

## **CABINET**

**Venue: Town Hall, Moorgate  
Street, Rotherham. S60  
2TH**

**Date: Wednesday, 1 December 2010**

**Time: 10.30 a.m.**

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

1. To consider questions from Members of the Public.
2. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
3. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
4. Minutes of the previous meeting held on 17th November, 2010 (copy supplied separately)
5. Scrutiny Review - Personal, Social, Health and Economic Education (PSHE) (report herewith) (Pages 1 - 15)
  - Strategic Director of Children and Young People's Services to report.
6. Joint Occupation of Property by the Council and South Yorkshire Police (report herewith) (Pages 16 - 20)
  - Strategic Director of Environment and Development Services to report.
7. Shared Services (report herewith) (Pages 21 - 32)
  - Chief Executive/Strategic Director of Finance to report.
8. Outdoor Learning (report herewith) (Pages 33 - 55)
  - Strategic Director of Children and Young People's Services to report.
9. Rationalisation of Property Assets - Oaks Lane Depot - Appropriation (report herewith) (Pages 56 - 57)
  - Strategic Director of Environment and Development Services to report.
10. RMBC Sustainable Procurement and Commissioning Code of Practice (report herewith) (Pages 58 - 71)
  - Strategic Director of Environment and Development Services to report.

11. Minutes of a meeting of the Groundworks Trusts Panel held on 13th October, 2010 (copy herewith) (Pages 72 - 81)
  - Chief Executive to report.
  
12. Exclusion of the Press and Public.

The following item is likely to be considered in the absence of the press and public as being exempt under Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended March 2006) (information relating to the financial or business affairs of any particular individual (including the Council)):-
  
13. Lincoln Street Workshops, Maltby (report herewith) (Pages 82 - 89)
  - Strategic Director of Environment and Development Services to report.

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	<b>Cabinet</b>
<b>2.</b>	<b>Date:</b>	<b>1<sup>st</sup> December 2010</b>
<b>3.</b>	<b>Title:</b>	<b>Scrutiny Review – Personal, Social, Health and Economic Education (PSHEe)</b>
<b>4.</b>	<b>Directorate:</b>	<b>Children and Young People's Services</b>

**5. Summary**

A review of Personal, Social, Health and Economic Education (PSHEe) was conducted by Children and Young People's Scrutiny Panel in conjunction with the Youth Cabinet. This Review has been considered by the Council's Strategic Leadership Team, whose comments on the findings and recommendations are attached for Cabinet's consideration (see Appendix 1).

**6. Recommendations**

That Cabinet:

- a. **Note the Strategic Leadership Team's commentary on the Scrutiny Review into PSHE in Schools.**
- b. **Agree the recommended actions to the 16 Recommendations of Review as outlined in the final column of the Table in Appendix 1.**

## 7. Proposals and Details

This report sets out the response to the Scrutiny Review undertaken by the Children and Young People's Scrutiny Panel into the provision of PSHEe in schools. The report was submitted to the Children and Young People's Scrutiny Panel on April 9<sup>th</sup> 2010. The Review Group decided that prior to the report going through the Council's reporting structures, a period of consultation on the feasibility and implementation of the report will be undertaken; including presentations to the meetings of the Secondary Headteachers and the Chair and Vice Chair of Governors. These meetings took place on 20<sup>th</sup> May 2010 and 23<sup>rd</sup> June 2010 respectively.

In Rotherham, PSHEe support and guidance for schools is the responsibility of the Healthy Schools Team as quality PSHEe provision has been included within the National Healthy Schools Standards. Over the last ten years, all Rotherham schools have been engaged with the Rotherham Healthy Schools Programme which included working towards achieving National Healthy Schools Accreditation and also Rotherham Advanced HS accreditation reflecting local priorities. In 2009 we met the stretch target for the LA by exceeding the target set for the number of schools gaining National Healthy Schools Accreditation – 97% of Rotherham schools are accredited (the National target was 75%); the schools which are not accredited currently do not have timetabled PSHEe lessons for all students.

The Rotherham Healthy Schools team welcomed the review of PSHEe provision initiated by members of the Youth Cabinet and were buoyed by the fact that young people felt good quality PSHEe experiences for young people were vital alongside the importance for academic achievement. We feel the consultation process modelled good partnership working as it gave the opportunity for all relevant parties to be able to be involved in the consultation to help produce a good report with useful recommendations which support nationally recognised good practice within the area of PSHEe. The report will therefore be able to be used as an additional tool to continue to support and strengthen the provision of PSHEe across Rotherham.

The review made 16 recommendations in total and these have been discussed by relevant officers and comments given about each one. Each recommendation is listed in **Appendix 1** with a response which is intended to set out whether the recommendation is accepted [along with any caveats] or is partially or not accepted with reasons why this is the case.

Since the review was submitted, the change of Government has led to many changes which directly affect the ability of carrying out the Scrutiny recommendations for PSHEe.

## 8. Finance

Appendix 1 details the financial implications of implementing the review recommendations.

Additionally, Members should note that the current Government changes regarding funding have implications for the School Effectiveness Service where the Rotherham Healthy Schools Team is based. There will be a reduction in staffing levels within the Healthy Schools team from five consultants and eight project workers to two consultants from January 2011 and no project workers from

March 2011. The responsibilities of the two remaining consultants are PSHEe and Healthy Schools work, so support for schools in these areas could still continue as well as support for the wider remits of Health; helping the LA to meet national and local targets linked to prevention and early intervention work via universal education (e.g. Drug education and Sex and Relationships education)

### **9. Risks and Uncertainties**

Changes to the Ofsted Inspection Framework weaken the links to PSHEe for example the 'School Level Wellbeing Indicators' and ECM will not exist and the SEF, which includes PSHEe/Health links as evidence of school improvement is likely not to be required as part of the inspection process.

The Government supports the continuation of the Healthy Schools scheme with a focus on local needs and led by schools. However, we believe that schools will need our continued support to achieve Rotherham priorities. The Government has also indicated its support for PSHEe especially linked to continued reduction in teenage pregnancies, reduction in young people's drug alcohol and tobacco misuse and increase in young people's financial capability. We await the publication of the Government's Education White Paper and the clarification locally regarding strategic decisions/funding which will affect the support available to carry out the recommendations in the PSHEe Scrutiny Review.

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

See review report.

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

See section 7 of review report.

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**Strategic Leadership Team's Commentary on Scrutiny Review of Personal, Social, Health and Economic education (PSHEe)**

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
1. The Review Group supports the recommendations of the MacDonald Report ( <i>Independent Review of the Proposal to make Personal, Social, Health and Economic Education Statutory</i> ) and the implementation of SRE guidance in schools.	Decision not made by Government to make PSHEe a statutory subject; awaiting Education White paper		See 2 below	<ul style="list-style-type: none"> <li>See 2 below</li> </ul>	See 2 below	Defer until Education White Paper published
2. <b>That PSHEe should be a compulsory part of every student's timetable.</b> This provision should be available from year 7 to year 11	<ul style="list-style-type: none"> <li>Presented to Secondary Head Teachers 20<sup>th</sup> May 10</li> <li>Strategic backing for the continuation of the Rotherham Healthy Schools scheme in Rotherham so that</li> </ul>	20/05/10  asap	PSHEe supports all 5 ECM themes  Universal education supports	<ul style="list-style-type: none"> <li>Strategic backing for a Rotherham Healthy Schools Scheme would ensure the Healthy Schools Team could</li> </ul>	Salaries for Rotherham Healthy Schools Consultants (Current funding streams end	Approve, however Education White Paper may undermine this.

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
regardless of ability and examination pressure. Drop down days are a good way to provide a high profile supplement to PSHEe, but should not be the only way that pupils receive PSHEe.	<p>schools can be encouraged to maintain Healthy Schools status which includes providing good quality PSHEe provision</p> <ul style="list-style-type: none"> <li>The Healthy Schools (HS) team will continue to promote as good practice that PSHEe should be a timetabled lesson with a structured curriculum taught if possible by a specialist PSHEe trained team of staff</li> <li>Report recommendations to be promoted at PSHEe Leads meeting 11<sup>th</sup> November 10</li> <li>Final report to be circulated to all PSHEe leads</li> <li>HS team to continue to support PSHEe Leads to develop their curriculum.</li> </ul>	<p>Ongoing</p> <p>11/11/10</p> <p>Autumn 10</p> <p>Ongoing</p>	<p>'prevention' work in several strategies e.g. Teenage Pregnancy Strategy, Drug and Alcohol Strategy, Early Intervention and Prevention Strategy, LA Financial Inclusion Strategy and the Tobacco Alliance strategy</p>	<p>continue to lead on the universal prevention work with schools, and also continue to be the link between agencies and schools/settings for early intervention work. (fulfilling the National requirement on LA's within various Strategies for prevention work)</p> <ul style="list-style-type: none"> <li>Awaiting Education White paper to see if new Government values PSHEe; last Government were going to</li> </ul>	<p>March 2011.)</p>	

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
				<p>make PSHEe compulsory and this was encouraging schools to improve their PSHEe provision. If the new Government does not prioritise PSHE then PSHE lessons may disappear from timetables.</p> <ul style="list-style-type: none"> <li>The report reflects PSHEe good practice so is an additional tool for HS team to use.</li> </ul>		



Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
<p>3. <b>That PSHEe should be taught by trained and confident teachers.</b> As many members of staff as possible should access the year long Continuing Professional Development Program delivered by the Healthy Schools Team. Schools should be encouraged to access the Inset Days around PSHEe offered by the Healthy Schools Team.</p>	<ul style="list-style-type: none"> <li>Run the National PSHE CPD course in Rotherham.</li> <li>Promote CPD opportunities for staff teaching PSHEe including Substance Misuse education, Sex and Relationships Education. (SRE)</li> </ul>	<p>Start Spring term 11.</p> <p>July/Sept 2010 and ongoing.</p>	<p>PSHEe supports all 5 ECM themes</p> <p>Universal education supports 'prevention' work in several strategies</p>	<ul style="list-style-type: none"> <li>Benefit staff feel more confident and deliver better quality PSHEe lessons. Students benefit from better quality PSHEe provision.</li> <li>Funding for the National PSHE CPD programme has been cut by new Government; 30 staff wanted to participate in the free training this year but only 5 schools are willing to pay for staff to participate. New national programme to be launched Nov 10.</li> </ul>	<p>£600 per member of school staff</p> <p>Healthy Schools consultant to lead training.</p> <p>Varies</p>	<p>Approve</p>

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
				Funding streams which have provided funding for staff to attend courses free are at risk; schools reluctant to pay for staff to attend and cover costs.	depending on if HS Consultant posts funded or income generation model	
4. Key subjects including SRE and Drug and Alcohol Awareness should be taught to all students.	<ul style="list-style-type: none"> <li>CPD provided for staff to support the development of their skills in teaching SRE and Substance Misuse Education</li> </ul>	Ongoing	All 5 ECM themes Teenage Pregnancy Strategy Drug and Alcohol Strategy Tobacco Alliance	<p>Students receive up to date quality SRE and Substance misuse education.</p> <p>HS consultants required to lead CPD, current staff cuts may affect this. Loss of funding to support SRE and Substance misuse work</p>	As in 3.	Approve

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
5. Drawing on good practice developed in special schools, all pupils should learn about Every Child Matters agenda through the PSHE curriculum.	<ul style="list-style-type: none"> <li>ECM agenda does not exist within the new coalition Government plans</li> </ul>					Approve as we still support the principles of ECM
6. Speakers from outside agencies (such as the emergency services, local businesses and charities) should be used more widely as part of structured curriculum to illustrate aspects of the PSHE curriculum wherever possible.	<ul style="list-style-type: none"> <li>Advertise the Curriculum and Health Events Support Booklet to PSHEe Leads</li> <li>Advertise the use of the Healthy Schools' model Visitors, Working in Partnership Policy</li> </ul>	Autumn 10  Autumn 10	As in 2.	The PSHEe curriculum is enriched  Quality control regarding appropriate visitors enhancing the existing curriculum	Already in place	Approve

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7. Youth workers could help to deliver some aspects of PSHE depending on the Service's capacity. The opportunity for pupils to learn outside the school environment with trained professionals (with their own distinct skill set) could aid PSHE provision.	<ul style="list-style-type: none"> <li>Explore capacity for partnership working/ working in partnership and training needs.</li> <li>Explore school need for support from Youth Workers.</li> </ul>	2011  PSHEe Leads meeting	As in 2	As in 6  Staff may feel they do no need to teach sensitive issues and abdicate responsibility for SRE/Substance misuse education; if youth workers are not available, the work may not get covered.	Youth service budgets for youth workers to be available during lesson time.	Defer until staffing/ funding of young People's services is clarified re capacity to staff this.
8. The review group recognises the balance between a system for evaluating pupils' progression and allowing PSHE as a flexible forum for discussion (see Macdonald Report Recommendations 17 and 18) and	<ul style="list-style-type: none"> <li>Raise at PSHEe Leads Meeting and reinforce with PSHEe Leads individually</li> </ul>	Summer tern PSHEe Leads meeting 2011	As 2.	Staff and students are aware of development, progression and student need re the PSHEe curriculum.	In school develop0ment. Support by HS Consultants	Approve

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
would encourage informal checks by teachers (such as an end of term quiz) on key aspects of learning and the curriculum.						
9. <b>That schools should structure the curriculum to avoid repetition and explain this clearly to pupils.</b> The IMPACT booklet developed by Rawmarsh is one such approach which clearly communicates to pupils what they will be studying and when.	<ul style="list-style-type: none"> <li>• Awareness raised and further explored at PSHEe Leads meeting 11/11/10 and as and when necessary via Healthy Schools team in schools.</li> <li>• Schemes of work, lesson plans and resources promoted to ensure prior lessons are built upon rather than repeated.</li> </ul>	11/11/10 and Ongoing	PSHEe supports all 5 ECM themes Universal education supports 'prevention' work in several strategies	Students are aware of overview of PSHEe provision and their part in influencing provision  Schools who do not timetable PSHE cannot cover PSHEe curriculum during suspended timetable days.	HS Consultants funding.	Approve

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
10. PSHEe should be responsive to the needs and concerns of the local community. Young people, parents and governors should be able to influence the content of the PSHE curriculum ensuring that it is relevant to local circumstances.	<ul style="list-style-type: none"> <li>Promote needs analysis with students</li> <li>Raise awareness of Lifestyle survey data and local health data to inform curriculum</li> <li>Encourage contact with parents/carers re PSHEe curriculum content</li> <li>PSHEe Lead to be a member of the schools' Health and Wellbeing Development Group</li> </ul>	Autumn 10 and Summer 11 PSHEe Leads Meeting	As in 2	Main need to meet is that of the students following the guidelines of the DfS for the programmes of study for PSHEe; needs to remain a planned programme, not a series of insular reactive sessions e.g. as a result of an incident.	Within school budgets Support of HS Consultants	Approve
11. Parents should be included in setting PSHEe topics. The Speakeasy project is recognised as an effective way to get young people and parents talking about issues.	<ul style="list-style-type: none"> <li>Encourage schools to hold Parents Awareness Evenings for sensitive issues to enable parents/carers to feel able to discuss e.g. SRE and Substance misuse with their children</li> </ul>	Autumn 10 and Summer 11 PSHEe Leads meeting	As in 2	Parents feel empowered to discuss sensitive issues with their children and therefore issues may therefore be addressed at an earlier stage; parents would be aware of where to go for help/advice if	School budget Support of HS consultants	Approve

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
				requiring support		
12. <b>That the quality of PSHEe delivery needs to be evaluated and assessed.</b> The views of young people are crucial and the system adopted for evaluation should allow pupils to give anonymous feedback.	<ul style="list-style-type: none"> <li>Awareness raised and further explored at PSHEe Leads meeting 11/11/10 and as and when necessary via Healthy Schools team in schools.</li> <li>Promote the use of PSHEe Assessment tool developed by HS team and/or school evaluation of PSHEe and assessment procedures</li> </ul>	11/11/10 and ongoing	PSHEe supports all 5 ECM themes Universal education supports 'prevention' work in several strategies	Students feel that the PSHEe curriculum meets their needs and that they can influence provision. Schools who do not timetable PSHE cannot cover PSHEe curriculum during suspended timetable days.	HS consultants funding	Approve
13. The Youth Cabinet to conduct a bi-annual (every two years) survey of PSHE to measure progress. This could be completed at the	<p>Youth Cabinet to organise survey and feed results to partners involved in scrutiny as a minimum</p> <p>Schools could be offered the opportunity to do their own survey based on the same</p>	2 years after recommendations are announced in the first instance.	As in 2	<p>Comparison could be made to data used in the scrutiny review.</p> <p>Schools who chose to survey their own students could</p>	Young People's service support	Defer to consult capacity of Young People's Services

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
Rotherham Show.	questions.			compare school data to 'Youth Cabinets Rotherham data.		
<b>14.</b> Each school Governing Body should receive an annual report on the PHSE curriculum which should include student evaluation of its impact and relevance.						Reject as needs parity with other subjects. Other subjects do not have to do this.
<b>15.</b> Briefings and Training should be developed for Governing Bodies on the importance of the PSHE curriculum incorporating the findings of this review.						Defer until feedback from Governor Services



Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
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16. That PSHEe to be part of the induction process for Governors and each school could have a governor champion for PSHEe.	<p>23<sup>rd</sup> June 2010 this was presented to Governors.</p> <ul style="list-style-type: none"> <li>• HS team will continue to promote that having a Governor with a Healthy Schools remit is advisable; PSHEe would fit within this remit.</li> <li>• HS team will advise schools to include this Governor in their Emotional Health and Well being Development Group</li> <li>• HS team to offer introduction to PSHEe/Healthy Schools Scheme as part of the Newly Qualified Teachers induction programme</li> </ul>	<p>10/11 schools year during Learning Community and 1 to 1 meeting agendas</p> <p>During the NQT induction programme annually</p>	<p>Healthy Schools work supports all 5 ECM themes and supports 'prevention' and early intervention work in several strategies</p>	<p>The National Healthy Schools scheme remains under the new government but will not be funded; it is up to each local area to decide how it will support Healthy Schools Work in order to meet local needs and priorities</p>	<p>HS consultants funding</p>	<p>Defer until feedback from Governor Services</p>

<b>ROTHERHAM BOROUGH COUNCIL</b>
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<b>1.</b>	<b>Meeting:</b>	<b>The Cabinet</b>
<b>2.</b>	<b>Date:</b>	<b>01 December 2010</b>
<b>3.</b>	<b>Title:</b>	<b>Joint Occupation of Property by the Council and South Yorkshire Police All Wards</b>
<b>4.</b>	<b>Directorate:</b>	<b>Environment and Development Services</b>

**5. Summary**

To examine and discuss accommodation issues arising from the joint use and occupation of premises by the South Yorkshire Police and the Council.

**6. Recommendations**

- 1. that Cabinet supports the principles outlined in the report and**
- 2. the Director of Asset Management implements the proposed charging structure**

## 7. Background and Proposals

The need to ensure that public services are delivered in the most customer focused way has led to joint delivery of services in a number of properties in the Borough – the joint service centres being a prime example of this type of delivery.

The success of the joint customer service centres has been down to the ability of the partners (NHS Rotherham and the Council) to contribute in both capital and ongoing revenue terms to the facility provided. The financial implications and share of the construction costs and the future running costs are agreed at the outset and legal agreements are created to reflect the position of all parties. The outcome of these arrangements is that both parties pay an equitable share of all capital and revenue costs.

In recent years the move towards community partnership working has led to police officers and Council officers (e.g. Safer Neighbourhoods Teams) co-locating in properties owned by both parties. The present position is shown in **Appendix 1**. The terms under which both parties occupy the premises seem to be various and documented in different ways. It seems, however, that no rents are paid by the Council or the Police Service for their use of premises and differing arrangements have been made in respect of payments for revenue costs. Difficulties have particularly arisen on responsibility for repairs where capital has to be found to maintain the occupation and service.

At the present time the Council policy towards occupation of Council premises by third parties is as follows:

- market rent to be charged unless a business case dictates that the organisation can not sustain a market rent in which case a sponsoring Council service may give a grant to pay for the market rent
- in exceptional circumstances a rent of £50 a year may be charged.

It would be beneficial in my view to re-examine the Council's policy towards lettings and I would propose the following as a framework for discussion on police/council occupation.

### **Types of Use**

Typically 3

1. Staff jointly use an existing building as a drop in facility and need WC, mess facilities, a meeting room and parking for bicycles or cars on a temporary basis. No public facing access.
2. Staff jointly use an existing building to provide customer facing activities usually involving dedicated meeting rooms and reception facilities as well as staff access to WC, mess facilities, car parking etc. This would normally involve dedicated IT networks to support the service provided.

3. A customer need is identified but no partner property is available. The consequence is that this could involve new build or a lease in of premises.

### **Suggested Capital and Revenue Charges for each of the above options**

#### **Type 1 - drop in centres**

The owner of the building provides a joint drop in facility free of all charges. This would apply to the buildings highlighted in green on Appendix 1

#### **Type 2 – dedicated accommodation**

All costs identified and charges made according to space occupied. It is suggested that a formal Licence Agreement be drawn up with and an appropriate rent and service specific items paid for by the service e.g. dedicated IT lines

This would apply to the buildings highlighted in red on Appendix 1

#### **Type 3 – new build**

Each party should make a capital and revenue contribution agreed at inception of the project. This would mirror the arrangements with NHS Rotherham.

Most of the building related problems which have arisen to date relate to items which have not been agreed at the outset of the occupation. The Strategic Property Manager has explored the matter with property representatives of the Police Service and agreed a standard occupational licence. This is capable of being tailored and indeed must be tailored to suit the individual properties involved.

It is suggested that officers in Asset Management negotiate future occupations of this nature and re-visit existing arrangements with a view to removing some of the anomalies which have arisen.

### **8. Finance**

The aim is to get some transparency in the occupational cost of property without implementing a bureaucratic process in doing so.

The costs of re-visiting existing arrangements/setting up new agreements by officers in the Asset Management Department will need to be paid for by the service involved.

### **9. Risks & Uncertainties**

A re-visit of existing premises may produce a need for further investment in the venues to alleviate overcrowding/health and safety issues

**10. Policy and Performance Agenda Implications**

It is desirable to operate a transparent way of accounting for joint use of property.

**11. Background Papers and Consultation**

Capital Strategy and Asset Review Meeting June 2010.  
Strategic leadership Team 19 October 2010  
Customer Services Manager  
Director of Housing and Neighbourhoods  
Facilities Manager, Asset Management  
EDS Finance Manager

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**SOUTH YORKSHIRE POLICE PREMISES**

**Wath Police House, Church Street, Wath, S63 7QZ**

Warden  
Warden

**Rawmarsh Police Station, Green Lane, Rawmarsh,**

Warden  
Warden  
Enviro Crime Officer

**Maltby Police Station, High Street, Maltby, S66 7BN**

Warden  
Warden  
Enviro Crime Officer

**Brinsworth Police Station, Whitehill Lane, Brinsworth**

Warden  
Warden

**Dinnington Police Station, 149-151 Laughton Road, Dinnington**

Warden  
Warden

**1/2 Holywell Place, Wharnccliffe Flats, Rotherham**

Warden  
Warden  
Enforcement Officer

**SNT**

Wentworth North  
Wentworth North

**SNT**

Wentworth South  
Wentworth South

**SNT**

Wentworth Valley  
Wentworth Valley

**SNT**

Rother Valley West  
Rother Valley West

**SNT**

Rother Valley South  
Rother Valley South

**SNT**

**ROTHERHAM BOROUGH COUNCIL PREMISES**

**Hampsted Green, Kimberworth Park, Rotherham- Sole Occupation  
by South Yorkshire Police as a base**

Sergeant  
PC  
PC  
PC  
PC  
PC  
PC  
PC  
PCSO  
PCSO  
PCSO  
PCSO  
PCSO  
PCSO  
PCO

Note - no RMBC staff share this accommodation

**Reresby House (ASBO Unit), Bow Bridge, Rotherham S60 1BY**

PC  
PC

**1/2 Holywell Place, Wharnccliffe Flats, Rotherham**

Sergeant  
PC  
PC  
PC  
PC  
PC  
PC  
PC  
PCSO  
PCSO  
PCSO  
PCSO  
1 Extra Officer

**Aston Joint Service Centre**

PC

<b>RMBC – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	<b>Cabinet</b>
<b>2.</b>	<b>Date:</b>	<b>1<sup>st</sup> December 2010</b>
<b>3.</b>	<b>Title:</b>	<b>Shared Services</b>
<b>4.</b>	<b>Directorate:</b>	<b>Chief Executive's &amp; Financial Services Directorate</b>

### **5. Summary**

This report sets out a potential approach for the Council to take forward shared services. It provides detail of the key drivers and current policy context for Shared Services, identifies suggested principles and criteria to inform the Council's approach and suggest priorities for early development of shared services. **Appendix 1** also provides some background research and case studies in relation to shared service delivery across local government.

### **6. Recommendations**

#### **That Cabinet:**

- **Consider and approve the principles and criteria for taking forward Shared Services**
- **That Cabinet request a further report in December 2010 from SLT, which will identify five or six priority projects which represent areas where we can deliver either quickly, or where there is most opportunity for delivering savings.**

## 7. Proposals and Details

### Background and current policy drivers.

The concept of Shared Services has been around for a number of years and there are a number of good examples of shared services across the country. Shared Services has been described as a significant driver for both service improvement and efficiency savings in a range of reviews, for example, the Varney Review which described the benefits of greater sharing of front office services across government.

The current financial climate and the prospects of significant cuts in public sector spending over the next decade place a renewed emphasis on shared services as a means to drive down costs and protect front line services. The Government, and in particular the communities secretary, are actively promoting shared services advising that merging services with other councils is a key consideration as Councils fundamentally re-think their finances. Recent examples include:

- Plans to merge services such as education between Hammersmith and Fulham LBC and Westminster LBC, ultimately they are planning to merge the whole of their children and young peoples services by 2013. More recently it has been announced that Hammersmith & Fulham, Westminster City Council and Kensington & Chelsea are looking at options for sharing every major service as a means of protecting front line service delivery.
- West Oxfordshire and Cotswold District Councils have agreed to share a Chief Executive and other key posts. Their savings are expected to be around £330,000 a year. And plans for shared services are expected to save a further £390,000.

Proposals around place based budgets will also form part of the post spending review financial climate. They will aim to facilitate early intervention, involving a range of public bodies, allowing budgets to be pooled across the public sector and rewarding councils for delivering results. This offers opportunity for the Council to develop shared front line service delivery across Rotherham to deliver on our key corporate priorities around deprivation, crime, poor health and education outcomes.

The LG Group has recently published a White Paper “Local Budgets – Building the Big Society from the neighbourhood up”. The White Paper, lays out how the Government’s spending review can cut bureaucracy and waste by giving people real control over public services in their area. The document argues that local decision-making and accountability for frontline services from probation to health and social care through a system of local budgets can improve public services while cutting costs. Savings outlined include:

- Integrating health and social care budgets could save £6bn a year
- Joining up local services, reducing running costs and making better use of assets could save around £5bn a year
- De-regulating local government and cutting the Whitehall machinery responsible for regulation could save £4.5bn a year
- Cutting numbers claiming incapacity benefits by better joined-up local services could save £1bn a year
- Targeted local action to cut unemployment could save £1bn a year



- More co-ordinated help for young people out of work or education could save nearly £1bn a year
- Devolving quango responsibilities could save £600m a year
- Cutting out duplication in rehabilitation of offenders could save £500m a year
- Reforming bus subsidies could save £250m a year
- Improving help for young people by cutting the number of overlapping public bodies could save £200m a year.

The paper clearly sets out a drive to join up services locally, making more effective use of public sector assets and customer contact systems, releasing savings from asset sales, and reduced maintenance and energy costs.

It is also clear that this may require working across local authority boundaries for example local budgets and spend on transport, infrastructure, housing skills and employment would most effectively work at the level of large economic units, which the Local Enterprise Partnerships will seek to mirror. In developing our approach and proposals for shared services it will be important to consider the different geographies that we work across and how best we might seek to share services and reduce duplication and costs.

The paper also identifies opportunities for Councils to work in partnership with local Voluntary and Community organisations in making markets for service delivery by further developing, the scope of local enterprise, the voluntary sector and community groups and new models of service provision.

In developing its approach to shared services the Council should therefore, consider how emerging proposals around place based budgeting support the development of shared services and look to identify opportunities to engage locally in a place based budgeting approach, to support early intervention programmes and greater integration at the local level.

The Health White paper also offers opportunities for collaboration at the local level, with a clear role for local Government in promoting integration and driving joint working and joint commissioning. In its response to the White paper consultation the Local Government (LG) Group proposes a lead role for Local Authorities in commissioning for a wide range of services, which it suggests are otherwise at risk of becoming Cinderella services, including for example: mental health; long term conditions; drug and alcohol dependency; carers services; older people's services and free nursing care.

The LG Group also suggest that Councils could offer GP commissioning consortia support through provision of 'back office' functions such as, HR and payroll, IT support, quality assurance and risk management, data collection performance monitoring and in consulting and engaging with service users and local communities. In addition they strongly recommend that GP consortia consider opportunities to work with Local authorities to join up commissioning infrastructure and support. In light of the above it is clear that the Council needs to engage now in joint working and planning with NHS Rotherham and local GPS to establish transitional arrangements and in order that options and opportunities for collaboration are identified at the earliest opportunity.

In light of the above this paper looks to identify different models of shared service, to set out some principles which would underpin the Council’s approach to shared service and to identify priority areas where we should consider developing shared services, including opportunities for early delivery.

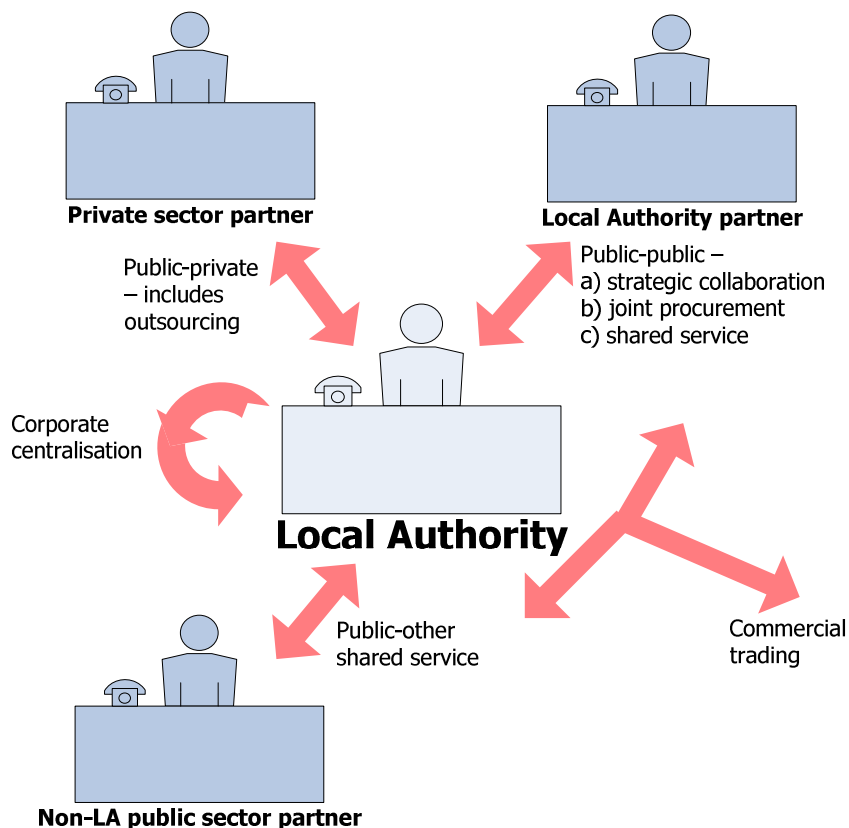
This paper sets out the framework within which shared services involving Rotherham Council could be developed for consideration and approval by Cabinet. It needs to be set alongside the Council’s strategy for the commissioning of services.

### Defining Shared Services

A definition of Shared Services: -

*“Shared Services involves bringing together a set of back-office or front-office services common to multiple business units within a single organisation, or across a number of organisations. These services tend to share relatively standard end-to-end processes and associated enabling technology. The relevant parts of these services are placed into a single delivery structure that is customer-focused and performance managed.”*  
**CBI, Transformation Through Shared Services – Improving Quality, Increasing Efficiency**

This paper takes a broad approach to defining shared services and refers to the following models which exist currently in local government:



<b>Model</b>	<b>Explanation</b>
Public-public strategic collaboration	- A shared approach to a common concern, e.g. developing a joint crime reduction strategy
Public-public joint procurement	- Shared processes on purchasing goods or services, e.g. jointly going out to tender for a stationery supplies contract
Public-private (including outsourcing)	Working with the private sector to deliver a service, e.g. strategic partnership to deliver corporate services
Public-public shared service	- Formally setting up a joint resource with another local authority, for example shared Revenues and Benefits processing
Public-other shared service	- Formally setting up a joint resource that includes non-local authority partners, e.g. shared customer access shops with police and health
Commercial trading	Selling services to another authority, e.g. payroll processing
Corporate centralisation	Centralisation and standardisation within a single local authority e.g. centralisation of ICT services rather than having them managed individually in each service area

There is little up to date research on the success achieved to date from shared service activity however some information is attached at Appendix 1, which is intended to inform decisions around the way forward. It aims to support the Council in establishing the principles which underpin our approach and in identifying priorities for activity and early delivery of savings.

### **Principles and criteria for identifying Shared Services**

The Council needs to be clear about how it will identify where it will focus on developing shared services. The development of shared service arrangements can be time consuming and there are a number of issues to be addressed in implementing a successful arrangement. The Council should look to develop shared services which address the following core principles: Shared service arrangements should:

- Support improved delivery and efficiencies in priority areas - partnering for the delivery of the right services
- Maximise opportunities to retain jobs within Rotherham for example, working with other public sector organisations within Rotherham or by providing services locally for organisations beyond Rotherham - identifying the right partner organisations
- Maximise opportunities to deliver benefits quickly - developing shared services at the right time.

In addition the Council should agree a set of criteria for consideration in identifying priorities as follows:

#### **Right services**

- Services where the Council has a strong track record of effective service delivery

- Common objectives for service delivery with potential partners
- Common systems platforms exist, where relevant, to avoid time consuming and potentially costly issues around systems integration.
- Early intervention and prevention – linked to proposals around place based budgets to maximise potential opportunities for integration and potential reward.
- Services which support delivery of corporate priorities

### **Right partners**

- Opportunities within Rotherham – to retain jobs in the local economy
- Shared services at the appropriate geographical level for example sub regional or matching potential LEP boundaries in relation to transport and issues relating to the economy
- Organisations beyond Rotherham where there are clear benefits for both the Council and Rotherham Citizens and where a strong affinity and relationship exists.
- Offers opportunities to develop services in partnership with Voluntary and community sector
- Balance between the potential benefits and the costs and speed of delivery/ implementation of shared services across the different delivery models e.g. public/ public vs public/ private. For example the implications of having to enter into a full OJEU procurement versus negotiation and implementation of an agreement between public sector bodies.

### **Right time**

- Quick wins - Opportunity to share services and achieve savings and benefits within 12 months
- Clear business case required which identifies opportunities to deliver savings and improved services, informed by robust cost benefit analysis
- Legal and procurement implications are clear and well understood and impact on benefits realisation is clear

### **Next steps**

Cabinet are asked to approve the broad approach to developing shared services and criteria and principles set out above. Subject to this approval it is suggested that SLT should develop more detailed proposals identifying five or six priority areas for further development. These proposals to be prioritised and to ensure that the focus is on those areas:

- Where a shared service can be implemented quickly, and /or
- Where there is most opportunity for delivery of savings.

In light of the above Cabinet should note that currently there is already interest from sub-regional partners in developing shared services in Corporate and Transactional Services such as Human Resources (HR), payroll and finance. These may well therefore offer opportunity for delivery quickly. However, it should also be noted that where proposals for developing a shared service involve delivery through the RBT joint venture company this will have specific implications for procurement processes.

Legal advice is being sought at present as to what these implications are and how they can best be managed. In general terms if a shared service is developed as a public/ public model there is no requirement for an OJEU procurement, however, if the delivery vehicle involves a private sector partner then OJEU will apply.

The biggest gains however may come from integration and shared services in delivery of health and social care services, either through joint working with health or through partnership with the voluntary and community sector. These are areas where there is some joint working currently but also significant opportunity to explore the benefits more fully and to do more. These are also areas with high costs currently which again means there is much to be gained by exploring how we can work more effectively, clearly this would also support the Council in delivering its new role in promoting integration, joint working and commissioning as set out in the Health White paper.

### **8. Finance**

The current financial climate is a key driver for developing opportunities to deliver shared services. However, it should be noted that there are cost implications associated with different approaches and a full cost benefit analysis should be an integral part of any business case.

Priority should be given to those projects which deliver maximum savings and improvement benefits which can be delivered relatively quickly in order to help the Council to address the challenges posed by cuts in Government spending and to support front line services.

### **9. Risks and Uncertainties**

Financial – that we are unable to fund the transformation to shared services, or that benefits are not realised and savings not delivered as forecast. Project may fail, e.g. practical issues cannot be resolved within the project budget. Practical issues such as back office support for the new service, pay and grading, pensions, insurance, governance and so on will need to be addressed and resolved in planning and delivering projects. Ensuring there is a robust business case and cost benefit analysis should help mitigate against these risks.

There is a risk that political support could not be sustained for the duration of this arrangement. This should be mitigated through ensuring that arrangements are acceptable to members in Rotherham, and where applicable in other Councils, and that political support and buy in is sought at the earliest opportunity. Similarly there will be a need to build and secure support from key stakeholders engaged in or affected by the proposals.

Reputational risks are possible, for example, there may be negative media against this proposal. Clear communications plans will be required to ensure that the rationale and benefits for individual projects are well understood and communicated.

Legal and procurement implications will need to be considered in relation to individual proposals.

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

Reducing the deficit is a key policy driver for central Government and as such shared services are being promoted as a vehicle to support Councils in fundamentally re-thinking budgets.

The focus on localism and place based budgets also supports shared service delivery and integration at the local level. The focus on early intervention to address key priorities at the local level will be driven by place based budgeting involving a range of local bodies and will be designed to tackle outcomes, which are identified as priorities in the corporate plan, such as deprivation, crime and poor health and education outcomes. In developing its approach to shared services the Council therefore needs to consider how it can ensure priorities for shared services support these key policy agendas.

Significant consultations are currently ongoing proposing radical changes to the NHS and a clear drive in the Health White paper is for greater integration across health and social care, this policy agenda supports development of shared services as a means of delivering improved outcomes for local people.

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

Local Budgets – Building the Big Society from the neighbourhood up – Local Government Group white paper Oct 2010

Equity and Excellence: Liberating the NHS LG group response 5 Oct 2010

FOSS – delivering public service transformation report 2009 - LGDC

Shared service paper – RSE consulting

CLG's Shared Services Case Studies -

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## Appendix 1

### Research and case studies

There is little up to date research about the success of shared service initiatives across local government to date. A paper produced by RSE Consulting (now part of Tribal Group) in 2007 found, from a review of 2005/06 efficiency statements, that:

- **Joint procurement** is the most popular type of Shared Services project for local authorities to implement, accounting for approximately one-third of local government Shared Services projects.
- **Partnering with the private sector** was the second most popular model of working, accounting for 18% of projects.
- Only 12% of projects involved **establishing a joint resource with another local authority**.
- **Commercial trading** projects were surprisingly common: 18 of the 175 authorities reviewed were trading their services to other authorities.

The table below shows average savings by type of project

Partnership model	Average saving per project (based on those authorities that included a figure)	Estimated proportion of savings from partnerships
Public-private (including outsourcing)	£382k	41%
Public-public - strategic collaboration	£265k	17%
Commercial trading	£247k	15%
Public-public - joint procurement	£54k	11%
Corporate centralisation	£120k	8%
Public-other - shared service	£104k	4%
Public-public - shared service	£51k	4%

Public-private partnerships are delivering higher savings than any other type of project. In contrast, **local authority ('public-public') Shared Services currently appear to be delivering the lowest level of savings per project.**

This analysis is supported by findings from the CLG's Shared Services Case Studies<sup>1</sup> which found that:

- Small Shared Services partnerships (of three or fewer authorities) have been able to realise (modest) benefits relatively quickly, whereas larger partnerships will not be able to do so until 5-10 years after inception. The larger the partnership, the greater the impact that the need for consensus and compromise across all partners will have upon the project timescales

<sup>1</sup> 13 case studies on the benefits achieved from local government Shared Services and Business Process Improvement Projects, RSe Consulting, November 2006.

- This has been much less of an issue for partnerships with the private sector, where the relationship between partners is much more that of customer and supplier. These projects have delivered greater gains than public sector partnerships, and more quickly, but a high proportion of gains tend to accrue to the private sector partner than to the local authority
- Local authorities are currently focusing upon delivering non-cashable gains such as service improvement and straightforward cashable gains through procurement rather than the more difficult cashable gains of headcount reduction. The round-table events<sup>2</sup> suggested that the priority for many authorities was to improve service capacity, rather than to secure savings.
- Local authorities have struggled to select the most appropriate Shared Services projects, and deliver them effectively. Authorities that participated in the round-table events said that their implementation of efficiency initiatives had been opportunistic rather than planned, for example, as a result of having heard about an approach that worked well elsewhere.

Research commissioned by the DCLG suggested that the following opportunities exist for local authority Shared Services:

<b>Consider Shared Services with another public sector partner if the service area...</b>	<b>Consider Shared Services with a private sector partner if the service area...</b>	<b>Shared Services probably won't be suitable for a service area if...</b>
<ul style="list-style-type: none"> <li>• has scope for improving customer service through Shared Services – for example, customer facing services in two-tier regions</li> <li>• is one where the method of service delivery is fairly standard across different authorities</li> <li>• already has a good working relationship with authority at the same stage of development</li> <li>• is happy to take a relatively slow pace of change in order to keep all partners on-board</li> <li>• is struggling to recruit and retain specialised staff</li> </ul>	<ul style="list-style-type: none"> <li>• needs a fast and flexible capital investment</li> <li>• wants to make a dramatic change to service delivery very quickly</li> <li>• is prepared to put a dedicated team in place to manage the performance of the service</li> <li>• has identified a clear need for skills and/or capacity that do not exist within the authority</li> <li>• employs a relatively large number of officers</li> </ul>	<ul style="list-style-type: none"> <li>• the service requires a significant degree of professional judgement</li> <li>• the consequences of failure in a single case are severe</li> <li>• links/boundaries with other service areas and agencies are unclear and/or relatively unpredictable</li> <li>• managers do not understand how the service area could be improved</li> <li>• there is very strong political resistance to sharing services</li> </ul>

<sup>2</sup> OPM was commissioned by the Centres of Excellence (now RIEP) and the DCLG to undertake a number of interviews with chief executives and a series of regional round-table events exploring the future of Shared Services and Corporate & Transactional services in local government.



## **Front Office Shared Services (FOSS) - Local Government Delivery Council Report 2009**

The FOSS report looked at 10 projects, see list below, and a detailed case study is available for each. The research considered key questions such as:

- “Are our service delivery models truly fit for purpose, or are we still operating largely in traditional, silo-based ways?”
- “Are we working in the most cost-efficient manner, not just in terms of our own organisation, but as part of the wider public service infrastructure?”

### **Projects**

- London Borough of Hackney – working through LSP to improve access to front line customer services across the public sector
- Kent Gateway –
- Tell us once – national project which RMBC has been involved in
- Consumer Direct Wales- partnership between office of fair trading, the 22 Local authorities in Wales and the Citizens advice Bureau
- London Borough of Greenwich, which is working with a range of partners to develop three new customer service centres that contain an innovative mix of leisure, cultural, front and back office facilities.
- North East Derbyshire DC, which has developed an integrated customer service function that provides front office services for itself, Chesterfield BC and Rykneld Homes Ltd.
- Essex County Council, which has worked with Post Office Ltd and several district and parish councils to bring the strategic management of the local post office network into the family of local government services.
- London Borough of Lambeth, whose Gracefield Gardens centre offers an improved social care facility for local citizens in partnership with the PCT and a range of voluntary and community groups.
- Cumbria County Council, which is working with the county’s six district councils, the Lake District National Park, the PCT and the Police to join up local services by opening 12 face-to-face one-stop shops – ‘Local Links’.

Full case studies for all these projects, are available on the IDeA Knowledge website at: [www.idea.gov.uk/foss](http://www.idea.gov.uk/foss).

### **Key Messages**

- Local partnership structures should be exploited and from the case studies projects were often strongest when set within existing governance arrangements and linked to local priorities.
- Insight is critical – insight into local needs, aspirations and experience has helped to shape direction and objectives of projects and has driven greater engagement from staff and partners.
- Business cases are important, propositions should focus not only on financial savings but also on the customer experience.
- Co-location is a good starting point and an effective way of beginning to share skills and rationalise assets.

- Local flexibility must be retained along with the flexibility to tailor delivery to meet differing local needs.
- There is a need to be bold, projects need to consider how to work differently and take calculated risks to transform service delivery and deliver real benefits.
- Highlighting and sharing learning is crucial.

The following tools are available to support authorities developing their own approaches to Shared Services:

- The 4ps website for guidance on a variety of Shared Services issues, including procurement and financial & legal issues <http://www.4ps.gov.uk>
- Birmingham City Council's project on the characteristics of an authority that is ready for partnership
- Procurement Resources from the Office of Government Commerce [http://www.ogc.gov.uk/Resource\\_Toolkit\\_procurement\\_resources.asp](http://www.ogc.gov.uk/Resource_Toolkit_procurement_resources.asp)
- The CIPFA Corporate Services Benchmarking Clubs <http://www.ipfbenchmarking.net>
- Outputs of the Strategic Partnering Taskforce:
  - Strategic Service-Delivery Partnerships – A decision-maker's guide
  - *Rethinking Service Delivery Vol 1: An Introduction to Strategic Service Delivery Partnerships*
  - *Rethinking Service Delivery Vol 2: From Vision to Outline Business Case*
  - *Rethinking Service Delivery Vol 3: Shared Service and Public/Public Partnerships*
  - *Rethinking Service Delivery Vol 4: Outline Business Case to Contract Signing*
  - *Rethinking Service Delivery Vol 5: Making the partnership a success*
  - *Technical Notes: Structures for Service Delivery Partnerships*
  - *Technical Notes: Structures for Collaboration and Shared Services*
  - *Technical Notes: Payment Mechanisms*
  - *Technical Notes: Risk Management*
  - *Technical Notes: Employment and Partnerships*
  - *Technical Notes: The Partnership Assessment Tool*

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	Cabinet
<b>2.</b>	<b>Date:</b>	1 <sup>st</sup> December, 2010
<b>3.</b>	<b>Title:</b>	Outdoor Learning
<b>4.</b>	<b>Directorate:</b>	Children and Young People's Services

**5. Summary:**

This report summarises the attached Business Plan for Outdoor Education, which reviews the current responsibilities and functioning of the provision and proposes measures to improve and secure future provision.

The Outdoor Learning Business Development Plan also provides an overview of outdoor education provision provided by RMBC together with the associated expenditure, budget and level of usage.

**6. Recommendations:**

- **That the proposed pricing restructure is introduced for the use of the Outdoor Learning facilities.**
- **Agreement to undertake a marketing / advertising exercise.**
- **That discussion be had with Headteachers around the proposal to charge for the Statutory function of monitoring and approving educational visits.**

## 7. Proposals and Details:

Rotherham MBC Outdoor Learning Team has three key roles:

- Activity/centre provision at Crowden, Ulley and at Habershon
- Running of The Duke of Edinburgh's Award (DofE) Licence on behalf of the local authority.
- Fulfils the statutory duty of monitoring and approving educational visits under the Health & Safety at Work Act (1974) and the Children Act (2004) across the authority (including schools).

Over the past few years the base budgets for the Crowden, Habershon and Ulley have been reduced/removed and income targets set.

The purpose of the Business Plan is to review current provision, where appropriate make change to ensure best value and effectiveness and secure this very important service and opportunity for future children and young people of Rotherham. The Plan makes three key proposals:

1. Implementation of a revised pricing structure:
  - The pricing structure has been reviewed for Habershon House, with the proposal being to remove the subsidy for transport completely and increase the in house charge from £33.60 to £35.50 (per person per night), and the external price from £36 to £38 (per person by night), for the main season and setting challenging usage targets.
  - New proposed pricing structure for Ulley is to raise the price from £180 to £225 per full session/day (6 hours) and from £90 to £150 for a half day.
  - In relation to Crowden a full review of costs and charges is currently being undertaken in conjunction with the YHA.
2. Implementation of marketing plan to increase awareness and useage.
3. Introduction of a charge for EVOLVE and related advice and guidance. The proposal is to introduce a £0.8134 charge per pupil for the use of EVOLVE and related advice and guidance to all schools in Rotherham. The level of this charge would need to be reviewed on an annual basis.

## 8. Finance:

The recommendations within the review are self financing however there are some risk and uncertainties.

Crowden Outdoor Education Centre is leased from United Utilities and RMBC is obligated to this for the next 15 years, as such there no possible capital gain from the building.

Habershon House is owned by RMBC and the sale of this could bring a one off payment. Habershon was valued at £500K in February 2010.

## **9. Risks and Uncertainties:**

If usage targets are not met this will lead to an over-spend. The budget will be profiled and monitored regularly.

EVOLVE and the role undertaken by designated Outdoor Education Advisor fulfils the statutory duty of monitoring and approving educational visits under the Health & Safety at Work Act (1974) and the Children Act (2004). Charging for this may result in a reduction of educational visits if schools decide not to pay for this legal requirement. It may also place the authority in a vulnerable position if schools decide to continue to undertake educational visits without the approval of the Local Authority.

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

There are a number of outcomes that young people achieve by participating in outdoor activities which relate to and support the Four Big Things within the Children and Young Peoples Plan and the Every Child Matters outcomes:

1. **Enjoyment:** Young people enjoy participating in outdoor activities and adopt a positive attitude to challenge and adventure.
2. **Confidence:** Young people gain personal confidence and self-esteem through taking on challenges and achieving success.
3. **Social awareness:** Young people develop their self-awareness and social skills, and their appreciation of the contributions and achievements of themselves and of others.
4. **Environmental awareness:** Young people become alive to the natural environment and understand the importance of conservation and sustainable development.
5. **Activity skills:** Young people acquire and develop a range of skills in outdoor activities, expeditions and exploration.
6. **Person qualities:** Young people have increased initiative, self-reliance, responsibility, perseverance and commitment.
7. **Key skills:** Young people develop and extend their key skills of communication, problem solving, leadership and teamwork.
8. **Health and fitness:** Young people learn to appreciate the benefits of physical fitness and the lifelong value in healthy leisure activities.
9. **Increased motivation and appetite for learning:** Young people display an increased motivation and appetite for learning which contributes to raising levels of attainment in other aspects of their education.
10. **Broadened horizons:** Young people broaden their horizons and become open to the wider range of employment opportunities and life chances.

**11. Background Papers and Consultation:**

Outdoor Learning Business Development Plan 2010

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# Rotherham Youth Service

## Outdoor Learning Business/Development Plan August 2010

Colin Gratton-Rayson  
Outdoor Learning Youth Work Manager

## 1. Overview

“Outdoor activities, both at school and on residential courses, enable pupils to enjoy challenging and unfamiliar experiences that test and develop their physical, social and personal skills. They can be among the most memorable experiences for pupils of their school days.” David Bell, former Chief Inspector of Schools, 2004

“The next generation is tomorrow’s workforce. Helping young people to experience and handle risk is part of preparing them for adult life and the world of work. Young people can gain this experience from participating in challenging and exciting outdoor events made possible by organisations prepared to adopt a common sense and propionate approach that balances benefits and risks...” Judith Hackitt CBE, Chair, Health and Safety Executive, 2010

The benefits of outdoor learning are well recognised and accepted across the world. Locally in Rotherham this is evident by the fact that RMBC has retained its Outdoor Learning provision whilst many other local authorities have, over the past few years, closed theirs.

The Outdoor Learning team in Rotherham has three discrete functions that interlink:

- i. Activity/centre provision at Crowden, Ulley and at Habershon

Crowden Outdoor Education is a 38 bed residential centre situated in Derbyshire on the Dark Peak and has a long history of delivering quality Outdoor Learning to children and young people from Rotherham, either under its current guise or as Longdendale. It has a strong folk memory in the hearts and minds of the people of Rotherham. Crowden offers high end quality Outdoor Education with well trained and qualified staff that are able to use the landscape to provide a range of activities (climbing, steam scrambling, canoeing, mountain walking, weasling etc) to meet the needs of a variety of client groups and educational outcomes.

Ulley is a water sports centre located at Ulley Country Park within the Rotherham borough. The centre is temporally located at Thrybergh Country Park but is due to return to Ulley in the autumn 2010. Ulley is able to offer a range of water sport activities (sailing, canoeing, raft building) as well as land based problem solving/team building tasks.

Habershon House is a 42 Bed residential centre situated on the east coast at Filey, just 5 minutes from the beach, and has a long history of delivering residential experiences to children and young people from Rotherham. Habershon is well used and valued by Rotherham Schools, in particular Primary schools. Domestic staff at the centre enable visitors to concentrate on running their own programme.

- ii. Running of The Duke of Edinburgh’s Award (DofE) Licence on behalf of the local authority. DofE programmes help young people develop into fully rounded and responsible individuals. Participants will see new talents and skills develop and emotional maturity blossom whilst also building their fitness and initiative. There are so many rewards for young people who do DofE programmes and achieve an Award. Its balanced programme of activities develops the whole person – mind, body and soul, in an environment of social interaction and team working. Outdoor Learning Youth Work Manager is the designated DofE Manager under the requirement of the licence.

- iii. Fulfils the statutory duty of monitoring and approving educational visits under the Health & Safety at Work Act (1974) and the Children Act (2004) across the authority (including schools). Outdoor Learning Youth Work Manager is the designated Outdoor Education



Advisor for the authority. RMBC has invested in the web based system EVOLVE to support the processing and approving of Educational visits and all sections of CYPS use EVOLVE for this purpose with any activities categorised as adventurous, residential or overseas visits requiring LA approval in line with circular 146.

## 2. Funding

Over the past few years the base budgets for the Crowden, Habershon and Ulley have been reduced/removed and income targets set (see below):

Unit	Year	07/08	08/09	09/10	10/11
<b>Crowden</b>	Target	39,737	102,534	113,121	102,868
	Actual	110,392	120,406	139,636**	38318*
<b>Habershon</b>	Target	100,978	99,310	134,692	119,354
	Actual	97,603	103,321	113,663	53117*
<b>Ulley</b>	Target	118,431	35,000	46,539	19,138
	Actual	58,239	51,305	13,338	1610*

\* Year to date

\*\* Includes £15,000 received for minibuss and fuel recharge; £10,000 used to support cost of freelance staff.

There appears to have been no planned approach to the income targets set and seem to have been used as an arbitrary balancing figure.

## 3. Crowden Outdoor Education Centre

Crowden Outdoor Education is a 38 bed residential centre situated in Derbyshire on the Dark Peak and has a long history of delivering quality Outdoor Learning to children and young people from Rotherham, either under its current guise or as Longdendale. It has a strong folk memory in the hearts and minds of the people of Rotherham.

Crowden lost its entire mainstream budget as an outcome of various rounds of budget reduction over the past few years and to add to its difficulties was partially destroyed by fire in 2004 with a resulting insurance payout that was not sufficient to cover the rebuild, obligatory under the terms of the lease. The Council was able to overcome these issues by negotiating and entering into a partnership with the Youth Hostel Association (YHA). The YHA have responsibility for the day to day running of the building providing all the domestic arrangements and invoicing customers, whilst Rotherham provides the outdoor education activities.

The Council and YHA became partners by joining in a contract in 2007. This contract ran out on February 28<sup>th</sup> 2010.

Usage: Last year Crowden delivered 23296 activity days, of which 67% was generated within Rotherham (see appendix 4 and 5). Part of the Rotherham usage includes

SWOT Analysis:

<p><b>Strengths</b>  Professionalism  Team – work well together  Flexibility – delivery meeting needs &amp; aims of groups.  High standards  Location of Centre  Staff – Qualified, experienced, dedicated, local knowledge  Communication on site  High end outdoor activities  Range of facilities  Use environment  Peer support/supervision  Rooms, outlook feeling of isolated yet very accessible  Complimentary skills progression  Ability to tailor courses</p>	<p><b>Weaknesses</b>  No website  Leaflets out of date  Limited Resources  Lack of core funding  Location of Centre  YHA Website does not promote Crowden as an Outdoor Education Centre  Communication and information Sharing YHA/RMBC  Recording Systems  Use of Casual/Freelance staff  Lack of Training  No system or budget for replacement of equipment  No minibus – no tow bar  Customer satisfaction monitoring process</p>
<p><b>OPPORTUNITIES</b>  Increase marketing: Websites; New leaflets; Open days  Untapped market of schools in other authorities. Access to Rotherham schools that do not yet use the service.  External funding  Alternative curriculum programmes offering GCSE equivalent qualifications  Introduction of Bush Craft as a new activity  Approved activity provider (DofE) enabling centre to offer open Gold DofE expeditions and residential courses  Improvements to Crowden dining room to enable classroom use  Combined residential (Music, Art, Circus Skills)  Development of Crowden site – high ropes, tunnel system, low ropes, on site team development activities.  Links with Glossop sailing club (instructor courses – residential based), storage of canoes.  Corporate team building</p>	<p><b>Threats</b>  Funding  Other providers  Political landscape  Economic climate  NQT's/New Staff not knowing how to run a residential  Never cover</p>

Costs: All costs in regard of Crowden flow from the income generated by the Centre. The YHA have made it clear that, whilst they wish to renew the contract, they would wish to adjust

the contract terms in a significant way. Until this year the Outdoor Learning Senior Worker and 2 of the OL instructors are wholly paid from the partnership, however staffing costs have increased and the money received from YHA does not currently cover the cost of the 3 staff. The OL staffing costs paid from Crowden is £106,603; however the staffing costs have increased and are currently £116525.44 inclusive of on costs. This was raised at the recent Partnership Meeting and it was agreed that the current charging structure needs to be reviewed.

YHA may wish to reduce the amount paid out to reflect the actual hours worked by the staff. The Partnership currently pays out for all the staffing costs regardless of use. Currently the staff work approximately 80% of their time at Crowden.

The overall financial outcome for 2009/10 was a surplus paid to Rotherham of £15985.21. In 2007-8 there was a variance of £3541 and in 2008/09 of £9856.

Recent Developments: A relationship has been formed with the Glossop sailing club and an arrangement made that will give Crowden access to the club changing facilities and safety boat and allow the storage of open canoes and raft building equipment.

The centre has become an Approved Activity Provider under the DofE licence held by RMBC enabling the centre to offer open Gold DofE expeditions and residential courses in the future.

Links have been made with Looked After Children and it is hoped that an arrangement where the centre is used to support respite foster care will be in place by the end of the year.

The partnership has agreed to a £1,000 marketing budget.

Not Renewing the Partnership: R.M.B.C. does not own the building or the land, it is leased from North West Water Limited at a cost of £3,790 p.a. and there are 15 years remaining on the current lease. If R.M.B.C. wishes to be released from the lease the balance of the income from the lease must be paid to NWWL which would be a minimum £49,640 [likely to be more as there is a provision for cost of living increases in rent within the lease].

If the centre were to close the specialist nature of the staffing could make redeployment difficult therefore there could be redundancy costs of £33,319 (as advised by HR Feb.2010) Whilst the Centre is well used despite its less than ideal location, with the majority of user groups coming from Rotherham, there is clear scope for improved marketing.

#### **4. Habershon House**

Habershon House is a 42 Bed residential centre situated on the east coast at Filey and also has a long history of delivering residential experiences to children and young people from Rotherham. Habershon is well used and valued by Rotherham Schools, in particular Primary schools.

The building has been the subject of many recent improvements and is currently in the best condition it has been for many years. Many regular users have commented very positively on the improvements which have been well received by young people.

Habershon is currently under utilised and with the improvements made now is the ideal time to increase the marketing of the centre as very limited marketing has taken place to date.

## SWOT Analysis:

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Professionalism</li> <li>Team – work well together</li> <li>Flexibility – delivery meeting needs &amp; aims of groups.</li> <li>High standards</li> <li>Location of Centre</li> <li>Staff – experienced, dedicated, local knowledge</li> <li>Communication with schools which has improved greatly over the past 18 months</li> <li>Recent improvements to facilities at Habershon</li> <li>History with Rotherham</li> <li>Increased use by Rotherham schools</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>No website</li> <li>Leaflets out of date</li> <li>Limited Resources</li> <li>Lack of core funding</li> <li>Location of Centre</li> <li>No games room</li> <li>Location – isolation</li> <li>Bunk Beds (top floor)</li> <li>Limited bathroom facilities</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>Increase marketing: Websites; New leaflets; Open days</li> <li>Untapped market of schools in other authorities. Access to Rotherham schools that do not yet use the service.</li> <li>External funding</li> <li>Cross working</li> <li>Winter usage charging incentives</li> <li>Bad weather alternatives in the local area</li> <li>Potential family/youth group use – half terms/weekends</li> <li>Ideal venue for Brownies</li> <li>Potential for garden/wildlife area</li> <li>Scarborough YHA Centre Closing</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Funding</li> <li>Other providers</li> <li>Political landscape</li> <li>Economic climate</li> <li>NQT's/New Staff not knowing how to run a residential</li> <li>Never cover</li> </ul>

Costs: In addition to staffing (see appendix) Habershon also has the following costs

Fixed Costs	
Item	Amount
Cleaning	3000
Equipment	1500
Heat & Light	13000
Maintenance	1000
Post & phone	650
Office expenses	600
Rates	6500
Refuse	1800
<b>Total</b>	<b>28050</b>

Variable (per person per night)	
Item	Amount
Food	4.00
Laundry	2.25

In addition to the above transport for school groups has been subsidised, resulting last year in an additional expenditure of £15235, this is unsustainable and the full cost of transport will be past on to all groups from 1 April 2011.

Staffing: The centre Co-ordinator has been undertaking a review of the current staffing structure and thinks that there would be a more efficient way of staffing the centre. This is to reviewed the Outdoor Learning Youth Work Manager and Head of Service and if agreed a formal proposal will be put forward in consultation with HR, with a new structure to be in place by 1 April 2011

Usage:

2009- 2010 the centre was used for 27 weeks; 5 weekends & 5 ½ weeks by 26 Rotherham schools; 8 other Rotherham Groups; 2 out of area groups. These groups include projects funded by Aiming High for Disabled Children; Community Cohesion and New Arrivals.

With a total of 3956 bed nights.

Bookings to date 2010 – 2011 (as of 1 July 2010)

Establishment	Week	Weekend	Other (Thur-Sat, Mon-Wed etc)
School	28	1	2
Youth Group	2	10	1
Out of Area	1	2	0

Projected income based on the above is a minimum of £90,233.4

Links have been made with Looked After Children and it is hoped that an arrangement where the centre is used to support respite foster care will be in place by the end of the year.

Current Charges:

Current charge for during the summer is £33.60 per person, per night (p.p.p.n). This equates to the following to £134.40 per person for a week residential experience (minimum charge of 20 paying guests per night).

During the winter period there is currently a reduction of 50% (minimum of 30 paying guests).

Proposed Charges:

Based on last years usage we would need to charge an average of £36.46 p.p.p.n, with the main season price being approximately £38, an increase of 13.1%. Given the current economic climate and competition it is not thought that the market will take this increase (in addition to paying the full charge for transport).

It is therefore proposed to reduce the increase to 5.7% resulting in a p.p.p.n charge of £35.50 for Rotherham groups.

The external price has also been reviewed and it is proposed to increase this from £36 to £38, an increase of 5.5%.

In order to try an increase winter bookings a new a new winter charge of £20 for Rotherham groups and £25 for those outside of Rotherham is to be introduced.

To be able to keep the costs as low as possible to enable as many young people from Rotherham as possible to experience a residential challenging usage targets have been set as outlined below.

Usage and Income Generation Target for 2011 – 2012

Number of weeks	Number of people per night	Number of nights	Cost per night	Target Income generated
28	25	4	£35.50	99400
2	25	4	£38	7600
12	30	4	£20	28800
1	30	4	£25	3000
8 (weekends)	20	2	£35.50	11360
2 (weekends)	20	2	£38	3040
Total				153,200

The above is to be achieved by implementing the marketing strategy.

Closure of Habershon:

If the centre were to be closed redeployment would not be a realistic option for staff, and therefore there would be redundancy costs of £12,417 (From HR Feb 2010). A valuation on the property was carried out in 2007, when it was valued at £500,000. Premises advise that this may have decreased since then due to market conditions. There is a similar property to the rear of Habershon which has been empty for some time and has become derelict.

**5. Ulley**

Ulley is a non residential Outdoor Education Centre, which has been temporarily relocated to Thrybergh Country Park whilst work has been undertaken to repair the Ulley Dam. Its relocation to Thrybergh has led to issues with regard to income generation because Thrybergh is not actually suitable as a water sports venue due to its domination by fishermen and public access to changing facilities. It is envisaged that the Centre will return to Ulley in late autumn 2010.

## SWOT Analysis:

<p><b>Strengths</b>  Professionalism  Team – work well together  Flexibility – delivery meeting needs &amp; aims of groups.  High standards  Location of Centre  Staff – Qualified, experienced, dedicated, local knowledge  Due to reopen autumn 2010</p>	<p><b>Weaknesses</b>  No website  No Leaflets  Limited Resources  Lack of core funding  Location of Centre  Closure resulting in forced move to a less favourable site  Limited range of dinghies limits RYA courses</p>
<p><b>OPPORTUNITIES</b>  <b>In General</b>  Increase marketing: New leaflets; Open days  Untapped market of schools in other authorities. Access to Rotherham schools that do not yet use the service.  External funding  Alternative curriculum programmes offering GCSE equivalent qualifications  Activity Clubs  Introduction of Bush Craft as a new activity  Continued use of Thrybergh  NGB Courses – RYA &amp; BCU  Cross links with Rangers – Fishing  Ulley Centre due to re-open and will be fully available for spring/summer 2011  Links with Sailing Club</p>	<p><b>Threats</b>  Funding  Other providers  Political landscape  Economic climate  Only 1 RYA Senior Instructor  Never cover  Closure of Ulley</p>

## Costs:

Ulley has the following fixed costs

Rent/Lease	£5000
Rates	£1054.88
Total	£6054.88

Charges: In 2009/10 the charge was £150 per day for a group of 10 for 2010/11 this was increased to £180 per day for a group of 10. However with the above costs and staffing this would mean that Ulley would need to have 20 people undertaking activities for 100 days or 20 weeks just to break even, assuming staff employed by the day. This rate is also much lower than other providers such as Pugnies (£265 for 8), Peak Pursuits (£214.96 for 8), and Underbank (£220 for external groups). It is therefore proposed to raise the price to £225 per full session/day (6 hours) and £150 for a half day.

Recent Developments: Funding has been successfully obtained through aiming high to offer activities to children with disabilities which has included a capital investment in specialised

equipment which will open up a new market to the centre.

Usage: No clear usage figures are available given the disruption caused by the damage to the dame. Given the above proposed charges the target usage would be 40 days (8 weeks) of activity with 20 young people each day.

In order to entice customers back to Ulley and secure new customers it is proposed to introduce a 15% discount for all those that book and pay a deposit by 17 December 2010 for the 2011 session. In doing so we can gauge interest and if sufficient bookings recruit one or two seasonal instructors at a lower rate than fulltime or freelance staff thereby recouping in excess of the 15% discount.

This will also enable interest in the use of Ulley to be measured and help inform any decision regarding the viability of the centre.

There is a potential market in delivering alternative curriculum packages linked to an equivalent GCSE qualification however there is currently some confusion national as to which qualification is going to be current and we currently await further guidance to enable programmes to be developed.

Further activities such as Bush Craft would compliment current activities and enhance income potential however an investment in training would be required.

## **6. The Duke of Edinburgh's Award**

RMBC, like all Local Authorities, is an Operating Authority for DofE for which a licence fee is paid to DofE based on the population of young people, for 2010-11 the fee was £1,520 (net). Currently 7 secondary/high schools operating as DofE Centres under a service level agreement. There is currently no charge to a DofE Centre in Rotherham for the service level agreement; a charge could be levied but it is thought that this will have a detrimental effect on participation. There are approximately 500 active participants in Rotherham and last year 40 young people achieved an award.

Holding a licence also enables Crowden to become an Approved Activity Centre at no extra cost (see 3 above).

There is no open access provision and the 3 posts designed to support this provision have been vacant for sometime and have been used to meet the set vacancy factor.

There is limited income generation potential in the general development of DofE, therefore given the current climate this is not seen as a priority. Some procedural and policy issues relating to DofE have been identified and these are being addressed.

## **7. Outdoor Learning Youth Work Manager**

Currently there is a significant income generation target against this post of £27,592.

It is proposed to introduce charges for all the educational visit related training in line with the Rockingham centre of £110 per person per day, £65 for a half day. The main course to be delivered is Educational Visit Co-ordinator training which is to start next academic year with 6 courses planned for the academic year which will generate between £5 – 13K depending on uptake.



Charges are also to be levied on all Academies based on pupil numbers at a charge of £1.0644 per pupil (this figure includes a proportionate cost of administering The Duke of Edinburgh's Award) which should generate the following income

Maltby - £1307.09

Brinsworth - £1492.29

Wales - £1668.98

Even taking the higher figure of £13K above the income is still short of the target. As such the only way to meet the income target would be to introduce a charge to all schools of £0.8134 per pupil for the use of EVOLVE and related advice and guidance, this would have to be agreed with Head Teachers at a Strategic level. However this may have a detrimental effect on educational visits particularly in small infant and primary schools that may not be able to find this additional cost.

## 8. Conclusions

Due to ongoing financial pressures the Crowden, Ulley and Habershon House are being forced to become self supporting. The income targets set appear to be arbitrary, with no link to a revised charging strategy.

It is also very apparent that there has been minimal advertising undertaken with great reliance on word and mouth and repeat business.

Given the above the achievements of the Outdoor Learning Team over recent years are impressive, particularly in the light of sustained pressure on the mainstream budget and the challenge of, sometimes unrealistic income targets. The provision is not far away from breaking even and there is potential for some income generation.

It is seen that three key elements need to be addressed; Pricing structure; Marketing; Possible introduction of a charge for the use of EVOLVE and related advice and guidance

## 9. Recommendations:

i. Implementation of a revised pricing structure: The pricing structure has been reviewed for Habershon, with the proposal being to remove the subsidy for transport completely and increase the in house charge from £33.60 to £35.50, and the external price from £36 to £38, for the main season and setting challenging usage targets.

New proposed pricing structure for Ulley is raise the price from £180 to £225 per full session/day (6 hours) and from £90 to £150 for a half day.

In relation to Crowden a full review of costs and charges is currently being undertaken in conjunction with the YHA.

ii. Implementation of marketing Plan:

Action	Target Date
Develop Website for Habershon and Crowden to enable potential customers to find the centres on the internet. View facilities, courses and prices	1 November 2010
New Leaflets created for Habershon – ensure electronic	1 September 2010

version available	
New Leaflets created for Crowden – ensure electronic version available (partnership have agreed funding)	1 January 2011
Pull up banner display to advertise Crowden (partnership have agreed funding)	1 January 2011
Open day Crowden Invitation emailed to Rotherham CYPS including Junior and High schools; also sent to Outdoor Education Advisors in Barnsley, Wakefield and Doncaster for circulation.	15 July 2010 Further day to be held spring 2011
Open Day Habershon House Invitations to be sent to Rotherham CYPS including Junior and High schools; also to Outdoor Education Advisors in Barnsley, Wakefield, Doncaster and other authorities. Also Girl Guiding UK	21 October 2010 Further day to be held in Spring 2011
Visit Rotherham school cluster meetings to sell all facilities	2010-2011 academic year
Advertising facilities at all training provided by OEA	On going
Approach teacher training colleges nearest to Habershon, with a view to offering them a residential at a special rate as a “loss leader” in order to advertise the centre to new potential teachers.	30 July 2010

iii. Introduction of a charge for EVOLVE and related advice and guidance: Consideration needs to be given at a Strategic level to the introduction of a £0.8134 charge per pupil for the use of EVOLVE and related advice and guidance to all schools in Rotherham. The level of this charge would need to be reviewed on an annual basis.

# Appendix

1. Staffing Cost and Vacancies
2. Habershon House Information
3. Crowden Outdoor Education Centre Information
4. Use of Crowden
5. Rotherham Schools Visiting Crowden April-2009-April 2010

**Appendix 1: Staffing**

Outdoor Learning consists of an Outdoor Learning Team, which currently consists of the following filled posts:

Post Title	Hours	FTE	Salary (Inc on Costs)	
Outdoor Learning Youth Work Manager	37	1	47223	
<b>Sub total</b>			<b>47223</b>	<b>47223</b>
<b>Crowden</b>				
Senior Instructor	37	1	41131	
Instructor	37	1	37697.22	
Instructor	37	1	37697.22	
<b>Sub total</b>			<b>116525.44</b>	<b>116525.44</b>
<b>Administration</b>				
Administration Officer	17	0.46	9970	
Clerical Assistant (DofE)	6	0.14	2983	
<b>Sub total</b>			<b>12953</b>	<b>12953</b>
<b>Habershon House</b>				
Centre Organiser (Habershon House)	37	1	26144	
Cook (Habershon)	37	1	21560	
Domestic Assistant (Habershon)	16	0.46	6744	
Domestic Assistant (Habershon)	19.5	0.52	10524	
Domestic Assistant (Habershon)	32	0.86	13928	
Handy Person (Habershon)	24	0.65	12564	
<b>Sub Total</b>			<b>91464</b>	<b>91464</b>
<b>Total</b>	<b>336.5</b>	<b>9.09</b>		<b>268165.44</b>

The team is currently running with a number of vacant posts:

Post Title	Hours	FTE
Instructor (Ulley)	37	1
Administration Officer	10	.27
Youth Leader (DofE)	4.44	.12
Youth Worker (DofE)	2	.05
Youth Worker (DofE)	2	.05
Domestic Assistant (Habershon)	16	.38

## Appendix 2: Habershon House Residential and Field Study Centre

Filey, North Yorkshire

Just a five minute walk from the beach and with the town of Filey only a short walk away, Habershon House is an ideal location to combine exploring the area with a residential experience at Rotherham's own field study centre.

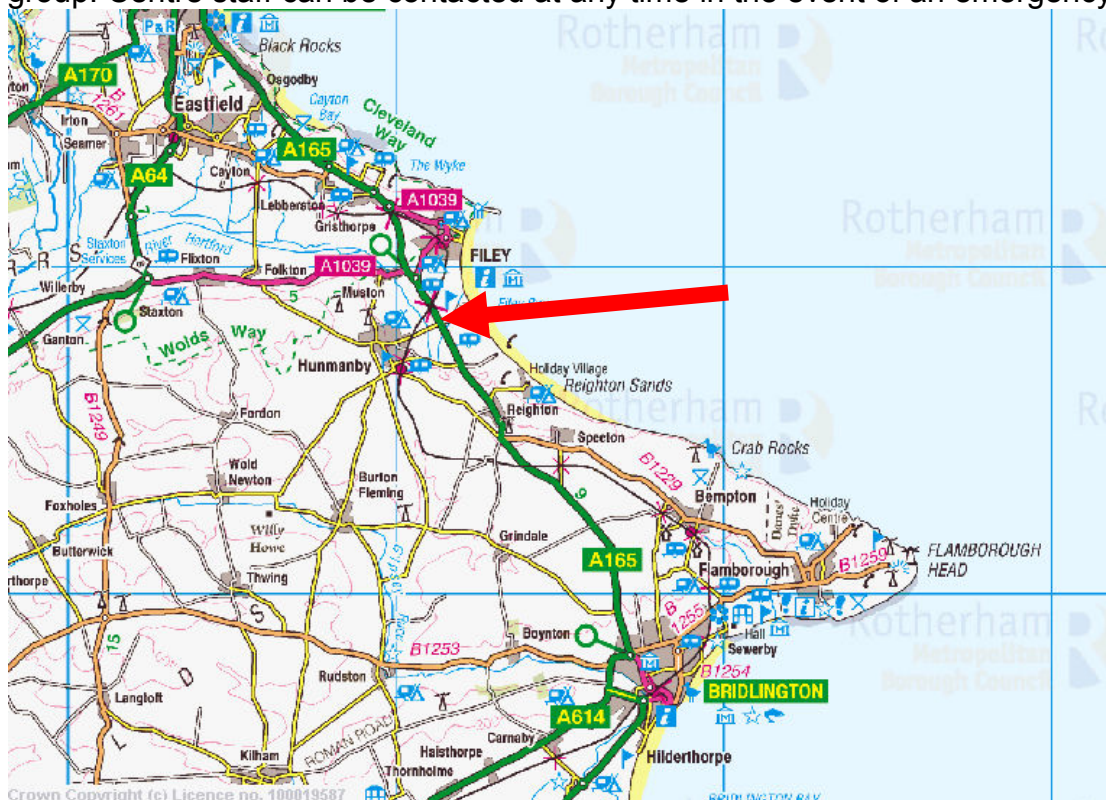
The centre can accommodate groups of up to 46 young people. Five separate staff bedrooms are available. There is a versatile well-equipped classroom area available for group use and a minibus is on hand for your off-site visits and activities. The centre stands in large, fenced grounds enabling groups to work and play outside when appropriate. The accommodation for young people comprises of seven dormitories.

The centre and the surrounding area are full of resources which can be used in project work linked to the National Curriculum. In the past schools have made extensive use of the opportunity to contrast a seaside town with Rotherham, as well as using the geographical features of Filey Brigg and the cliffs at Bempton.

The beach at Primrose Valley is a 5 minute walk away and this provides a great way to walk to Filey and back. Filey, with its Cobble Landing and Lifeboat Station not to mention shops and tourist industry, provides many opportunities for written and arts and crafts work.

The Centre Manager is available to discuss possible programmes and support staff with up to date information. The centre is inspected on a regular basis and meets all Health and Safety requirements. A full set of generic risk assessments is available and assistance can be given in the preparation of off-site visits. Pre-visit inspections can be arranged by contacting the Centre Manager.

Habershon House offers a full catering service and the centre staff are responsible for cleaning the building, allowing groups to concentrate on getting the most from their stay. Visiting staff are free to run their own programmes and devote their time to looking after their group. Centre staff can be contacted at any time in the event of an emergency.



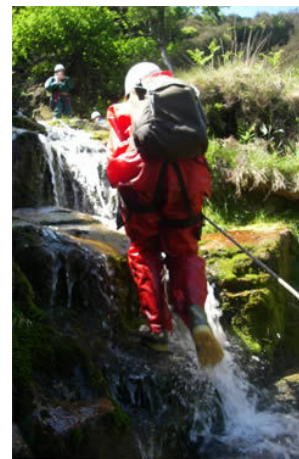
**Appendix 3: Crowden Outdoor Education Centre and Youth Hostel**



- Activity programmes are managed by Rotherham Outdoor Learning Team
- The Centre holds a two year Adventure Activities Licence (Reference No: R0411 Licence No: L7723).

**Activities on offer**

- Stream Scramble
- Canoeing
- Kayaking
- Climbing Indoor/ Outdoor
- Caving
- Archery
- Zip Wire
- Orienteering
- Hill Walking
- Team Games/Problem Solving



**The centre also offers:**

- Personal Social Development
- Courses to enhance other curriculum areas.
- Support with G.C.S.E modules for Schools.





Instructor ratios for working with groups are 1-10. Each activity group also requires a group staff member to accompany it.

This ratio may change depending on the type of group, i.e. special needs, Student referral units.

## Appendix 4: Usage of Crowden by Rotherham groups 2009/10

Crowden Bookings 2009 / 2010					
April to April					
<b>Bookings Total</b>	<b>48</b>	<b>Weekends</b>	<b>10</b>		
<b>Rotherham Schools</b>	<b>20</b>				
<b>Outside School</b>	<b>10</b>				
<b>Youth Groups</b>	<b>9</b>				
<b>Activity days</b>	<b>4</b>				
<b>Di4R</b>	<b>6</b>				
		<b>Number</b>	<b>Students</b>	<b>Activity Days</b>	<b>Students x Activity days</b>
<b>Rotherham School</b>	<b>6 Days</b>	1	20	6	120
<b>Rotherham School</b>	<b>5 Days</b>	8	205	35	7,175
<b>Rotherham School</b>	<b>3 Days</b>	7	163	21	3,423
<b>Rotherham School</b>	<b>2 Days</b>	2	41	4	164
<b>Rotherham Youth G</b>	<b>3 Days</b>	9	174	27	4,698
<b>Rotherham Activity</b>	<b>Days</b>	2	28	2	56
<b>Sub total =</b>			<b>631</b>	<b>95</b>	<b>15,636</b>
<b>Outside Schools</b>	<b>5 Days</b>	2	44	10	440
<b>Outside Groups</b>	<b>3 Days</b>	6	148	18	2,664
<b>Outside Groups</b>	<b>2 Days</b>	2	60	4	240
<b>Outside Activity</b>	<b>Days</b>	4	53	4	212
<b>Sub total =</b>			<b>305</b>	<b>36</b>	<b>3,556</b>
<b>Di4R</b>	<b>5 Days</b>	<b>6</b>	<b>171</b>	<b>24</b>	<b>4,104</b>
		<b>Total No</b>	<b>1,107</b>	<b>155</b>	<b>23,296</b>



**Appendix 5: Rotherham Schools Visiting Crowden April-2009-April 2010**

- St James C of E School
- Wales High School x 4 weeks
- Winterhill School
- Aston Primary
- Aston Springwood primary
- Hallcross School Doncaster
- Brinsworth Howarth School
- Todwick Junior School
- Loughton Junior School
- Rawmarsh Thorogate School
- Hoyland St Helens Barnsley x 2 weeks
- Flanderwell Junior School
- Russit School
- Thrybergh School
- Milton School
- St Edmunds Primary School
- Edwards School
- Park Avenue School x 3 weeks
- East Dean Primary School
- Rawmarsh School
- St Andrews Derbyshire
- Aston lodge Junior

<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1)</b>	<b>Meeting:</b>	<b>Cabinet</b>
<b>2)</b>	<b>Date:</b>	<b>1 December 2010</b>
<b>3)</b>	<b>Title:</b>	<b>Rationalisation of Property Assets - Oaks Lane Depot - Appropriation Keppel Ward 8</b>
<b>4)</b>	<b>Directorate:</b>	<b>Environment and Development Services</b>

### **5. Summary**

To seek approval to appropriate Oaks Lane Depot from the Department of Housing and Neighbourhood Services to the Department of Streetpride.

### **6. Recommendations**

**That:-**

- (1) an appropriation of Oaks Lane depot from the Department of Housing and Neighbourhood Services to the Department of Streetpride at a value of £180,000 is approved.**
- (2) the Assistant Chief Executive, Legal and Democratic Services completes the necessary documentation.**
- (3) the Director of Central Finance amends the Council's financial records.**

## 7. Proposals and Details

This report deals with the formal appropriation required under the Council's Financial Regulations. The asset is shown edged red at Appendix 1.

Cabinet resolved on 22 September 2010 to retain Oaks Lane Depot for the consolidation of Streetpride functions from Greasbrough Road Depot and Barbot Hall. This report caters for the administrative transfer of Oaks Lane Depot.

This asset has been declared surplus to requirements and an appropriation from the Department of Housing and Neighbourhood Services to the Department of Streetpride needs to take place to comply with the Council's financial regulations.

## 8. Finance

The land to be appropriated has a value of £180,000.

Estimated cost of review and disposal:

Review - £250

Marketing - Not applicable

Legal Services - £50

Maintenance costs until disposal - Not applicable

## 9. Risks and Uncertainties

There are no risks associated with an appropriation.

## 10. Policy and Performance Agenda Implications

**Sustainable Development:** The proposal will support the principles of sustainability by providing an asset to meet service delivery needs.

## 11. Background Papers and Consultation

22/9/2010 Rationalisation of Property Assets - Depot Review

Director of Housing and Neighbourhood Services

Director of Streetpride

No consultation has been carried out as there has already been a Council decision to retain Oaks Lane Depot for the consolidation of Streetpride functions from Greasbrough Road Depot and Barbot Hall.

18 November 2010 Capital Strategy and Asset Review Team - agreed

Appendix 1 – site and location plan

### Contact Name:

Sharon Langton, Principal Estates Surveyor, Ext 54037,  
Sharon.langton@rotherham.gov.uk

Ian Smith, Director of Asset Management, Ext 3850,  
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**ROTHERHAM BOROUGH COUNCIL – REPORT TO CABINET**

<b>1.</b>	<b>Meeting:</b>	<b>Cabinet</b>
<b>2.</b>	<b>Date:</b>	<b>1 December 2010</b>
<b>3.</b>	<b>Title:</b>	<b>RMBC Sustainable Procurement and Commissioning Code of Practice</b>
<b>4.</b>	<b>Directorate:</b>	<b>Environment and Development Services</b>

**5. Summary**

In line with EU, National and Council plans, RMBC has developed a Sustainable Procurement and Commissioning Code of Practice (copy enclosed).

**6. Recommendations**

- 1. Cabinet approve the RMBC Sustainable Procurement and Commissioning Code of Practice.**

## **7. Proposals and Details**

The Council has a clear vision for effective procurement:

*“The Council will procure goods, services and works by the most efficient and sustainable means to ensure that the needs and aspirations of the community are furthered, within a clear framework of accountability and responsibility. In doing so, the Council will strive to become best in class by adopting world-class procurement practices and techniques“.*

*(RMBC Corporate Procurement Strategy 2009 – 2012)*

The Sustainable Procurement Working Group, consisting of representatives from RMBC and RBT, developed a Sustainable Procurement and Commissioning Code of Practice to ensure we comply with the Councils vision for sustainable procurement.

The Sustainable Procurement and Commissioning Code of Practice follows the recommendations of the EU Sustainable Public Procurement (SPP) Task Force (The Marrakech Process) and OGC sustainable practices.

The Code of Practice has been developed in consultation with procurement specialists and aims to:

- Promote sustainability and environmental considerations through the Council’s Procurement Strategy.
- Reduce consumption of resources through improved operating techniques and employing new efficient technologies.
- Work in partnership with contractors and suppliers to minimise the environmental impact of their goods and services.
- Encourage procurement of local products and services.
- Where feasible, purchase goods and materials that can be manufactured and disposed of in an environmentally sustainable way.
- Encourage the use of local workforce.
- Encourage skills development of the workforce.
- Maximise positive social impacts.

## **8. Finance**

The Code of Practice will not replace the aim of value for money, but rather support it, by the approach that is taken throughout the procurement process.

## **9. Risks and Uncertainties**

The Code of Practice assesses risk as part of the procurement process resulting in minimal risk.

**10. Policy and Performance Agenda Implications**

The Code of Practice supports the RMBC Corporate Procurement Strategy 2009 – 2012 and the Environment and Climate Change Strategy.

**11. Background Papers and Consultation**

Consultation has been carried out with procurement specialists and stakeholders. The Code of Practice was submitted to the Procurement Panel (Minute No. 14 of 26th July, 2010) for comment and following a number of amendments, resulting from the comments, re-submitted on Monday, 8th November, 2010. The Procurement Panel accepted the Code of Practice.

**Contact Names:**

Ian Smith, Director of Asset Management ext: 23850

[ian-EDS.smith@rotherham.gov.uk](mailto:ian-EDS.smith@rotherham.gov.uk)

David Rhodes, Environmental Manager ext: 54017

[david.rhodes@rotherham.gov.uk](mailto:david.rhodes@rotherham.gov.uk)

**Rotherham Metropolitan Borough Council**  
**Sustainable Procurement and Commissioning**

**Code of Practice**

**2010 – 2013**

**DRAFT**

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## Introduction

The Council has a clear vision for effective procurement:

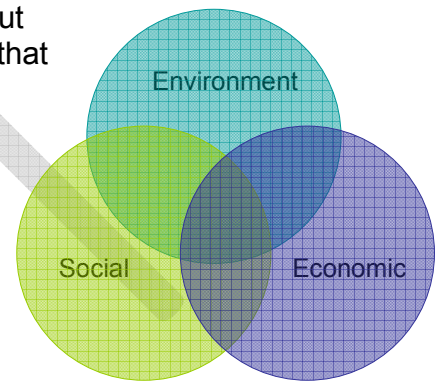
*“The Council will procure goods, services and works by the most efficient and sustainable means to ensure that the needs and aspirations of the community are furthered, within a clear framework of accountability and responsibility. In doing so, the Council will strive to become best in class by adopting world-class procurement practices and techniques”.*

*(RMBC Corporate Procurement Strategy 2009 – 2012)*

Sustainable procurement and commissioning is not just about environmental issues. It has social and economic elements that must be considered to ensure the RMBC procurement and commissioning process is sustainable.

Sustainability:

- Must be considered from the beginning of the procurement process, when identifying your needs and built into to each stage to disposal management.
- Should not replace the aim of value for money, but rather support it, by the approach that is taken throughout the procurement process.



RMBC are committed to adopting the UK principles of sustainable development and has adopted corporate objectives in relation to its procurement and commissioning activities with contractors and suppliers in the Environmental and Climate Change Strategy:

- Promote sustainability and environmental considerations through the Council’s Procurement Strategy.
- Reduce consumption of resources through improved operating techniques and employing new efficient technologies.
- Work in partnership with contractors and suppliers to minimise the environmental impact of their goods and services.
- Encourage procurement of local products and services.
- Where feasible, purchase goods and materials that can be manufactured and disposed of in an environmentally sustainable way.
- Encourage the use of local workforce.
- Encourage skills development of the workforce.
- Maximise positive social impacts.

## **Regulatory Framework / Contract Standing Orders**

All procurement undertaken by the Council must follow the EU Directives and associated UK legislation which state that procurement must be conducted on the basis of:

- Non-discrimination on the grounds of nationality.
- Equal treatment of all potential bidders and suppliers.
- Proportionality of contract value to processes used.
- Transparency of the whole procurement process.
- Mutual recognition of standards, qualifications and specifications.

Additionally the Council must procure within its own financial regulations and standing orders.

Additional guidance can be found on the RMBC intranet Procurement page including:

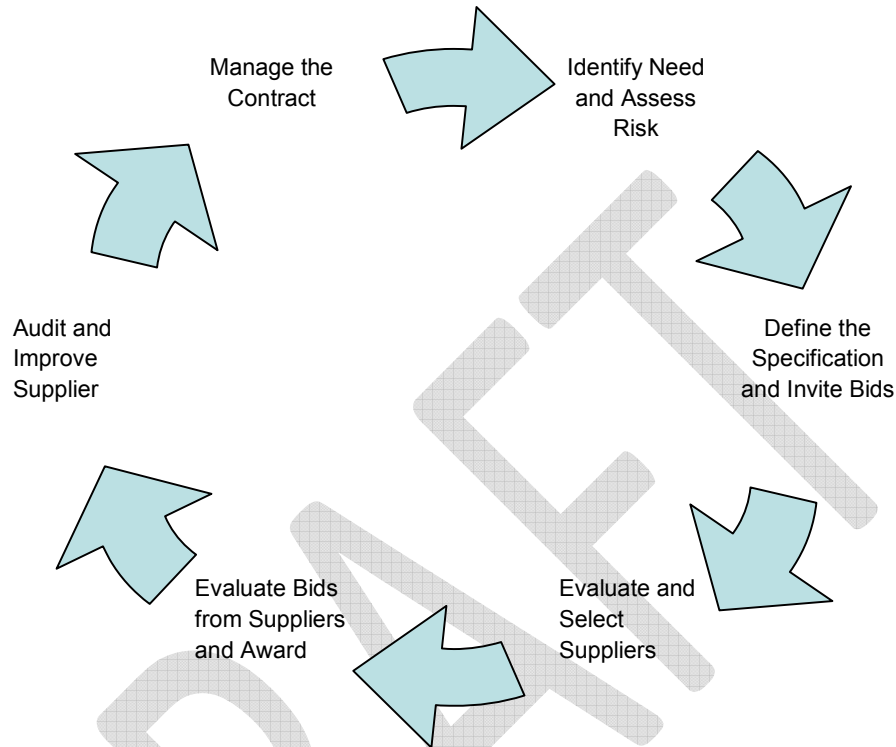
- [Financial Regulations.](#)
- [Standing Guide to the Commissioning of Local Authority Work and Services.](#)
- [Standing Orders.](#)
- [RMBC Procurement Strategy.](#)
- [Equality in Procurement.](#)

UK Regulations:

- [Public Contracts Regulations SI 2006 No 5.](#)
- [Utilities Contracts Regulations SI 2006 No 6.](#)
- [The Public Contracts and Utilities Contracts \(Amendment\) Regulations 2007 SI 2007 No 3542.](#)
- [The Public Contracts and Utilities Contracts \(CPV Code Amendments\) Regulations 2008.](#)
- [The Public Contracts and Utilities Contracts \(Postal Services Amendments\) Regulations 2008.](#)
- [Public Contracts \(Amendment\) Regulations 2009 SI 2009 No. 2992.](#)
- [Unofficial consolidated version of Regulation 32.](#)
- [Utilities Contracts \(Amendment\) Regulations 2009 SI 2009 No. 3100.](#)

## Procurement and Commissioning Cycle

Procurement and commissioning activities should include sustainable procurement considerations at every stage of the procurement process.



### Definitions

- Commissioning is defined as “the process of specifying, securing and monitoring services to meet people’s needs at a strategic level.” It is about looking at the total picture of needs across the borough, capturing the budget and funding available to meet these needs and developing the best strategic fit for service delivery.
- Procurement can be seen as a sub-set of “commissioning” and is the physical activities involved in sourcing, engaging and managing spend with suppliers. Procurement activities follow the procurement cycle above.

### 1. Identify Need and Assess Risk.

Identifying the need and assessing the risk is the first and possibly the most important stage in the procurement process. The role of the client, procurers and commissioners is essential to integrate sustainability into the process at the beginning. The following considerations should be applied as a minimum:

#### Identifying the need

- Is the purchase essential and do we really need it?
- Could an existing product or service be utilised?

- Has the move from product purchasing to service provision been considered?

#### Assessing the risk

- Have the social-economic-environmental risks been identified?
- Is there scope for improvement?
- What influence do we have with suppliers and contractors and the market?
- Can we engage with suppliers and contractors to improve the sustainability of the product or service?
- Is there a reputational or ethical risk?
- Have relevant impact assessments been undertaken on the provision/non provision/change in the service?

### **2. Contract clauses and minimum standards.**

Contract clauses and minimum procurement standards should be included in procurement and commissioning contracts where applicable. The following should be included as a minimum:

- RMBC Intranet:
  - Environmental Contract Clause.
  - Equal Opportunities and Anti-Discrimination Contract Clause.
  - Procurement Framework for Jobs and Skills.
- National Indicator data requirements:
  - Energy consumption data for RMBC related activities.
  - Fuel consumption for RMBC activities.

### **3. Define the Specification and Invite Bids.**

Defining the correct specification that has been developed from the results of the needs identification and risk assessment is an essential element of sustainable procurement. The procurement or commissioning activity will define the type and content of the specification. The following considerations should be applied as a minimum:

- Write specification that is fit for purpose and describes the requirements of the product or service with contributions from technical specialists if required.
- Include sustainability aspects in functional and performance specifications.
- Outcome specifications should allow suppliers or contractors to propose different production methods or processes that contribute to improvements in sustainable development.

- Where feasible encourage innovation.
- Where applicable apply whole life costs/value for money/impact approach including:
  - Running costs and resource use.
  - Maintenance and spares.
  - Training and operation.
  - Licensing and upgrades.
  - Take-back schemes or disposal.
- Set performance criteria e.g. efficiency standard.
- Where appropriate use international / EU standards or eco /ethical labels such as:

- Fairtrade\*.
- EU Energy Star.
- European Eco-Flower.



*\* Rotherham gained Fair Trade Town status in 2006 and the council has committed to promote Fairtrade through its procurement policy.*

- Encourage bids from SME's / local businesses and 3<sup>rd</sup> Sector Organisations.
- Specify the use of sustainably sourced materials.
- Encourage use of local sub-contractors and maximise local sub-contracting opportunities.
- Encourage use of local workforce and maximise opportunities for skills improvement.
- Encourage use of apprenticeships (if relevant to the contract and appropriate).
- Wherever possible for performance specifications use the Government Buying Standards.



#### **4. Evaluate and Select Suppliers.**

All potential suppliers or contractors must be assessed using the same criteria for potential procurement contracts. Past and present performance on sustainability issues can be considered (if evidence is provided as part of the tender document). The following considerations should be applied as a minimum:

- A standard pre-qualification questionnaire (PQQ) that includes questions on environmental and equalities standards can be accessed from the Procurement page on the intranet and should be used for all applicable procurement and commissioning contracts.
- Reg. 25 (UK Contract Regulations. 2006) allows bidders skills, efficiency, experience and reliability to be taken into account. This regulation which permits sustainability quality and standards to be considered.
- Potential contractors and suppliers should demonstrate that they comply with minimum requirements stated e.g. environmental standards such as EMAS / ISO 14001; equality policy and action plan.
- Assess 'Value for Money' and 'Whole Life Costing'.
- Ensure suppliers control and manage many key impacts.
- Assess own manufacturing / service processes / procurement.
- Do not set the standards / criteria too high (limited response or no VFM solution).
- Make clear in the ITT how bids which demonstrate higher sustainability outcomes will attract higher scores at evaluation.
- Explore opportunities to work with new and existing contractors/suppliers to secure specific jobs and skills outcomes over a period of time to increase the use and engagement of apprentice workers.
- Where appropriate, in letting a contract it is permissible to use contract conditions to:
  - Require successful contractors to have a formal training plan in place for the development of their project workforce.
  - Require that a specified proportion of the workforce on a contract are apprentices or receiving relevant skills training such as Skills for Life, Level 2 or Level 3.
  - Specify that a proportion of the hours worked in delivering the contract, will be undertaken by trainees or apprentices.

#### **5. Evaluate Bids from Suppliers and Award.**

Bids must be evaluated on the basis of 'value for money on a whole life basis, not lowest upfront price'. 'Value for money' in the UK is often

referred to as the Most Economically Advantageous Tender (MEAT). The following considerations should be applied as a minimum:

- Award criteria should include:
  - Relevance and proportionality.
  - Quality and price.
  - Technical merit.
  - Aesthetic and functional characteristics.
  - Running and maintenance costs.
  - Cost effectiveness.
  - After sales service and technical assistance.
  - Delivery date, period and method.
- Apply weighting where necessary (must be justifiable)  
e.g. 60% cost; 20% quality; 20% sustainability.
- Establish a (simple) scoring model in advance of ITT being issued:
  - Award points against each of the criteria, apply weightings (if appropriate).
  - Should only score on information provided.
  - Avoid personal preferences.
  - Use a team approach to evaluation.
  - Establish total marks for each supplier.
- Ensure EU and UK contract regulations are complied with.
- Comply with equality and diversity requirements.

For additional information check the Equality and Diversity Procurement page:

<http://intranet.rotherhamconnect.com/C0/C9/Procurement/default.aspx?Mode=View>

- Supplier selection process must support RMBC policies and help to deliver outcomes.

## **6. Audit and Improve Supplier.**

Supplier / contractor environmental sustainability audits can be used to:

- Validate responses in PQQ / ITT.
- Ensure legal compliance.
- Identify and promote potential areas for environmental sustainability improvements.

- If needed agree an action plan for improvement with timeframes and responsibilities.

The following considerations should be applied as a minimum:

- Include environmental and social aspects.
- Identify specialists to carry out relevant audits where necessary.
- Identify level of risk to include spend category and nature of the market.
- Identify options for action:
  - Work with supplier / contractor?
  - Timescales?
  - Criticality?
  - Terminate contract?

### 7. Manage the Contract.

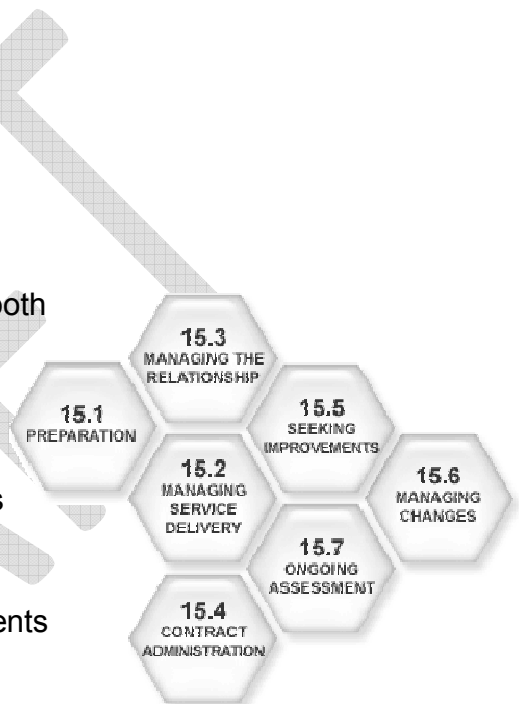
Contract management is essential to ensure that both RMBC and suppliers/contractors comply with contract obligations efficiently and effectively. Further information can be accessed from the OGC website 'OGC 15 Contract Management'.

The following considerations should be applied as a minimum:

- Manage essential measures that ensure compliance with the contract and commitments made.
- Assess improvement plans and continual improvement measures.
- Identify performance indicators and link to risk assessment in areas such as (example list only not exhaustive):
  - Level of recycled content.
  - Reduce energy / fuel / water consumption.
  - Reduction in packaging waste.
  - Social improvements.
  - Reduction in hazardous materials used.
  - Improved equipment standards.

*Note: Additional performance indicators and guidance can be found in the Audit Commission / I&DEA publication – 'modern procurement practice in local government; local performance indicators for procurement'.*

- Identify the nature of the market and the Councils ability to drive change.





## 8. Construction.

'Building for the future: sustainable construction and refurbishment on the government estate' was produced by the National Audit Office and recommended:

- Specifying requirements for environmental performance in terms of outcomes, including carbon emissions and energy / water consumption.
- Conducting post-occupancy evaluations to assess whether completed construction and refurbishment projects have delivered the specified level of performance.

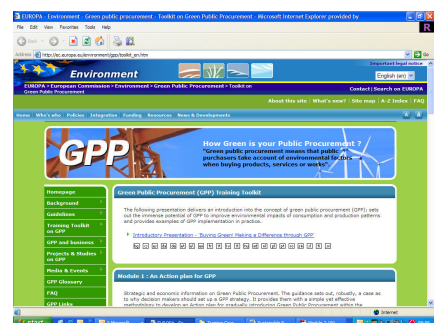
In order to comply with the recommendation RMBC construction and refurbishment standards are:

- All new build projects will be:
  - BREEAM 'very good' or equivalent standard as a minimum.
  - BREEAM 'excellent' as an aspiration on all projects.
  - Energy Performance Certificate rating 'B'.
- All refurbishment projects above 500m<sup>2</sup> will be:
  - BREEAM 'very good' or equivalent standard.
  - Energy Performance Certificate rating 'B'.
- Post occupancy evaluations will be carried out through the production of Display Energy Certificates in accordance with the Energy Performance in Buildings Directive.

## Sustainable Procurement and Commissioning Code of Practice Review and Assessment

Compliance with the Rotherham Metropolitan Borough Council Sustainable Procurement and Commissioning Code of Practice will be assessed through the Corporate EMAS Internal Audit Programme and performance managed / reported through the Corporate Annual Environmental Statement. The following assessment standards will be included as a minimum:

- Assessment against The Flexible Framework (source: Procuring the Future - Sustainable Procurement Taskforce 2006)
- Assessment of the communication, understanding and application of the Sustainable Procurement and Commissioning Code of Practice.
- Verification of compliance against the EU Green Public Procurement standards.



**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1.</b>	<b>Meeting:</b>	<b>CABINET</b>
<b>2.</b>	<b>Date:</b>	<b>1<sup>st</sup> DECEMBER, 2010</b>
<b>3.</b>	<b>Title:</b>	<b>GROUNDWORK TRUSTS PANEL – MINUTES OF MEETING HELD ON 13<sup>TH</sup> OCTOBER, 2010</b>
<b>4.</b>	<b>Programme Area:</b>	<b>CORPORATE</b>

**5. Summary**

Minutes of the quarterly meetings with the Groundwork Trusts Panel are submitted to Cabinet for consideration.

**6. Recommendation:-**

That the minutes of the meeting of the Groundwork Trusts Panel held on 13th October, 2010, be received, and the continued excellent partnership work of both Groundwork Trusts be noted.

## **7. Proposals and Details**

The Panel was established in March 2000 to provide a forum to discuss the on-going partnership between the Council and the two Groundwork Trusts in pursuit of the economic, social and environmental regeneration of the Borough.

The two Groundwork Trusts – Groundwork Dearne Valley and Groundwork Creswell - are able to use the quarterly meetings to raise and discuss issues with Councillors and officers.

The Groundwork Trusts make an important contribution to the regeneration of the Borough and to individual local communities. The Groundwork Trusts Panel provides an important opportunity to exchange ideas and experiences, and co-ordinate actions to maximise impact and efficiency.

## **8. Finance**

A small fund was established to enable community groups to access third party funding in support of WREN bids. The partnership working arrangements with the two Trusts enables the delivery of a wide range of projects and initiatives.

## **9. Risks and Uncertainties**

Without the partnership working with the two Trusts many community based and environmental projects would not be able to be delivered.

Risk that funding for projects may be withdrawn and future funding sources may not be found.

Constraints on budgets of both Groundworks Trusts and the Council.

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

Sustainability is the heart of the work and operations of the two Groundwork Trusts. The Council and Groundwork Dearne Valley jointly fund a Local Action 21 officer for example.

The joint working of the Council and the Groundwork Trusts provides effective environmental protection, addresses social needs and creates employment opportunities for local people.

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

A copy of the minutes of the meeting of the Groundwork Trusts Panel held on 13<sup>th</sup> October, 2010, is attached.

Contacts:- Karl Battersby, Strategic Director, Environment and Development Services, ext 23801

**GROUNDWORKS TRUSTS PANEL  
WEDNESDAY, 13TH OCTOBER, 2010**

Present:- Councillor Sharman (in the Chair); Councillors Falvey, R. S. Russell and St. John.

together with:-

Alan Hartley	Chairman, Groundwork Dearne Valley
Nick Illingworth	Groundwork Yorkshire & Humber
George Griffith	Chairman, Groundwork Creswell
Caralynn Gale	Education Manager, Groundwork Creswell
Janet Johnson	Executive Director, Groundwork Dearne Valley
Rob Saw	Development Manager, Groundwork Dearne Valley
Nick Barnes	RMBC Principal Project Development Officer
Steve Mellard	RMBC Streetpride Landscape Manager

**17. INTRODUCTIONS/ APOLOGIES FOR ABSENCE**

Councillor Sharman welcomed everyone to the meeting and introductions were made.

Apologies for absence were received from:-

Councillor J. Burton	RMBC
Councillor K. Wyatt	RMBC
Andy Shaw	Community Delivery Manager, Streetpride

**18. MINUTES OF THE PREVIOUS MEETING OF THE PANEL HELD ON 14TH JULY, 2010**

The minutes of the previous meeting held on 14<sup>th</sup> July, 2010 were agreed as a correct record.

**19. MATTERS ARISING FROM THE PREVIOUS MINUTES**

It was reported that Sam Upton, had moved to Groundwork Leicester. Caralynn Gale had been appointed Education Manager, Groundwork Creswell.

**20. QUARTERLY REPORT - GROUNDWORK CRESWELL**

Caralynn Gale, Groundwork Creswell, Education Manager, introduced the quarterly report which covered the period 1<sup>st</sup> July to 30<sup>th</sup> September, 2010.

The following items were highlighted:-

Canklow School – Community Task Officer had been working with learners making paths, fencing and general landscape improvements

Ravenfield Park –

Anston Stone Woods – stream clearing and removal of rubbish. It was pointed out that there may be further opportunities to work with the Parish Council.

Cuckoo Walk/Chesterfield Canal – path clearing and general tidy of walkways

Cresta Limited – in conjunction with the PCT work had continued to install child safety measures as part of a national scheme.

Ex-offenders ‘V’ programme – referrals of ex-offenders who take part in 50 hours of conservation volunteering.

Working in partnership with Intraining, who refer 18 to 24 year olds on a 13 weeks intensive work programme.

Construction Services – currently discussing the development of a swimming pool complex in Dinnington. Reference was made to the Council’s relationship with DC Leisure and issues relating to competition in the area. It was reported that a planning application had been submitted and was recommended for refusal.

Throapham Estate – it was reported that initial discussions had taken place between the Council’s Countryside Manager and Groundwork Creswell. It was also pointed out that there was an old orchard which was floristically rich and or which a management plan was being drawn up.

It was agreed:- (1) That Caralynn would:-

(i) check the planning application regarding the swimming pool proposal at Dinnington.

(ii) contact the Countryside Manager regarding the discussions on Throapham Estate, and the old orchard management plan.

(2) That officers from Groundwork Creswell be thanked for their informative report and continued involvement in projects.

## **21. QUARTERLY REPORT - GROUNDWORK DEARNE VALLEY**

Janet Johnson, Executive Director, Groundwork Dearne Valley, introduced the quarterly report covering the period 1<sup>st</sup> July to 30<sup>th</sup> September, 2010.

The following items were highlighted:-

**Rawmarsh and Parkgate Village Regeneration:-**

skatepark completed; opening of the Rosehill Victoria Park Play area; litter pick by young volunteers.

Fitzwilliam Canal – a funding application was submitted to Community Wildlife to hold community fishing events, install interpretation boards and benches, bins and picnic site.

**Maltby Village Regeneration:-**

Natural play provision now open; work commenced on entrance feature at Tickhill Road (noting this was Objective 1 funded but ran out of time); Manor Fields gym equipment; continued support for Model Village Neighbourhood Agreement.

**Chesterhill:-**

NEETS team: Magna Lane Green Corridor - continued working on the installation of a path along with stream vegetation management:

Inclusion of Thrybergh Youth Club in a community arts project.

**Play Pathfinder:-**

Noting that this project was now coming to an end and that cuts in some of the funding meant it had not been possible to carry on with the volunteer programme, which would have seen local residents and children taking on ownership for their play area.

Reference was made to the particular success of the facilities installed at Clifton Park.

**Local Action 21:-**

Continued discussions with Rotherham's Policy Officer about the future of LA21; support to VAR and Children and Young Peoples' Services to develop a food focused project "Rotherham Roots".

Continued work on completing Green Check but noted the funding difficulties.

**'Turning the Corner' Programme:-**

Groundwork had been visited by the organisers of the countryside programme who were pleased with progress.

Schemes included:-

Wingfield Path project; Wingfield Enterprise project; Wingfield Back to Nature Summer Activities; Alpine Shops – Rockingham; St. John's Green – Kimberworth Park; Wingfield Community Garden; Fellowsfield Way – Kimberworth; Chaucer Road project and Ridgeway Shops – East Herringthorpe; Rawmarsh Skatepark; Gun and Knife Crime residential; Dream Scheme

#### **Dearne Valley Eco-vision:-**

The initial Green Doctors had finished their work placement and Groundwork was seeking further funding to continue to deliver free home energy advice etc to households across the Rotherham Dearne Valley. Liaison was taking place with Rotherham's officers to avoid duplication. Green Doctors were working with landlords, 2010 and housing associations carrying out small changes and sign posting to bigger schemes.

#### **Brampton BMX Track Sports Development:-**

Work continued with funding from Spaces for Sport programme to promote cycling and healthy activity.

#### **Alternative Curriculum Programme:-**

Rob Saw, Development Manager, reported that pupils had only just commenced the new academic year and had undergone health and safety induction and starting to develop their portfolios. 21 pupils were currently attending training. It was anticipated this number would increase after half term.

#### **NEETS co-ordinated Response Fund (Rotherham):-**

This programme continued with Rotherham through ESF and other funding. Programme for Cohort 3 had been extended to continue until October, 2011.

Group 2 had been successful and had completed key skills programme and most were moving on to modern apprenticeships, college or alternative training programmes.

#### **Future Jobs Fund:-**

Tranche 2 – had been working in teams of up to 15 trainees with a training officer on a range of programmes working with the Council to enhance the Council's statutory work e.g. creating equestrian steps in Thurcroft/gate repairs at Whiston for the public rights of way section.

#### **Bikes4All:-**

Maltby Cycle Project:- successful project came to a close in July.

Bikeability:- work continued to train children in schools in Rawmarsh. Concern was expressed that helmets were not insisted on and the Council's Health, Welfare and Safety Committee would like schools to be encouraged to ensure children wear helmets. It was confirmed that Groundworks had sufficient and did provide them and did encourage their use.

Dr. Bike:- Groundwork had been contracted to provide Dr. Bike service to schools prior to delivery of Bikeability training.

**Dearne Valley Eco-Vision:-** Groundwork continued to support community consultation and involvement and street surveys had been done in Wath town centre to ask people what they think could be delivered. A photographic exhibition had been held to inspire people to have some pride in the Dearne.

#### **Cadbury Sports v Stripes:-**

This was a new programme to encourage people to be active and photos had been up-loaded on to the Cadbury's website. Groundwork continued to work with Rotherham's Sports Development Team.

Those present also made reference to the following:-

- Wingfield Mural
- St. John's Green
- Community Garden adjacent to Wingfield School
- designing play areas and play equipment to prevent accumulation of litter and facilitate easy cleaning
- removal of metal tree guards so that the sweeper can pass over

**It was agreed:-** (1) That both Groundworks Trusts be thanked for their assistance with the Play pathfinder programme, especially Jenny Yates for her involvement with the consultation and the landscape design team.

(2) That officers from Groundwork Dearne Valley be thanked for their informative report and continued involvement in projects.

## **22. JOINT PRESENTATION:- ADULT EMPLOYMENT PROGRAMME IN ROTHERHAM**

Caralynn Gale, Rob Saw and Janet Johnson gave a joint presentation covering the following:-

Groundwork Creswell focussed on:-

- supporting local people with employment and training opportunities
- support long term and recently unemployed young people



- equipping clients with new skills

**Community Task Force:-** Groundwork had been sub-contracted by a large training organisation "Intraining" to work with 18 to 24 year olds from Rotherham to provide 13 weeks work experience, confidence building, team building to benefit the local community. This had been a successful project.

Since 5<sup>th</sup> May worked with 166 learners and Rotherham Job Centre. Retention rate = 98%.

**Future Jobs Fund:-** 2 phases involving 18 to 24 year olds. There were some vacancies at the moment in Rotherham for those unemployed 9+ months. This provided 6 months paid full time employment (25 hours per week) and possible permanent employment after 6 months. The last phase to join would be March 2011.

Groundwork Dearne Valley focussed on:-

- long track record of delivering employment programmes (e.g. ILM's previously), linked to the village programme work.
- changes in funding and schemes' requirements
- still recruiting local people and training them
- ¾'s of current project team had joined and worked their way up

**Future Jobs Fund:-**

- setting of a target in the Business Plan re: numbers through the Future Jobs Fund
- national bid in conjunction with national housing foundation to target 8,500 people through the programme
- Tranche 1 – November 2009 – 50 places increased to 56 – completed March 2010
- Tranche 2 – commenced March 2010 – 180 places in 3 groups of 60
- the final Group would complete August 2011

The process:-

- applicant identified by local Job Centre
- interviewed by Groundwork
- offer of place on 26 weeks programme
- 25 hours on programme per week of which 4 hours devoted to information, advice, and guidance on CV building and job search techniques and job applications
- a 'job ready' programme
- immediately secured work for 35% of participants or to move into future education/training, 12 weeks later 65% in work or training

Programme designed around Green Teams undertaking a range of environmental projects, woodlands, public rights of way, hard and soft landscaping; working in conjunction with Parish Councils, Heritage

Community Trust, Canute England, RMBC's Streetpride and Greenspaces, country park rangers, PROW officers and woodland officer. Also worked with schools to create allotment areas and wildlife gardens.

Survey of 1<sup>st</sup> intake showed only 3 had previous job history.

Groundwork had to ensure Value for Money out of the programme - copies of four case studies were distributed to those present.

12 weeks later:- 4 still in the same job; 4 still got a job; 9 succeeded in getting a job; 4 were still trying; 2 had gone into further training. There was no one who had not had an interview. These would continue to be tracked for 12 months. On the new Work Programme proposals indicate that people had to be tracked for 3 years.

Programme would cease August 2011.

Groundwork was looking to align itself to deliver a new work programme in conjunction with other organisations to create Consortium projects. This would mean that Groundwork needed to be sub-contracted at the pre-qualification stage. It was however pointed out that the staged payment approach was difficult for many organisations including Groundwork.

**Green Doctor:-**

5 Future Jobs Fund trainees taken on as Green Doctors. Training to visit people in their homes and offer energy advice and fit simple measures and sign post to other green schemes. This scheme had been successful.

**In summary:-**

Work focussed on preparing people to work or get back to work by offering a wide range of accredited and non-accredited qualifications. The work provided work experience, job search skills, self belief and confidence, team building, motivation and sense of community.

The Chairman referred to the Coalition Government's October Comprehensive Spending Review and possible impact on funding available for both Groundworks and the Council.

Both Groundworks were thanked for their informative presentation and asked that a similar presentation be given to the next meeting and that a seminar for all Members of the Council be arranged in the New Year.

**23. ANY OTHER BUSINESS**

It was reported that Mr. George Griffith, Chairman of Groundwork Creswell, would be retiring shortly. Mr. Griffith wished to record his thanks to the Councillors and officers for their co-operation and help over the years.

The Chairman also thanked Mr. Griffith for his contribution to meetings and on behalf of the Panel wished him well.

**24. DATE, TIME AND VENUE FOR THE NEXT MEETING**

**It was agreed:-** That the next meeting of the Panel be held on Wednesday, 19<sup>th</sup> January, 2011 at 2.30 p.m. in the Town Hall, Moorgate Street, Rotherham.

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