exhibitions, which are continually refreshed by extensive use of collections items from the museum's stores;
- Tell the distinctive and evolving story of Rotherham and its people, and celebrate their multi-cultural character today;
- Engage proactively and responsibly with local people and communities, creating resources for entertainment and learning that keep apace with the latest interpretative techniques and contribute to social and economic regeneration;
- Provide a thriving focus for the local community by striving to maintain core audiences of families and children whilst working to increase accessibility by more diverse audiences, including ethnic minority visitors;
- Aim to attract local and regional audiences, providing them with a high quality, contemporary visitor facility and environment;
- Improve links with other local attractions to create a 'critical mass' of attractions in Rotherham;
- Elicit active community involvement in developments relating to public engagement;
- Maximise income generation for sustainability;
- Deal with all customers in accordance with the Local Authority Customer Care Standards.

### 4.3 **Satellite Venues and Historic Buildings - Aims**

Rotherham Art Gallery and the York and Lancaster Regimental Museum are located in Rotherham Central Library and Arts Centre. Both venues are currently satellites to Clifton Park Museum:

- Enabling the Service Unit to excel with managing one of its venues, rather than spread its resources too thinly;
- Allowing plans to be developed outside the Service Unit for a new 'Cultural Centre' in Rotherham, which will ultimately provide a new home for both venues and may change its priority order for public engagement resources.

The Historic Buildings are satellites because they currently have no delivery capacity. The Service Unit aspires to restore and open them to the public, but their present condition requires significant external funding for work on public engagement to be progressed. The priority in which these buildings are addressed depends on deterioration in their condition (which is regularly monitored) and external funding opportunities.

For all Satellite Venues and Historic Buildings, the Service Unit aims to retain and develop their individual roles and identities, whilst linking them more closely to its strategic direction, and make it clear to the public that they are complimentary parts of the larger whole.

For Rotherham Art Gallery, the Service Unit will also:

- Continue to develop temporary exhibitions, which enable the Service Unit to cover in more detail the broad subjects covered at Clifton Park Museum, including historical and contemporary arts and crafts and aspects of Rotherham's history and its People;
- Develop more joint initiatives for exhibitions and other learning activities by exploiting the synergy within Cultural Services;
- Undertake public consultation to provide evidence to justify its inclusion in the new Cultural Centre.

For the York and Lancaster Regimental Museum, the Service Unit will also:

- Make incremental improvements to the exhibitions and develop a core of other learning activities and community involvement;
- Increase its relevance, emphasising its importance to the history of Rotherham and the Region over the last 300 years;
- Undertake public consultation relating to the development of a new York & Lancaster Regimental Museum and the Cultural Centre.

For the Historic Sites, the Service Unit will:

- Develop plans and endeavour to secure external funding for their restoration and potential opening/reopening to the public, and nurture Friends groups to support these developments.

#### 4.4 **Outreach and Audience Development - Aims**

Outreach and audience development is the means by which the Service Unit extends its delivery beyond its venues and historic buildings.

The key elements are:

- Services to schools;
- Community exhibitions and training programmes.

The benefits are:

- Increasing work commitments with and within local communities;
- Providing flexible and responsive ways of delivering creative opportunities with groups from all sections of the community, especially those who are unable to access the museum venues;
- Reflecting community life and cultural diversity today through contemporary collecting.

The existing 'core' audiences for the Service are estimated as:

- Older people, parents with young children, schools (weekdays);
- Families (weekends);
- Anyone with an interest in local history;
- Tourists 'just visiting'.

The priority groups are identified in the Neighbourhood Renewal Strategy:

- **Geographical communities (the 25% most deprived areas in the Borough)**  
Aston, Brinsworth, Central, Dinnington, Flanderwell, Kimberworth Park, Maltby, Masbrough, Rawmarsh, Swinton North, Wath, Wath East, and West Melton
- **Communities of interest**  
Deprived Children and Young People, Disabled People and their Carers, Minority Ethnic Communities, and Vulnerable Older People and their Carers

The Service Unit will focus its outreach and audience development work on these priority groups by:

- Evaluating and mapping existing audiences to priority groups;
- Developing creative opportunities to retain existing audiences;
- Delivering outreach exhibitions and events with and for priority groups to provide them with a 'taster' about the Service Unit;
- Identifying ways of and persuading them to visit Clifton Park Museum or its satellites, in order that the community links created and the support provided can ultimately be sustained.

# **MUSEUMS, GALLERIES & HERITAGE**

## **TEAM PLAN**

**April 2009-March 2011**

## **Cultural Services – vision for the future**

Rotherham is an exciting, vibrant place to live, learn and work. Everyone who lives here, as well as those who visit, enjoy using high quality, inspirational, easily accessible cultural services designed to inform, challenge and entertain.

Our staff, including “Friends” and volunteers, have the skills, confidence, enthusiasm and resources they need to enjoy doing their job well

Our partners and colleagues recognise and value the contributions we make to our respective and joint targets

Our communities are actively involved in providing services together, are proud of our joint achievements and challenge us to improve still further

Our collections and assets are documented, managed, cared for and promoted, encouraging more people to use our services, more often

### **Headline Targets and performance**

- 1. 45% of adult population say they have attended a museum or art gallery in the local area in the last 12 months (43.8%)**
- 2. Set benchmark for resident satisfaction with all services**
- 3. Set benchmark for customer satisfaction with all services**

***Note on budget – budget column refers to ongoing year on year funding unless otherwise stated***

***Note on priorities – priorities column refers to ongoing year on year priorities unless otherwise stated***

## 1. ROTHERHAM LEARNING

<b>Cultural Services - Objective 1.1</b>  <b>To increase the number of people participating in Cultural Services programmes of learning, training and skill development</b>	<u>Measure</u>  <b>CSPI 01, CSPI03</b> <b>Increase total visits to learning programmes annually by 1%</b> <b>No of pupils visiting in organised school groups: 1,800</b>
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<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Plan and deliver an annual programme of learning activities aimed at adults (CS 1.1a)	Programmed annually	RR	L14103	Friends Kitchen Ranger Events (8) Friends Luncheon Clubs (5) Friends Evening Lectures (2) Archaeological Finds Days (4) Conservation at Clifton (5) Park walks (8) Guided tours Major events (2)
Re-launch of Schools Museum Service, including programme of activities. (CS 1.1b)	Sept 2009	RR LB	L14103 L14213	(2009/10 – 2010/11 only) Demonstrate improvements to offer & take up Customer satisfaction survey
Plan & deliver learning activities aimed at families & increase the number of young people taking part in school holiday programmes (CS 1.1c, CS 1.1d)	Programmed annually	RR	L14103	Family fun days (12)

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<b>Cultural Services - Objective 1.2</b>  <b>To continually improve the analysis of impact of learning programmes</b>	<u>Measure</u>  <b>Revised Inspiring Learning Policy published</b>
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<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
a) Implement the Inspiring Learning for All framework and use to analyse impact and performance (CS 1.2a)	Sept 2009	RR	N/A	Use ILFA to evaluate 1 major event and (2009/10 – 2010/11 only) "Book of Delights" project

## 2. ROTHERHAM ACHIEVING

<b>Cultural Services - Objective 2.1</b>  <b>To contribute to the revitalisation of the town centre and other communities by supporting a network of state of the art, sustainable cultural facilities</b>	<u>Measure</u> <b>Cultural centre project teams in place and meeting regularly</b> <b>Interim accommodation project plan</b> <b>Refurbishment programme instituted following publication of asset management plan</b>
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<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
York and Lancaster Regimental Museum: Consider options for continuation of service during period of interim accommodation and in preparation for opening of Cultural Centre (CS 2.1a)	Dec 2009	FY	N/A	(2009/10 – 2010/11 only) Proposals taken to Cabinet Member Consultation plan in place
Rotherham Art Gallery Consider options for continuation of service during period of interim accommodation and in preparation for opening of Cultural Centre (CS 2.1a)	Dec 2009	FY RR	N/A	(2009/10 – 2010/11 only) Proposals taken to Cabinet Member Consultation plan in place
Flood recovery project (CS 2.1a)	Dec 2009	FY	L14105 L14213	Procure appropriate store, re-locate relevant collections & improve access
Monitor and improve the condition, structural integrity and profile of the historic buildings and sites (CS 2.1a)	Programmed annually	FY PG	L13101 L14211	Asset management plan in place

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<b>Cultural Services - Objective 2.3</b>  <b>To contribute to the regeneration of priority communities by taking advantage of funding opportunities that will support investment in Cultural Services activities/facilities by a)direct applications and b) supporting applications by others</b>	<u>Measure</u>  <b>CSPI 04</b>
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<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Develop Heritage Strategy covering historic sites and buildings (CS 2.3a)	Dec 2009	NB EF RR FY	N/A	Proposals taken to Cabinet Member

### 3. ROTHERHAM ALIVE

<p><b>Cultural Services – Objective 3.1</b></p> <p><b>To increase the number of residents taking part, particularly priority groups, taking part in cultural activity</b></p> <p><b>a) through own services      b) in partnership with others</b></p>	<p><u>Measures</u></p> <p><b>National indicators 10, CSPI 11, 12, 48, 51, 52</b>  <b>(See definitions for NI11)</b></p> <p><b>Visits to Museums and Galleries: 110,000</b>  <b>Increase no. of frequent users by 1% on 2008-9 -</b>  <b>Museums and Galleries: 6%</b>  <b>Number of attendances at Summer Holiday Activities across Cultural Services: 2,400</b>  <b>Numbers attending outreach events across Cultural Services: 1,950</b></p>
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<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Update service unit profiles to facilitate target setting linked to priority audiences (CS 3.1d)	Dec 2009	EF ALL	N/A	Service unit profile updated
Rotherham Art Gallery: Deliver one exhibition per year using art collections, initially through Renaissance Partnerships project (CS 3.1e)	Dec 2009 Dec 2010	RR FY	L14210 L14104	2009/2010 only) Exhibition opened and evaluated
Rotherham Art Gallery: Deliver Rotherham Open Art Exhibition, building up interest in the gallery among local artists (CS 3.1e)	July 2009 July 2010	FY	L14104	Exhibition opened and evaluated
Deliver “Book of Delights” project to improve access to Rockingham Pattern Book/Collection (CS 3.1e)	Mar 2010	RR FY CAL	L14211	(2009/10 – 2010/11 only) Collection accessible via touring exhibition, CD-ROM and website
Integrate café into Museum and co-ordinate catering arrangements with Clifton Park/Green Spaces	Mar 2010	WF	N/A	Clear identity for café services
Boston Castle: Work with Green Spaces to establish a service level agreement for activity programming and operational management (CS 2.3a)	Jun 2009	EF WF RR	N/A	(2009/10 – 2010/11 only) Draft agreement in place to support submission for external funding
Clifton Park: Work with Green Spaces to establish a service level agreement for activity programming and operational management (CS 2.3a)	Sep 2009	EF WF RR	N/A	Agreement in place to cover events programming & catering facilities



<b>Cultural Services - Objective 3.2</b>	<u>Measure</u>
To contribute to and take advantage of the Culture & Leisure Marketing Strategy to promote service to users, non-users and priority groups/communities	Marketing strategy implemented and evaluated

<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Create and publish Marketing Strategy for Museums, Galleries & Heritage (CS 3.2a)	Sep 2009	MH EF ALL	C&L	(2009 / 2010 only) Marketing strategy in place, supported by Events & Promotional Services, corporate funding Increase visitor figures Increase income

#### 4. ROTHERHAM SAFE

<b>Cultural Services - Objective 4.1</b>	<u>Measure</u>
To develop targeted projects with an objective of improving the perception of Rotherham as a safe place	Residents survey

<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Ensure all new buildings and collections projects are "safer by design" (CS 4.1b)	Dependant on project	ALL	N/A	Include within specification for Boston Castle, store developments, interim accommodation

<b>Cultural Services - Objective 4.2</b>	<u>Measure</u>
To continually monitor and review policies and procedures for health & safety in Cultural Services sites and services	CSPI 26

<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Ensure appropriate compliance, risk assessments and health and safety checks are carried out at all sites and within all services (CS 4.2a)	Ongoing	ALL	N/A	Risk assessments carried out ISO procedures followed

5. **ROTHERHAM PROUD**

<b>Cultural Services - Objective 5.1</b>  <b>To continually improve customer and citizen consultation and involvement, including young people and ensure it is inclusive of all communities.</b>	<u>Measure</u>  <b>CSPI 14</b>
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<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Publish /display feedback on improvements / achievements(CS 5.1b)	June 2009	WF FY ALL	N/A	“You said/we did” feedback in place
Establish one community engagement day per year in order to improve customer service delivery (CS 5.1c)	Dec 2009	EF WF	N/A	Evidence includes consultation based on CCI framework
Maintain involvement and support for Friends Groups, including the implementation of a Friends charter to clearly define roles and responsibilities (CS 5.1e)	Ongoing	RR	N/A	Attendance at meetings and support for: Friends of Clifton Park Museum, Friends of Clifton Park, Friends of Walker Mausoleum, Friends of Boston Castle

<b>Cultural Services - Objective 5.2.</b>  <b>To increase the number of active volunteers</b>	<u>Measure</u>  <b>CSPI 15</b>
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<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Implement and monitor a volunteer development plan (CS5.1a)	Mar 2010	EF ALL	N/A	Offer for volunteers clarified and co-ordinated across service
Develop and encourage volunteering for heritage activities by supporting work with Friends of Clifton Park Museum (CS 5.2b)	Ongoing	EF RR FY WF	N/A	Evidence of involvement in events, exhibitions, flood recovery projects

<b>Cultural Services - Objective 5.3</b>	<u>Measure</u>
To monitor and evaluate user satisfaction and take necessary actions to ensure continual improvement in those things that matter to the customer	Achieve Customer Service Excellence <b>CSPI18</b>

<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Achieve "Customer Service Excellence" (CS 5.3a)	Jun 2009	FY WF ALL	N/A	Evidence file/matrix Mystery shopping programme Customer journey mapping Customer insight Gap analysis and action plan
Monitor and publish progress against cultural entitlement (CS 5.3b)	May 2009 May 2010	ALL	N/A	Cultural entitlement and "how did we do" published

## 6. ROTHERHAM SUSTAINABILITY

<b>Cultural Services - Objective 6.1</b>	<u>Measure</u>
To continuously improve environmental performance of Cultural Services	<b>CSPI 29</b>

<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Develop Asset Management Plan, including action plan for improved building performance in partnership with Asset Management (CS 6.1a)	Dec 2009	WF PG FY	L14101 L14105	Asset management plan published and implemented
Participate in EMAS programme, including reviews of all services (CS 6.1b)	Dec 2009	WF PG	N/A	
Raise staff awareness of sustainability issues (e.g. recycling) related to service delivery (CS 6.1c)	Mar 2010	ALL	N/A	
Identify economical recycling schemes and identify targets for recycling	Mar 2010	WF PG	N/A	

<b>Cultural Services - Objective 6.2</b>	<b>Measure</b>
<b>To provide sustainable service delivery</b>	<b>Service within 2% of balanced budget</b>

<b>Key Tasks</b>	<b>Timescale</b>	<b>Lead</b>	<b>Budget</b>	<b>Priorities</b>
Ensure all new projects, particularly externally funded projects and building projects, include an assessment of sustainability as part of the planning process (CS 6.2a)	Ongoing	ALL	N/A	Book of Delights Boston Castle Flood recovery Interim accommodation
Consider options for service delivery including appointment of Principal Officer	June 2009	PR EF	N/A	
Review exit strategies for current externally funded projects and refresh where appropriate (CS 6.2b)	Ongoing	ALL	N/A	Renaissance Partnerships Boston Castle Book of Delights

## 7. **ROTHERHAM FAIR**

<b>Cultural Services - Objective 7.1</b>	<b>Measure</b>
<b>To adopt the Equality Standard for Local Government and level reached.</b>	<b>Embed level 5 of the Equality Standard</b>

<b>Key Tasks</b>	<b>Timescale</b>	<b>Lead</b>	<b>Budget</b>	<b>Priorities</b>
Continue to action equality impact assessments on identified policies/documents and ensure stakeholder consultation. (CS 7.1a)	Ongoing	ALL	N/A	Acquisition policy

<b>Cultural Services - Objective 7.2</b>  <b>To improve the accessibility and perception of accessibility of all Cultural Services' buildings/facilities/services.</b>	<u>Measure</u>  <b>CSPI 20</b>
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<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Work with Property Services to improve physical accessibility of sites and facilities (CS 7.2a)	Ongoing	WF PG FY	L14105 L14901	Clifton Park Museum Interim accommodation Stores
Ensure all new buildings and facilities are models of good practice in terms of accessibility (CS 7.2b)	Ongoing	ALL	N/A	Clifton Park Museum Interim accommodation Stores
Improve collections acquisition, management, promotion and disposal, ensuring equity of access for all (CS 7.2c)	Ongoing	FY RR	N/A	Flood recovery project Renaissance Partnerships Book of Delights Collections management system replacement Conservation projects

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<b>Cultural Services - Objective 7.3</b>  <b>To improve awareness of current user and non-user base in order to target services effectively</b>	<u>Measure</u>  <b>Accurate, relevant data available to support Place Survey and Active People's Survey</b>
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<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Develop a profile of current usage and non-usage and ascertain levels of "representativeness" based on priority groups (CS 7.3a)	Dec 2009	EF ALL	N/A	Establish baseline as part of Customer Service Excellence self assessment
Use profile analysis to feed into planning and target setting (CS 7.3b)	Feb 2010	ALL	N/A	Team plan 2010-2012
Continue monitoring of usage trends based on gender, age, ethnicity at Cultural Services events (CS 7.3c)	Mar 2010	WF ALL	N/A	

## 8. ROTHERHAM EXCELLENT

<p><b>Cultural Services – Objective 8.1</b></p> <p><b>To continually monitor, review and further develop the Performance Management System.</b></p>	<p><u>Measure</u></p> <p><b>Data collection in place for national indicator 10 and suite of local performance indicators</b></p>
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<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Develop action plan to improve performance against national indicator 10 (use of Museums) (CS 8.1a)	Sep 2009	EF ALL	N/A	Action plan developed and used to feed into team plan for 2010-2012
Set benchmark for resident satisfaction with services (CS8.1b)	Sep 2009	JF EF ALL	N/A	Benchmark used to feed into team action plan for 2010-12
Set benchmark for customer satisfaction with services (CS8.1b)	Sep 2009	JF EF ALL	N/A	Benchmark used to feed into team action plan for 2010-12

<p><b>Cultural Services - Objective 8.2</b></p> <p><b>Improve performance against appropriate national quality standards</b></p>	<p><u>Measure</u></p> <p><b>CSPI 22, 31, 32, 53, 54</b>  <b>Cost per visit, Museums: £6.33</b>  <b>Applix returns completed on time</b>  <b>Retain ISO9001</b></p>
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<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Implement Service review action plan (CS 8.2a)	Mar 2010	EF	N/A	Priorities agreed with staff team and Director, Culture & Leisure
Retain ISO9001 quality assurance	Mar 2010	EF ALL	N/A	Document outstanding processes Undertake process review
Benchmark performance in partnership with YOMMS (CS 8.2b)	Ongoing	EF FY	N/A	YOMMS annual review published
Review catering provision in partnership with Clifton Park	Mar 2010	EF	N/A	Business plan for café operations

<b>Cultural Services - Objective 8.3</b>	<u>Measure</u>
<b>To implement, monitor and review the Workforce Development Plan</b>	<b>Achieve IIP</b> See also Service review action plan 6.5.1, 6.6.1

<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Use the PDR process to identify training needs (CS 8.3a)	2 p.a.	ALL	N/A	Complete PDRs, allocate/fund training
Take all reasonable actions to help improve work life balance for all staff (CS 8.3b)	Ongoing	ALL	N/A	Consider flexible work style arrangements
Ensure staff take ALL annual leave and flexi time (CS 8.3c)	Ongoing	ALL	N/A	Leave and flexi-time taken at regular intervals
Continue to improve current levels of sickness absence (CS 8.3d)	Ongoing	ALL	N/A	Sickness absence reduced
Develop leadership skills at all levels of management (CS 8.3e)	Ongoing	ALL	N/A	ALL – Back to the floor programme, Work shadowing, Review staff/manager competencies
Review current roles and responsibilities, including updating of job descriptions as necessary (CS 8.3e)	Apr 2009	EF	N/A	

<b>Cultural Services - Objective 8.4</b>	<u>Measure</u>
<b>To monitor and review standards of service in order to ensure they are consistently high</b>	<b>Achieve VAQAS, Accreditation</b>

<u>Key Tasks</u>	<u>Timescale</u>	<u>Lead</u>	<u>Budget</u>	<u>Priorities</u>
Monitor, review and communicate all operating procedures and deliver appropriate staff training (CS 8.4a)	Ongoing	ALL	N/A	Operating procedures for all services in line with ISO9001 requirements
Monitor customer satisfaction and complaints systems to ensure continuous improvement (CS 8.4b)	Ongoing	ALL	N/A	Customer satisfaction and complaints logged, responded to and monitored
Support Accredited Museum & VAQAS status (CS 8.4c) by: Implementing Flood Recovery project Implementing Documentation Project Carrying out visual inspections of collections	Sep 2009 Mar 2011 Dec 2009	FY FY FY	L14213 L14108 N/A	See flood recovery action plan Specification refresh/report to E-gov board Collections audited

Revaluing collections	Mar 2010	FY	L14107	Collections re-valued, insurance amended
Reducing documentation backlog	Mar 2011	FY	N/A	Procedures reviewed/updated, action plan in place
Consider appointments to current and potential vacancies	Jun 2009	EF ALL	L14901	Implementation of team plan and achievement of service targets

## liP – Actions for Managers

1. Continue to involve employees in service/team planning with emphasis on helping front line staff to understand how they contribute to service and corporate objectives
2. Monitor team meetings to ensure coverage of all employees and ensure all staff attend and minutes are circulated to all staff.
3. Ensure the core induction process and documentation is undertaken effectively on introduction to the organisation and to a new job or secondment post, including Race Relations act and duty to promote race equality.
4. Discuss and set organisational, team and individual objectives prior to all development opportunities or activities undertaken by staff.
5. Take responsibility for monitoring staff training/development.
6. Use one year planning process to agree workload and priorities.
7. Encouragement a “bottom up” feedback to challenge decisions that managers make - through team meeting agendas, encourage comment and feedback

## Definitions – National indicator 11:

### Arts attendance events

Exhibition of art, photography or sculpture  
 Craft exhibition  
 Video or electronic art event  
 Event connected with books or writing  
 Street arts  
 Carnival  
 Culturally specific festival  
 Play or drama  
 Theatre performance  
 Opera or operetta  
 Classical music performance  
 Jazz performance  
 Live music event  
 Ballet  
 Contemporary dance  
 African people’s dance or South Asian and Chinese dance  
 Other live dance  
 Writing stories or plays

### Arts participation activities

Ballet  
 Dance (not for fitness)  
 Singing to an audience  
 Playing a musical instrument to an audience  
 Playing a musical instrument for pleasure  
 Writing music  
 Rehearsing or performing in a play or drama  
 Rehearsing or performing in an opera  
 Painting, drawing, printmaking or sculpture  
 Photography as an artistic activity  
 Making films or videos as an artistic activity  
 Creating original artworks using a computer  
 Textile crafts  
 Wood crafts  
 Crafts  
 Bought any original works of art for yourself  
 Bought any original/handmade crafts such as pottery or jewellery for yourself  
 Writing poetry



<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	<b>Cultural Services and Sport Delegated Powers Meeting</b>
<b>2.</b>	<b>Date:</b>	<b>6th October, 2009</b>
<b>3.</b>	<b>Title:</b>	<b>August Revenue Budget Monitoring Report</b>
<b>4.</b>	<b>Directorate:</b>	<b>Environment and Development Services</b>

### **5. Summary**

To report on performance against the revenue budget for the Environment and Development Services Directorate as at **the end of August 2009** and to provide a forecast outturn for the whole of the 2009/10 financial year.

### **6. Recommendations**

That Members note the current forecast year end outturn position of **an overspend of £631,000** for the Environment & Development Services Directorate based on expenditure and income as at August 2009.

That this report be referred to the Regeneration Scrutiny Panel for information.

## 7. Proposals and Details

Members are asked to receive and comment upon budget monitoring reports from May onwards. This report reflects the position against budget for the period 1 April 2009 to 31 August 2009. The attached **appendices** give a summary of the projected 2009/10 revenue position for the Directorate;

Appendix A – E&DS Summary Report.

Appendix A1 to A5 – Service Level Summary Report.

Following the August cycle of budget monitoring the Directorate has identified that it is likely to incur an overspend of £631,000 (1.38%) against its total net revenue budget of £45,814,106. However, all possible actions to mitigate this will be taken.

The key pressures contributing to this position are :

- Consultancy work fee income
- Restructuring costs within Culture and Leisure
- Under recovery of income due to a reduced number of planning applications
- Flood related costs (June 2009)
- Under recovery of income on the Parking Budget

### **Asset Management (£149K+)**

The Service Director has previously reported an overspend on the budget, which are due to the continued downturn in work loads (£70k under recovery), this remains under review, and the non recovery of income for School Crossing Patrol (£79k). Work is ongoing to address this for 2010/11 budgets.

### **Business Unit (£120k-)**

The Business Unit is effectively managing vacant posts (£80k), has made savings through the Corporate Account due to moratorium on spending (£20k) and has now imposed a moratorium on the uncommitted Training budget (£20k) to mitigate the Directorate forecast overspend by £120k in 2009/10.

### **Culture and Leisure (£67k+)**

Pressures within Sports and Recreation total (£81k) and include Herringthorpe Stadium (£25k), Urban Park Rangers (£16k) and Country Parks (£40k), plus ongoing security costs at Ulley Reservoir (£27k) which were reported last month. These are being offset by savings of (£47k) in Museums and Libraries Management due to staff vacancies. The Service is continuing to work on achieving savings offered as part of setting the budget for 2009/10.

### **Planning and Regeneration (£409k+)**

There is considerable financial pressure within this Service as there continues to be a decline in planning applications. The projected income under-recovery is £589k. The Housing Planning Delivery Grant allocation is being used to help offset this pressure (£129k). Smaller pressures within the service of an estimated £68k relate to the Mapper System, these are being offset by non recruitment to some posts (£34k-), savings in Development Promotions (£16k-) and increased activity resulting in additional fee income (£67k-).

### **Streetpride (£126k+)**

There are pressures being reported across Streetpride which include a shortfall on income within Parking (£89k) and further unbudgeted pressure on energy costs on Street Lighting (£49k). Costs have been identified by Streetpride relating to the localised floods, as £80k and are unbudgeted. Some savings have been identified within Waste (£92k-) due to new contractual arrangements to help mitigate the pressures in this service.

## **8. Finance**

Please refer to the attached appendices for detailed financial analysis. The Directorate will continue to review its planned expenditure and identify and implement management actions to help mitigate the forecast overspend.

## **9. Risks and Uncertainties**

The overall Directorate budget currently shows a projected overspend of £631,000. Costs associated with the Office Accommodation move to Doncaster Gate continue to be reviewed and a separate report to Corporate Management Team has been progressed. To date the reported position has reflected a combination of cost pressures partially being compensated for by savings/additional income being generated across the Service. The Strategic Director of Environment and Development Services and Cabinet Member have determined this is an acceptable way of balancing the budget in accordance with Financial Regulation Virement Note Section 11, without the need for implementing virement.

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

Directorate budgets are aligned only to corporate priorities and spending within the agreed Directorate cash allocation is key to demonstrate the efficient Use of Resources.

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

This is the fourth budget monitoring report for the Directorate for 2009/10 and reflects the position from April 2009 to August 2009. This report has been discussed with the Strategic Directors of Environment and Development Services and Finance.

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## REASONS FOR VARIANCE FROM APPROVED BUDGET (Based on available information as at end August 2009)

Service	Under (-) / Over (+) Spending Projected to Year End £,000	Reasons/Implications	RAG Status	Actions Proposed	Impact of Actions	Revised RAG Status
Asset Management	149	Due to the downturns in workload, surpluses above the original trading targets are unlikely to be achieved, though Service are endeavouring to deliver on this.	A			G
Business Unit	-120	Identified savings due to freeze on recruitment and a moratorium on spend.	G			G
Culture & Leisure	67	This pressure relates to security costs at Ulley post June 2007 Floods and loss of income on TCP café due to refurbishment	G			G
Planning & Regeneration Service	409	The pressure within this Service Area is generally due to an under recovery of income due to a reduced number of application fees.	A			G
Streetpride	126	The key pressures within Streetpride are Flood Related costs, under recovery of income for Parking. There are other pressures within Drainage, Street Lighting and Grounds Maintenance which are being partially offset by savings within Waste.	A			G
<b>TOTAL</b>	<b>631</b>					G

## REASONS FOR VARIANCE FROM APPROVED BUDGET (Based on available information as at end August 2009)

Asset Management	Under (-) / Over (+) Spending Projected to Year End £,000	Reasons/Implications	RAG Status	Actions Proposed	Impact of Actions	Revised RAG Status
Management	0	Nil variance at this stage in the financial year	G	No action required.		
Building Cleaning	0	Nil variance at this stage in the financial year	G	No action required.		
Public Conveniences (All Saints)	0	Nil variance at this stage in the financial year	G	No action required.		
Caretakers	0	Nil variance at this stage in the financial year	G	No action required.		
Bailey Suite	0	Nil variance at this stage in the financial year	G	No action required.		
School Crossing Patrol	79	Concern over deliverability of the proposed saving £78,700. Potential to implement 2010/11	R			
Education Premises	0	Nil variance at this stage in the financial year	G	No action required.		
Office Accommodation	0	Shortfall on Town Centre Office moves, having been implemented earlier than planned.	G	No action required.		
Community Buildings	0	Nil variance at this stage in the financial year	G	No action required.		
Facilities Management	0	Nil variance at this stage in the financial year	G	No action required.		
Swinton District Heating	0	Nil variance at this stage in the financial year	G	No action required.		
Emergency and Safety	0	Nil variance at this stage in the financial year	G	No action required.		
Environmental Management	0	Nil variance at this stage in the financial year	G	No action required.		
Strategic Support Team	0	Nil variance at this stage in the financial year	G	No action required.		
Miscellaneous Properties	0	Nil variance at this stage in the financial year	G	No action required.		
Transport	0	Nil variance at this stage in the financial year	G	No action required.		
Misc. Fee Accounts	0	Nil variance at this stage in the financial year	G	No action required.		
Fee Billing - Consultancy Management	70	Potential shortfall to income target	A	A review of fee earning income is being undertaken to determine if the position can be improved		G
*Valuation Group (Fee Billing)	0	Nil variance at this stage in the financial year	G	No action required.		
*Commercial Properties	0	Nil variance at this stage in the financial year	G	No action required.		
<b>TOTAL</b>	<b>149</b>					

Note:

REVENUE BUDGET MONITORING REPORT 2009/10

Appendix A - 2

REASONS FOR VARIANCE FROM APPROVED BUDGET (Based on available information as at end August 2009)

Business Unit	Spending Projected to Year End £,000	Reasons/Implications	RAG Status	Actions Proposed	Impact of Actions	Revised RAG Status
Business Support and Central Admin	-80	Identified savings due to freeze on recruitment	G	No action required.		
Plan Printing	0	Nil variance at this stage in the financial year	G	No action required.		
Payments to RBT	0	Nil variance at this stage in the financial year.	G	No action required.		
Management	0	Nil variance at this stage in the financial year.	G	No action required.		
Corporate Account	-20	Lower than expected charges on WRCC pensions and moratorium on spend	G	No action required.		
Performance & Quality	0	Savings due to moratorium on spend	G	No action required.		
Training	-20	Moratorium on spend	G	No action required.		
<b>TOTAL</b>	<b>-120</b>					

## REASONS FOR VARIANCE FROM APPROVED BUDGET (Based on available information as at end August 2009)

Culture & Leisure Services	Under (-) / Over (+) Spending Projected to Year End £,000	Reasons/Implications	RAG Status	Actions Proposed	Impact of Actions	Revised RAG Status
Culture & Heritage	-12	Overspend in Theatres (£38k) offset by underspend in Museums (£50k)	G	No action required.		
Library Service	7	Net overspend across Perm Lending Libraries and Mobile Libraries	G	No action required.		G
Recreation & Sport	81	Charges for the Stadium (£25k), UPR pay (£16k), Country Parks (£40k)	A	Review of Grounds Maintenance charges, potential to reduce when service transfers from Ringway to RMBC.		A
Tourism	0	Nil variance at this stage in the financial year	G	No action required.		G
Service Management & Support	-36	Vacant posts Library Service Management	G	No action required.		G
Post Flood work 2007	27	Actual costs for security Ulley (April - June) no funding available.	A	Consider under proposed Capital spend for rehabilitation of Ulley Reservoir, and absorb early year costs across the Service		G
<b>TOTAL</b>	<b>67</b>					



## REASONS FOR VARIANCE FROM APPROVED BUDGET (Based on available information as at end August 2009)

	Under (-) / Over (+) Spending Projected to Year End £,000	Reasons/Implications	RAG Status	Actions Proposed	Impact of Actions	Revised RAG Status
<b>Planning &amp; Regeneration Service</b>						
Business Development	0	Nil variance at this stage in the financial year	G	No action required.		
Development Promotion	-16		G	No action required.		
YES Project	0	Nil variance at this stage in the financial year	G	No action required.		
Economic Strategy	-34	Not currently recruiting to vacant posts, with additional income being generated	G	No action required.		
Work Implementation	0		G	No action required.		
Managed Workspace (Business Centres)	0	Income shortfall due to low occupancy levels at Dinnington Business Centre	R	Various projects are being undertaken to increase occupancy levels in all Business Centres		
RERF	0	Nil variance at this stage in the financial year	G	No action required.		
Town Centre Mgt	1	Nil variance at this stage in the financial year	G	No action required.		
Markets	-3	A 25% reduction in Gas charges from 01 June, is partially offsetting a shortfall in income recovery	G	No action required.		
Forward Planning	0	Nil variance at this stage in the financial year	G	No action required.		
Management	0	Nil variance at this stage in the financial year	G	No action required.		
Land Charges	68	Unable to implement charges for OS Mapping	R	To be offset with in year savings across the service		G
Development Control	589	Income shortfall due to reduced of applications	R	Further review required. Budget was realigned based on last years actuals, reduction in income target of £650k. However, the economic climate is indicating a continued downturn.		
Housing Planning Delivery Grant (HPDG)	-129	To offset OS Mapping shortfall and partially offset the under recovery of income in DC	G	To offset OS Mapping shortfall		G
Building Control (80% Trading)	0	Nil variance at this stage in the financial year	G	No action required.		
Building Control (20% Revenue)	0	Nil variance at this stage in the financial year	G	No action required.		
Transportation	-67	Increased fee income being generated from LTP schemes	G	No action required.		
<b>TOTAL</b>	<b>409</b>					

## REASONS FOR VARIANCE FROM APPROVED BUDGET (Based on available information as at end August 2009)

Streetpride	Under (-) / Over (+) Spending Projected to Year End £,000	Reasons/Implications	RAG Status	Actions Proposed	Impact of Actions	Revised RAG Status
Community Delivery Teams	33	A recent assesemnt of Street Cleansing has highlighted further charges anticipated in the Autumn (£25k)	G	Review charging procedures to improve projections for 2009/10	That full year charges are containable within the 2009/10 budget	G
Network Management	56	The main pressures are being caused by under recovery of income within the Parking Budget (£89+), for the loss of income, and energy costs within Street Lighting (£49K+). There are costs associated within drainage work for Clifton Park (£8k) shown against the drainage budget, along with gully cleansing work (£28k). Some savings have been made in Design and Contract Management are reducing the overall overspend	A	Analysis of the income recovery for parking suggests there has been minimum impact other than at the Civic/Norfolk site where people are taking opportunity of the 'free' parking. A half year review of Service may allow for budget transfer within Streetpride, to realign the budget to the pressures for 2009/10.	Assess the outcomes and report to Cabinet Member and CMT.	G
Schemes & Partnerships	0	Nil variance at this stage in the financial year	G	No action required.	Nil variance	G
Waste disposal and collection	-92	Additional costs within Commercial Waste are being offset by additional savings secured within the Recycling budgets. Additional income is projected, and reduced costs due to the Blue Box collections coming back in house.	G	In due course a further assessment of the budgets will be undertaken, to realign budgets appropriately.	Nil variance	G
Corporate Accounts - Streetpride	129	Some costs relate to the Floods June 2007 (£30k) and June 2009 (£50k) together with the the vacancy factor, where the savings are being shown against the relevant service.	A	It is unlikely that these costs can be claimed through the Bellwin Scheme, however, the costs are still been co-ordinated centrally.	There is no other identified funding source at this stage.	G
<b>TOTAL</b>	<b>126</b>					

**Rotherham Borough Council – Report to Members**

<b>1.</b>	<b>Meeting:</b>	<b>Cabinet Member for Cultural Services and Sport</b>
<b>2.</b>	<b>Date:</b>	<b>6<sup>th</sup> October 2009</b>
<b>3.</b>	<b>Title:</b>	<b>Rotherham Schools Library Service – Current Priorities and Future Proposals</b>
<b>4.</b>	<b>Programme Area</b>	<b>EDS</b>

## **5. Summary**

Developments in the Schools Library Service (SLS) are necessary in order to maintain and enhance the Service's relevance to the needs and aspirations of schools in Rotherham, to better support schools in meeting the challenges they face, and to play a key part in building links between schools and local community libraries. Recognition of these functions brings the need to ensure secure funding of the SLS for the future, and that security will only come with a clear confidence and understanding that the SLS can help to deliver school improvement.

## **6. Recommendations**

- **Maintain core service and current priorities in order to ensure delivery is of the highest possible standard.**
- **Fully commit to the new ways of working and action the four proposals identified in section 7.**
- **Explore additional areas of external funding that may supplement current school subscription levels.**
- **Formulate contingency plans in order to manage the risk of reduced subscriptions.**
- **Build on past consultation by embedding further consultation with schools into the service planning process.**

## 7. Proposals and Details

The Schools Library Service, based in Maltby Library Offices, provides resources to schools for loan to support the teaching of the curriculum. It is a service which continues to develop and grow.

### **Core Services provided include:**

- Book loans to support the delivery of the National Curriculum.
- A range of reading material to support the delivery of current government literacy strategies.
- Book exchange programmes to enhance the wider reading experience of children.
- Book collections aimed at supporting children with special educational needs.
- Supporting schools with development and utilisation of schools' libraries through a programme of training and school library audits.

Currently the SLS provides professional advice and support to 79 primary schools in Rotherham on all matters related to the promotion of reading, literacy skills, and information handling skills among pupils, and to the development of libraries in schools. This process is facilitated by five staff – a Children's Librarian, a Senior Library Assistant and three full-time Library Assistants. Customers include teachers, head teachers, early years workers and other LEA officers who borrow resources and seek expert advice.

The service operates on a subscription basis, proportionate to the school size (number of pupils) and offers the following broad benefits:

- Support network for school staff who are responsible for the school library
- Professional development opportunities to support school improvement processes
- Book exchanges inspire children to read for pleasure
- Access to experienced public library staff linking reading with the wider community
- Individual teachers access resources that are specially selected to make a meaningful contribution to pupils' learning and development
- Partnership work with national, regional and local agencies e.g. The Reading Agency, Booktrust and National Literacy Trust

### **Improvements over the last 12 months**

In the last year the service has been presented with a number of challenges. The biggest of which has been to secure funding through the Service Level Agreement subscription process and alongside this demonstrate continual service development. However, a number of improvements have been made to the service:

- A van delivery service was introduced to take stock directly to schools, saving schools staff time and money
- Value for money statements were issued demonstrating clear savings made by subscribing to the service
- Delivery of two government funded initiatives – "Book Ahead" and "Boys into Books"

- Training Course – Running a Successful School Library was delivered with plans for future courses taking shape
- More direct work with children was established through the Rotherham Reading Agent project – whereby children are given a budget and supported in buying books they feel are suitable for their peers
- Ideas and designs – the team supported schools with the designing of new school based library spaces

### **Proposals for the future – new ways of working**

The School Library Service team are committed to providing a service that is valued and relevant to the needs of subscribing schools. In order to achieve this, the team will ensure schools have access to resources by providing the existing more traditional services outlined above as well as working towards the delivery of the following proposals:

#### Proposal 1: Training Packages

Training has focused on developing the skills of the professionals who are involved in school library arrangements, and the intention is to maintain these types of packages. However, the SLS has also delivered training for adult volunteers in schools and this is moving towards the inclusion of training parents / carers. Training packages need to be formally scheduled throughout the academic year and linked to LEA arrangements.

#### Proposal 2: School Library Management Options

Currently, work to reorganise and develop school libraries is carried out in response to invitation from schools, and involves stock editing and classifying, advice on various techniques to maximise usage and accessibility, induction workshops for pupils, advice on library location, design and layout, and other forms of support as necessary. The intention is to offer such work proactively, to enable school libraries everywhere to be of a consistently higher standard, and better able to show their impact on school improvement. Work will be split into three strands:

- Designing New Library Spaces – support for schools that are developing a school library from scratch.
- School Library Refresh Programme – support for schools who wish to rejuvenate their library environment.
- Getting the most out of your school library – Ongoing support with a self assessment process to ensure the school library is a quality space for children to access.

#### Proposal 3: Reader Development Programme

There are other services offered by the Library Information Service which indicate a broad commitment to the development of an enjoyment and facility in reading among children. Work is ongoing in community libraries to encourage children to become confident independent readers and the starting point for this is often the work that goes on in schools, particularly through the school library. Therefore a major aspect of service development needs to focus on developing the reader. Specifically the SLS intends to do this by:

- Consolidating the National Bookstart Scheme enhancing the gifting of books to children in the foundation stage.
- Increased delivery of storytelling sessions.
- Instigate book shadowing opportunities – such as the Carnegie Book Award and the Greenaway Medal.
- Pupil librarian work known as the Rotherham Reading Agents will be developed to inspire children to make library spaces fun and vibrant for other children.

#### Proposal 4: Online Resources Package

The service needs to demonstrate a truly modern and up to the minute approach and therefore e-services will be introduced to meet the needs of the ever evolving technological world of children. The School Library Service will provide a range of online resources that are designed to engage children in reading and learning activities presented in visually stimulating formats.

#### New ways of working

Overall the proposals aim to address the needs of the customer base secured for the financial year 2009/2010. Implementation of the proposals needs to be swift and purposeful for individual schools in order to ensure they commit to the service in the next financial year. The service needs to balance the delivery of the existing services with the added value of the new proposals ensuring that the client experience is of the highest quality. Furthermore, any new ways of working need to be sustainable otherwise the service could be perceived as being regressive and unresponsive.

## **8. Finance**

The gross expenditure for the service for 2009/10 is forecast to be £158,220 (see summary below).

Staffing	£110,520
Transport – van contract	£1,700
Supplies and Services – operational cost and book purchase	£46,000

At present the income generated through schools subscribing to the service totals £158,220.

The budget implications clearly demonstrate the complete reliance of the service on school subscriptions. The service cannot seek to secure a long term delivery plan with the short term funding arrangements. Any new ways of working have to make immediate impact in order for the SLS to demonstrate value for money. Within any given financial year the service has to be secured, enhanced and demonstrate future developments in order to maintain its attractiveness to school management boards. Failure to do this each year results in subscription losses placing continual pressure on the service. The focus moves away from the positive elements of the service to a vicious cycle of justifying its existence.

## 9. Risks and Uncertainties

In terms of the future of the Rotherham Schools Library Service, if the proposals under the umbrella – new ways of working fails to make immediate impact the service may suffer a further fall in subscription levels ultimately forcing the service to be discontinued.

The financial situation highlighted in point 8 clearly reflects the precarious budget balancing act. If the service folds it will not be an easy or quick task to resurrect it. It may only be possible to offer some limited support for schools on a consultancy basis with no provision of book stock.

## 10. Policy and Performance Agenda Implications

Rotherham Schools Library Service aims always to be aware of educational policy developments on which it could have impact. These current policy drivers are split locally and nationally.

Local drivers:

- **RMBC Corporate Plan**  
The SLS fits very well into the Council's corporate objectives, assisting as it does the educational, social and cultural development of the children of Rotherham.
- **RMBC Best Value Performance Plan**  
This provides the background to practices currently employed or being aimed for in the SLS, to provide the best possible quality of service for the users.
- **Library and Information Service Annual Plan**  
A section on the SLS outlines plans and targets for future development in the context of the library service to the whole community.
- **LEA Education Development Plans**  
The SLS can demonstrate its role and impact in raising literacy levels in Rotherham.
- **OFSTED school inspection reports**  
Inspectors' comments on school libraries are often received by the SLS and used to support schools in the development of their libraries.

National drivers

- **National Curriculum**  
**Primary National Strategy – Letters and Sounds**  
Policies which inform the entire nature of the SLS, in terms of loans work to support the teaching of the curriculum and the delivery of the strategy, and to enhance the development of reading ability among pupils.

- OFSTED – *Good School Libraries: making a difference to learning* (March 2006)  
Report highlights how school library services provide good support for schools, including specialist audits and advice, additional resources, training and opportunities for networking.
- OFSTED *guidelines for inspecting school libraries and learning resource centres*.  
Detailed guidance on what inspectors look for in school libraries, with the emphasis on seeking evidence that the library is clearly contributing to pupils' achievement and to school improvement.

#### Performance indicators

A list of performance indicators relevant to the work of the SLS captures current performance with the service being measured on a quantitative and qualitative basis.

## 11. Background Papers and Consultation

In January 2008 a letter actioned by the LEA was sent to all primary and special schools explaining funding arrangements for the Schools Library Service and setting out a consultation and evaluation process with regards to future developments.

In brief the SLS carried out small focus group work, initiated a questionnaire to all schools and delivered a number of presentations to various meetings. All of these aspects highlighted the following conclusions:

- The book loan and book exchange programmes were overwhelmingly viewed as being very good in term of relevance, quality and loan arrangements.
- The loaning of artefacts and pictures was much valued.
- The professional advisory capacity of the SLS was a little misunderstood highlighting how the service is portrayed as simply providing book based resources.
- The reason for not using the service was to do with schools preferring to purchase their own resources.

A year on from these conclusions the Schools Library Service has endeavoured to keep in constant talks with LEA representatives. The team are currently compiling *Service User Profiles* in order to concrete positive links with those schools which buy into the service. The non-subscribing schools will also be receiving promotional information with the aim of attracting them back into the service. Further consultation will be conducted in order to assess the success of the new ways of working.

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