

CABINET

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

Date: Wednesday, 23 November 2011

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 9th November, 2011 (copy supplied separately)
5. Minutes of a meeting of the Rotherham Local Development Framework Members' Steering Group held on 2nd November, 2011 (herewith) (Pages 1 - 4)
 - Strategic Director of Environment and Development Services to report.
6. Parliamentary Constituency Boundary Review 2013 - Initial Proposals (report herewith) (Pages 5 - 8)
 - Chief Executive to report.
7. Revised Statutory Guidance on the Roles and Responsibilities of the Director of Children's Services and the Lead Member for Children's Services (report herewith) (Pages 9 - 38)
 - Strategic Director of Children and Young People's Services to report.
8. Ofsted - Children's Services Assessment Letter 2011 (report herewith) (Pages 39 - 43)
 - Strategic Director of Children and Young People's Services to report.
9. Corporate Performance Report (herewith) (Pages 44 - 63)
 - Chief Executive to report.

10. Library Service Review (report herewith) (Pages 64 - 103)
 - Strategic Director of Environment and Development Services to report.

11. 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 relates to finance and business affairs).

12. Homeless 16 and 17 Year Olds and Services to Support 16 - 25 year olds to Sustain Tenancies (report herewith) (Pages 104 - 111)
 - Strategic Director of Children and Young People's Services to report.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	CABINET
2.	Date:	23RD NOVEMBER, 2011
3.	Title:	MINUTES OF A MEETING OF THE LOCAL DEVELOPMENT FRAMEWORK (LDF) MEMBERS' STEERING GROUP HELD ON 2ND NOVEMBER, 2011
4.	Programme Area:	ENVIRONMENT AND DEVELOPMENT SERVICES

5. Summary

In accordance with Minute No. B29 of the meeting of the Cabinet held on 11th August, 2004, minutes of the Local Development Framework Members' Steering Group are submitted to the Cabinet.

A copy of the minutes of the LDF Members' Steering Group held on 2nd November, 2011 is therefore attached.

6. Recommendations:-

That progress to date and the emerging issues be noted, and the minutes be received.

7. Proposals and Details

The Council is required to review the Unitary Development Plan and to produce a Local Development Framework (LDF) under the Planning and Compulsory Purchase Act 2004.

The proposed policy change of the new Coalition Government should be noted re: the Localism Bill and implications for the LDF.

8. Finance

The resource and funding implications as the LDF work progresses should be noted.

9. Risks and Uncertainties

- Failure to comply with the Regulations.
- Consultation and responses to consultation.
- Aspirations of the community.
- Changing Government policy and funding regimes.

10. Policy and Performance Agenda Implications

There are local, sub-region and regional implications. The Local Development Scheme will form the spatial dimension of the Council's Community Strategy.

11. Background Papers and Consultation

Minutes of, and reports to, the Local Development Framework Members' Steering Group.

Attachments:-

- A copy of the minutes of the meeting held on 2nd November, 2011.

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ROTHERHAM LOCAL DEVELOPMENT FRAMEWORK STEERING GROUP
2nd November, 2011

Present:- Councillor Walker (in the Chair); Councillors Dodson, Doyle, Hughes, McNeely, Pickering, Smith, Whelbourn and Whysall.

11. APOLOGIES

Apologies for absence were received from Councillors Akhtar and Jack.

12. MINUTES OF THE PREVIOUS MEETING HELD 16TH SEPTEMBER 2011

Consideration was given to the minutes of the previous meeting and to matters arising.

Agreed:- That the minutes be approved as a true record.

13. INITIAL LDF CONSULTATION FEEDBACK

Bronwen Knight, Manager, and Andy Duncan, Principal Officer, reported that the Core Strategy and Sites and Policies Development Plan Document Consultation Feedback Report would summarise the key planning issues put forward in writing during the consultation period Monday 4th July 2011 to Friday 16th September 2011 and it would, when finalised, provide a note of the key planning issues arising from the workshops held with communities of interest.

Brief details of the responses were circulated at the meeting.

Agreed:- That the position be noted and a more detailed report be submitted to the next meeting.

14. LDF TIMETABLE

Andy Duncan, Principal Officer, provided the following details of the next steps:

Year	Month	Milestone
2011	Dec	Members approve consultation feedback report
	Dec/Jan	Feedback report published
2012	Jan	Members approve revised Core Strategy for consultation
	Feb/Mar	Core Strategy published for 6 weeks statutory consultation
	May (end)	Members approve Core Strategy for submission to Government
	June	Core Strategy submitted to government

	Oct	Core Strategy examination in public
2013	Jan	Inspector's report received
	Feb	Council adopt Core Strategy

Members emphasised the need to work with local people and organisations to achieve a realistic core strategy by February, 2013.

Agreed:- That the position be noted.

15. RENEWABLE ENERGY AND LOW CARBON STUDY

Andy Duncan, Principal Officer, gave an update on activity regarding the production of the study.

Agreed:- That the position be noted.

16. INFRASTRUCTURE DELIVERY STUDY

Andy Duncan, Principal Officer, gave an update on activity with regard to commencing this study shortly.

Agreed:- That the position be noted.

17. NEXT MEETING

Agreed:- That the next meeting be held on 25th November at 10.00 a.m.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Cabinet
2.	Date:	23rd November 2011
3.	Title:	Parliamentary Constituency Boundary Review 2013 – Initial Proposals
4.	Directorate:	Resources - Commissioning, Policy & Performance

5. Summary

The Boundary Commission for England is reviewing parliamentary constituency boundaries under new rules in the Parliamentary Voting System and Constituencies Act 2011. The number of constituencies in England needs to reduce from 533 to 502 whilst ensuring that each constituency contains between 72,810 and 80,473 electors. The Commission's initial proposals are currently being consulted on and the deadline for responses is 5 December 2011.

The proposals for Rotherham are for two constituencies within the Borough and one which crosses the boundary with Sheffield. These boundaries seem reasonable given the limitations of the rules which must be followed. However, there are local concerns about the name "Rawmarsh" for the northern constituency and the alternative of Rotherham North is suggested.

6. Recommendations

Cabinet is asked to:

- a) **Note this report and the draft proposals for Rotherham and South Yorkshire.**
- b) **Agree to support the proposed constituency boundaries.**
- c) **Agree to propose the alternative name of Rotherham North for the proposed Rawmarsh constituency.**

7. Proposals and Details

7.1 Introduction

The Boundary Commission for England is reviewing parliamentary constituency boundaries under the new rules set out in the Parliamentary Voting System and Constituencies Act 2011. The Commission has begun with an initial proposal for consultation on new boundaries and must make its final recommendations to the Government by October 2013.

The new rules agreed by Parliament include reducing the total number of constituencies in England from 533 to 502 and ensuring that each constituency contains a similar number of electors. The rules stipulate that every constituency in England (except for the Isle of Wight) must have an electorate that is no more than 5 per cent either side of the UK electoral quota of 76,641. This means that each constituency must contain between 72,810 and 80,473 electors. The Commission's initial proposals are currently subject to consultation and the deadline for responses is 5 December 2011.

7.2 Proposed New Constituencies in Rotherham

In line with the national reduction, the proposals for South Yorkshire will reduce the number of constituencies from 14 to 13. Only Doncaster Borough has the right number of electors to form complete constituencies within its own boundaries. Barnsley, Rotherham and Sheffield will all have to share constituencies with at least one neighbouring local authority. The proposed constituencies for Rotherham are as follows:

- **Rother Valley** constituency, with 73,068 electors is unchanged since it has an electorate which falls within 5% of the electoral quota. The following 8 wards are included:
 - Anston and Woodsetts
 - Dinnington
 - Wales
 - Maltby
 - Hellaby
 - Holderness
 - Rother Vale
 - Sitwell

- A new “**Rawmarsh**” constituency is proposed with 73,288 electors, largely based on the existing Wentworth & Dearne constituency. The new constituency would include the Valley & Wingfield wards from the existing Rotherham constituency but exclude the Dearne North & Dearne South wards from Barnsley. The proposed Rawmarsh would include the following 8 wards:
 - Hooper
 - Wath
 - Swinton
 - Rawmarsh
 - Silverwood
 - Wingfield
 - Valley
 - Wickersley

- A proposed new **Rotherham and Sheffield East** constituency with 73,631 electors made up of the remaining 5 Rotherham MBC wards plus the Darnall and Shiregreen & Brightside wards (2 wards in all) from Sheffield. The following 7 wards would be included:
 - Rotherham East
 - Rotherham West
 - Keppel
 - Boston Castle
 - Brinsworth and Catcliffe
 - Darnall (Sheffield)
 - Shiregreen and Brightside (Sheffield)

7.3 Assessment of the Proposals for Rotherham

Given the requirement that the electoral quota be the prime consideration for determining boundaries, the proposed constituencies in Rotherham seem reasonable and each contains only whole wards which will help to avoid confusion when Parliamentary elections are combined with local elections as happened in May 2010 and is expected in May 2015.

Unlike Doncaster, there are not enough electors in Rotherham for the Borough to have three constituencies within its boundaries. Rotherham has 191,489 electors which divided by three would create constituencies about 9,000 electors too small. Indeed, this was the case at the last review which resulted in the current Wentworth and Dearne, which includes two wards from Barnsley (16,982 electors). The rising average size of constituencies means a greater degree of sharing is now needed and the proposed Sheffield element within Rotherham and Sheffield East would be 28,498 electors.

The new constituency of Rotherham and Sheffield East would draw the majority (61%) of its electors from Rotherham Borough. Rotherham and Sheffield East would be based around the Lower Don Valley between Sheffield and Rotherham, which shares a common industrial heritage of steel making and related trades. Shared industrial and commercial interests, along with travel to work patterns reflect this heritage, giving some cohesion to the new constituency. There is already a constituency named Don Valley (in Doncaster) so the name of the new constituency needs to avoid confusion with this. The areas of Sheffield which would be included are Shiregreen, Wincobank, Concord Park, Brightside, Tinsley, Meadowhall, Darnall, Greenland, Carbrook, Newhall, Attercliffe and part of Handsworth.

The names of the constituencies seem reasonable apart from the proposed Rawmarsh constituency which is largely made up of the areas long associated with the historical constituency name of Wentworth which existed from 1918-1950 and 1983 to date. There is no tradition of a constituency called Rawmarsh and this could result in confusion with the ward of the same name. There are many communities in the proposed constituency as well as Rawmarsh and Wentworth. The Council is asked to suggest the alternative name of Rotherham North which would avoid undue emphasis on any one community and help to consolidate a shared identity as part of Rotherham. Any such proposal must be made by the deadline of 5 December 2011.

7.4 South Yorkshire Proposals

Doncaster Borough is unaffected by the proposals since its existing three constituencies contain the correct number of electors. The Commission's proposals for Sheffield and Barnsley have prompted local concerns and attempts to draw up alternative boundaries. These alternatives do not suggest or depend on any amendments for Rotherham or Doncaster but attempt to resolve potential issues for Sheffield and Barnsley by reducing the cross border constituencies from two to one as at present (Penistone and Stocksbridge). Subject to approval by elected members, Sheffield and Barnsley councils may wish to submit alternative proposals. Sheffield City Council has no objection to the proposed Rotherham and Sheffield East constituency.

8. Finance

There are no financial implications for Rotherham MBC. The costs of future Parliamentary elections will be the same whether the existing boundaries are used or the new boundaries.

9. Risks and Uncertainties

These are the initial proposals by the Boundary Commission for England and are subject to public consultation. The initial proposals may be amended following the responses they receive.

10. Policy and Performance Agenda Implications

There are no significant implications for policy and performance. New Parliamentary boundaries will not be used to define other boundaries. Rotherham MBC will continue to be represented by three MPs. Instead of one MP having an additional interest in the Barnsley Dearne, the Lower Don Valley in Sheffield would be represented by a "Rotherham" MP.

11. Background Papers and Consultation

The Boundary Commission launched a 12 week consultation on its initial proposals on 13th September 2011. The proposals are available to the public via the Commission's website and at a number of locations such as libraries throughout the country.

There have been internal consultations within the Council (Corporate Policy, Legal Services and Electoral Services) and between the local authorities in South Yorkshire. There has also been consultation with RMBC Members through the Deputy Leader.

Background Paper: Initial proposals for Yorkshire and The Humber, Boundary Commission for England, September 2011

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ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Cabinet
2.	Date:	23rd November, 2011
3.	Title:	Revised Statutory Guidance on the Roles and Responsibilities of the Director of Children's Services and the Lead Member for Children's Services
4.	Programme Area:	Children and Young People's Services

5. Summary:

The Children Act 2004 requires local authorities to appoint a Director of Children's Services (DCS) and Lead Member for Children's Services (LMCS) for the purposes of discharging the education and children's social services functions of the local authority. Statutory guidance on the roles and responsibilities of the DCS and LMCS was first issued in 2005 and revised in 2009. The Department for Education plan to replace the current version with revised guidance within this consultation, which is much shorter and less prescriptive and would welcome views.

6. Recommendations:

That the Cabinet's views are welcomed on this consultation response.

7. Proposals and Details:

The Department for Education are revising the guidance in order to make it shorter and less prescriptive in line with the Government's approach to central-local Government relationships. It also takes forward one of the recommendations in Professor Munro's review of child protection that the Government should amend the statutory guidance to establish the principle that it should not be considered appropriate to give additional functions (that do not relate to children's services) to DCSs and LMCSs unless exceptional circumstances arise.

The key points in the guidance are:

- The *Children Act 2004* requires every upper tier local authority to appoint a Director of Children's Services and designate a Lead Member for Children's Services.
- The DCS and LMCS are appointed for the purposes of discharging the education and children's social services functions of the local authority. The functions for which they are responsible are set out in section 18(2) of the Children Act 2004. This includes (but is not limited to) responsibility for children and young people receiving education or children's social care services in their area and all children looked after by the local authority (regardless of where they are placed).
- Within this legal framework, it is for individual local authorities to determine their own organisational structures in the light of their local circumstances. However, local authorities must ensure that there is both a single officer and a single elected member each responsible for both education and children's social care. The DCS and LMCS should each have an integrated children's services brief, ensuring that the safety and the educational, social and emotional needs of children and young people are central to the local vision. Between them, the DCS and LMCS provide a clear and unambiguous line of local accountability.
- The DCS has professional responsibility for children's services, including operational matters; the LMCS has political responsibility for children's services. Together with the Chief Executive and Leader or Mayor, the DCS and LMCS have a key leadership role both within the local authority and working with other local agencies to improve outcomes for children and young people.
- The DCS is a politically restricted statutory chief officer post; they should be a first tier officer and report directly to the Chief Executive.
- Local authorities should, as a matter of course, assure themselves that their arrangements enable them to discharge their education and children's social care functions effectively.
- Given the breadth and importance of children's services functions that the DCS and LMCS cover, local authorities should give due consideration to protecting the discrete roles and responsibilities of the DCS and LMCS before allocating to them any additional functions other than children's services.

8. Finance:

There are no additional financial implications to the consultation proposals.

9. Risks and Uncertainties:

If RMBC chose to ignore the statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services, Ofsted will take this into account when they assess the local authority leadership and management and may decide to look at the quality and effectiveness of the authority's assurance process.

10. Policy and Performance Agenda Implications:

The Children Act 2004 requires every upper tier local authority to appoint a Director of Children's Services and designate a Lead Member for Children's Services with responsibility for discharging the local authority's education and children's social care functions. This was in response to Lord Laming's enquiry into the death of Victoria Climbié which recommended that there should be a clear and unambiguous line of accountability at local level for the well-being of vulnerable children. Statutory guidance on the roles and responsibilities of the DCS and LMCS was first issued in 2005 and revised in 2009.

11. Background Papers and Consultation:

Statutory Guidance 2005 and 2009.

Consultation Response Form - Appendix Two.

Revised Statutory Guidance on the roles and responsibilities of the Director of Children's Services and the Lead member for Children's Services - consultation - 30th September, 2011 - Appendix One.

Report to Children and Young People's Cabinet Member 11th February, 2009 - Statutory Guidance: Revision to the Roles and Responsibilities of Lead Member for Children's Services and the Director of Children's Services.

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STATUTORY GUIDANCE ON THE ROLES AND RESPONSIBILITIES OF THE DIRECTOR OF CHILDREN'S SERVICES AND THE LEAD MEMBER FOR CHILDREN'S SERVICES

ABOUT THIS GUIDANCE

1. This is statutory guidance issued by the Secretary of State for Education. Local authorities in England must have regard to it in relation to the appointment of the Director of Children's Services (DCS) and the designation of the Lead Member for Children's Services (LMCS). This guidance covers the legislative basis for the two appointments, roles and responsibilities of the post holders and how this relates to Government expectations about local authorities' role in education and children and young people's services.

EXPIRY/REVIEW DATE

2. This guidance replaces the previous versions, issued in 2005 and 2009. The guidance will be *reviewed* on an annual basis to check whether it is still fit for purpose; but it will only be *revised* if it is no longer considered to be fit for purpose.

WHAT LEGISLATION DOES THIS GUIDANCE RELATE TO?

3. This document is issued under sections 18(7) (Director of Children's Services) and 19(2) (Lead Member for Children's Services) of the Children Act 2004. This means that local authorities must have regard to it and if they decide to depart from it they will need to have clear reasons for doing so.

WHO IS THIS GUIDANCE FOR?

4. This guidance is for local authorities in England with responsibility for education¹ and children's social services functions.

KEY POINTS

- The *Children Act 2004* requires every upper tier local authority to appoint a Director of Children's Services and designate a Lead Member for Children's Services.
- The DCS and LMCS are appointed for the purposes of discharging the education and children's social services functions of the local authority. The functions for which they are responsible are set out in section 18(2) of the Children Act 2004. This includes (but is not limited to) responsibility for children and young people receiving education or children's social care

¹ References in this guidance to local authority "education" functions do not include further and higher education functions listed at section 18(3) of the Children Act 2004.

services in their area and all children looked after by the local authority (regardless of where they are placed).

- Within this legal framework, it is for individual local authorities to determine their own organisational structures in the light of their local circumstances. However, local authorities must ensure that there is both a single officer and a single elected member each responsible for both education and children's social care. The DCS and LMCS should each have an integrated children's services brief, ensuring that the safety and the educational, social and emotional needs of children and young people are central to the local vision. Between them, the DCS and LMCS provide a clear and unambiguous line of local accountability.
- The DCS has professional responsibility for children's services, including operational matters; the LMCS has political responsibility for children's services. Together with the Chief Executive and Leader or Mayor², the DCS and LMCS have a key leadership role both within the local authority and working with other local agencies to improve outcomes for children and young people.
- The DCS is a politically restricted statutory chief officer post; they should be a first tier officer and report directly to the Chief Executive.
- Local authorities should, as a matter of course, assure themselves that their arrangements enable them to discharge their education and children's social care functions effectively.
- Given the breadth and importance of children's services functions that the DCS and LMCS cover, local authorities should give due consideration to protecting the discrete roles and responsibilities of the DCS and LMCS before allocating to them any additional functions other than children's services.

GUIDANCE ABOUT THE DIRECTOR OF CHILDREN'S SERVICES AND LEAD MEMBER FOR CHILDREN'S SERVICES

The Director of Children's Services (DCS)

5. Section 18 of the Children Act 2004 requires every top tier local authority to appoint a Director of Children's Services. The DCS has professional responsibility for the leadership, strategy and effectiveness of local authority children's services and, as such, this post should be at first tier officer level. The DCS is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers. In discharging these responsibilities, the DCS will work closely with other local partners to improve the well-being of children and young people. The DCS has direct,

² Subject to the passage of the Localism Bill, local authorities that subsequently consider adopting the committee system should take into account any implications for the DCS and LMCS roles.

operational responsibility for the performance of local authority functions relating to the education and social care of children and young people. The DCS is responsible for ensuring that effective systems are in place for discharging these functions, including where a local authority has commissioned any services from another provider rather than delivering them itself. The DCS should have regard to the General Principles of the United Nations Convention on the Rights of the Child (UNCRC) and ensure that children and young people are involved in the development and delivery of local services.

6. The DCS is a politically restricted statutory chief officer post³. This means the post holder is prevented from taking part in certain political activities. In particular, the DCS is disqualified from being a member of the local authority. The DCS should report directly to the Chief Executive (Head of Paid Service), who in turn is accountable to the Council on the performance of its chief officers⁴. Local authorities are encouraged to involve children and young people in the appointment of the DCS.

The Lead Member for Children's Services (LMCS)

7. Section 19 of the Children Act 2004 requires every top tier local authority to designate one of its members as Lead Member for Children's Services. The LMCS will be a local Councillor with delegated responsibility from the Council, through the Leader or Mayor⁵, for children's services. The LMCS, as a member of the Council Executive, has political responsibility for the leadership, strategy and effectiveness of local authority children's services. The LMCS is also democratically accountable to local communities and has a key role in defining the local vision and setting political priorities for children's services within the broader political context of the Council.

8. The LMCS is responsible for ensuring that the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers, are addressed. In doing so, the LMCS will work closely with other local partners to improve the well-being of children and young people. The LMCS should have regard to the General Principles of the United Nations Convention on the Rights of the Child (UNCRC) and ensure that children and young people are involved in the development and delivery of local services. As politicians, LMCSs should not get drawn into the detailed day-to-day operational management of education and children's services. They should, however, provide strong, strategic leadership and support and challenge to the DCS and relevant members of their senior team as appropriate.

³ Under section 2 of the Local Government and Housing Act 1989 (as amended).

⁴ See Schedule 1 to the Local Authorities (Standing Orders) (England) Regulations 2001 SI 3384.

⁵ In local authorities with executive governance models.

Ensuring a clear line of accountability

9. Integrating education and children's social care services under a single officer and a single member provides both a strategic and professional framework within which the safety and the educational, social and emotional needs of children and young people are considered together. The DCS and LMCS roles provide a clear and unambiguous line of political and professional accountability for children's well-being. The DCS and LMCS should report to the Chief Executive and to the Council Leader or Mayor respectively as the post holders with ultimate responsibility for the political and corporate leadership of the Council and accountability for ensuring that the importance of improving outcomes for all children and young people is reflected across the full range of the Council's business. The DCS and LMCS (in their respective roles) will also need to work closely with the Director of Public Health⁶ as the principal adviser on health to officials and members.

Additional functions not related to local authority children's services

10. It is legally permissible for the DCS and LMCS roles to be combined with other operational and political functions of the local authority. However, given the breadth and importance of children's services functions that the DCS and LMCS cover, local authorities should give due consideration to protecting the discrete roles and responsibilities of the DCS and LMCS before allocating any additional functions to individuals performing these roles. In particular, local authorities should undertake a local test of assurance so that the focus on outcomes for children and young people will not be weakened or diluted as a result of adding such other responsibilities (see paras 13-16 below). Given the demanding nature of the DCS and LMCS roles, local authorities should consider *all* aspects of any combined posts (e.g. the impact on both children and adult services where there is a joint DCS and Director of Adult Social Services post).

11. The DCS should report directly to the Chief Executive, so it is not appropriate for the Chief Executive also to hold the statutory role of DCS (except possibly as a temporary measure whilst the Council actively takes steps to fill a vacant DCS post and an alternative interim DCS appointment is not considered appropriate).

Joint DCS appointments

12. It is legally permissible for two or more local authorities to appoint a single joint DCS to cover children's services responsibilities across all the local authority areas concerned.

Local assurance

13. Local authorities will, as a matter of course, want to ensure their structures and organisational arrangements enable them to:

⁶ Subject to the passage of the Health and Social Care Bill

- fulfil their statutory duties effectively (including ensuring that children, young people and families receive effective help and benefit from high educational standards locally);
- be transparent about responsibilities and accountabilities; and
- support effective interagency and partnership working.

14. A local authority should carry out effective assurance checks, integrated as part of an authority's usual decision-making and scrutiny work, of their structures and organisational arrangements; once any new arrangements are in place, local authorities should review their arrangements regularly to satisfy themselves that they continue to be effective.

15. These assurances should secure local political and professional support from within the Council and should be subject to assessment by the local authority itself, as part of efforts to secure continuous improvement, as well as peer challenge and review as part of the sector-led approach to local authority improvement. Where, as part of Ofsted's assessment of the quality and effectiveness of local authority leadership and management, inspectors identify an issue arising from the local authority's arrangements for discharging the DCS and LMCS functions, they may decide to look at the quality and effectiveness of the authority's assurance process.

16. It is for each local authority to determine the precise nature of its own assurance process and how to provide transparency for local communities about which individuals are fulfilling the statutory roles of DCS and LMCS, taking account of local circumstances. However, in doing so, the following elements are likely to be essential in assuring that effective arrangements are in place:

- clarity about how senior management arrangements ensure that the safety and the educational, social and emotional needs of children and young people are given due priority and how they enable staff to help the local authority discharge its statutory duties in an integrated and coherent way;
- clarity about how the local authority intends to discharge its children's services functions and be held accountable for them from political, professional, legal and corporate perspectives (including where, for example, services are commissioned from external providers or mutualised in an arms length body);
- the seniority of and breadth of responsibilities allocated to individual post holders and how this impacts on their ability to undertake those responsibilities (especially where a local authority is considering allocating any additional functions to the DCS and LMCS posts);
- the involvement and experiences of children and young people in relation to local services;
- clarity about child protection systems, ensuring that professional leadership and practice is robust and can be challenged on a regular basis; and

- the adequacy and effectiveness of local partnership arrangements (e.g. the local authority's relationship with schools, Local Safeguarding Children's Board (LSCB), Children's Trust arrangements, Health and Well Being Boards⁷, Police, probation and Multi-Agency Risk Assessment Conferences) and their respective accountabilities.

Roles and responsibilities of the DCS and LMCS

17. Local authorities are bound by some 200 statutory duties covering education and children's social care. The way in which the roles and responsibilities of the DCS and LMCS are fulfilled will vary between different places and will change over time. This guidance does not attempt to cover all these in detail but the key aspects of those roles are outlined below.

Leadership and partnership

18. The DCS and LMCS work together to provide strong, strategic local leadership and development of an increasingly autonomous and diverse education and children's sector. Working with headteachers, school governors and academy sponsors and principals, the DCS and LMCS should support high educational standards for all children and young people, paying particular attention to the most disadvantaged groups. The DCS and LMCS should involve and listen to parents, carers, children and young people. The DCS and LMCS have a key role in ensuring that the local voluntary and community sector, charities, social enterprises, the private sector and children and young people themselves are included in the scope of local authority planning, commissioning and delivery of children's services, where appropriate.

19. Section 10 of the Children Act 2004 places a duty on local authorities and certain named partners (including health) to co-operate to improve children's well-being. The DCS and LMCS must lead, promote and create opportunities for co-operation with local partners (for example, health, police, schools, housing services, early years, youth justice, probation, higher and further education and employment) to improve the well-being of children and young people. Local authorities must also (by virtue of the Child Poverty Act 2010⁸) establish local co-operation arrangements to reduce child poverty and prepare and publish a local child poverty needs assessment and strategy.

20. As a statutory member of local health and wellbeing boards⁹, the DCS will have a clear role in contributing to the development of the local Joint Strategic Needs Assessment and joint health and wellbeing strategy. The DCS will promote the interests of children, young people and their families and help join up local commissioning plans for clinical and public health services, with children's social care and education, where appropriate, to

⁷ Subject to the passage of the Health and Social Care Bill.

⁸ Although the local authority duties under the Child Poverty Act 2010 are not included in the section 18(2) definition of functions for which the DCS/LMCS are automatically responsible, local authorities may nonetheless consider it appropriate to assign them to the DCS/LMCS.

⁹ Subject to the passage of the Health and Social Care Bill.

address the identified local needs. The DCS will have a key role in ensuring effective working relationships between the health and wellbeing board and the LSCB. The DCS is responsible for any agreements made under section 75 of the National Health Service (NHS) Act 2006 between the local authority and NHS relating to children and young people – for example, pooled budgets for commissioning and/or delivering integrated services covering children’s health, social care and education.

21. Local authorities must comply with the duties set out in the Equality Act 2010 which means that, as well as ensuring that they do not discriminate unlawfully, DCSs and LMCSs must take into account the likely impact of their policies and decisions on specified groups. In doing so, particular consideration should be given to Article 2 of the UNCRC. Local authorities should also maintain an audit trail to demonstrate how equalities matters were considered as part of the decision-making process.

Safeguarding

22. Section 11 of the Children Act 2004 requires local authorities and other named statutory partners to make arrangements to ensure that their functions are discharged with a view to safeguarding and promoting the welfare of children. There is a similar requirement imposed on schools¹⁰. This should ensure that safeguarding is integral to all that local authorities, schools and other named partners do. The DCS and LMCS should ensure that there are clear and effective arrangements to protect children and young people from harm (including those attending independent schools). Local authorities are also required to set up a LSCB to coordinate the effectiveness of arrangements to safeguard and promote the welfare of children and young people in that area.

23. The DCS should always be a member of the LSCB and will be held to account for the effective working of the LSCB by their Chief Executive, including where the LSCB has an independent chair. The LMCS should be a “participating observer” of the LSCB; they may engage in discussions but not be part of the decision making process in order to provide the LMCS with the independence to challenge the DCS (and others) when necessary.

Vetting and Barring Scheme

24. Under the present Vetting and Barring Scheme, DCSs and LMCSs are engaged in “regulated activity” by virtue of undertaking the role: a local authority is entitled to obtain an enhanced disclosure (with a barred list check) on individuals in such roles. Following a review, the Government proposes to scrap previous plans to require registration. Instead, DCSs and LMCSs will in future be among office holders for whom a local authority will be entitled to obtain an enhanced CRB disclosure (without a barred list check). The

¹⁰ In accordance with section 175 of the Education Act 2002 if they are maintained or the Independent School Standards set out pursuant to section 157 of that Act if they are independent schools, including Academies or Free Schools.

changes should come into force in 2012, subject to Parliament approving the Protection of Freedoms Bill 2011.

Vulnerable children and young people

25. Local authorities should work with partners to promote prevention and early intervention so that emerging problems are dealt with before they become more serious. This will help to improve educational attainment, narrow the gaps for the most disadvantaged and promote the wider well-being of children and young people, including at key transition points.

26. More specifically, the DCS and LMCS in their respective roles:

- have a shared responsibility with all officers and members of the local authority to act as effective and caring **corporate parents for looked after children**, with key roles in improving their educational attainment, providing stable and high quality placements and proper planning for when they leave care;
- must ensure that disabled children and those with **special educational needs** (SEN) can access high quality provision that meets their needs and fund provision for children with statements of SEN;
- must ensure arrangements are in place for **alternative provision for children outside mainstream education or missing education** (e.g. due to permanent exclusion or illness) to receive suitable full-time education;
- should ensure there is coherent planning between all agencies providing services for children involved in the youth justice system and secure the provision of education for young people in custody; and
- should understand local need and secure provision of services taking account of the benefits of **prevention and early intervention** and the importance of co-operating with other agencies to offer early help to children, young people and families.

Fair access to services

27. Local authorities should promote the interests of children, young people, parents and families and work with local communities to stimulate and support a diversity of school, early years and 16-19 provision that meets local needs. More specifically, the DCS and LMCS in their respective roles:

- must ensure **fair access to all schools for every child** in accordance with the statutory School Admissions and School Admissions Appeal Codes and ensure appropriate information is provided to parents;
- must ensure provision for suitable **home to school transport** arrangements;
- should actively promote a diverse **supply of strong schools**, including by encouraging good schools to expand and the development of new Academies and Free Schools¹¹ in order to meet local demand;

¹¹ Subject to the passage of the Education Bill.

- should promote high quality **early years** provision, including helping to develop the market, securing free early education for all three and four year olds and for all disadvantaged two year olds¹², providing information, advice and assistance to parents and prospective parents, and ensuring there are sufficient **Sure Start children's centre services** to meet local need and sufficient **childcare** for working parents;
- must secure access for young people to sufficient educational and recreational leisure-time activities and facilities for the improvement of their well-being and personal and social development;
- should promote young people's participation in public **decision-making** so they can influence local commissioners; and
- should promote **participation in education or training of young people** e.g. by commissioning provision for young people aged 16-19 (or 25 for those with learning difficulties/disabilities).

Educational excellence

28. Working with headteachers, school governors and academy sponsors and principals, local authorities should promote educational excellence for all children and young people and be ambitious in tackling underperformance. More specifically, the DCS and LMCS should in their respective roles:

- take rapid and decisive action in relation to **poorly performing schools**, including using their intervention powers with regard to maintained schools and considering alternative structural and operational solutions;
- develop robust **school improvement strategies**, including choosing whether to offer such services in a competitive and open school improvement market, working beyond local authority boundaries;
- promote high standards in education by supporting effective **school to school collaboration** and providing local leadership for tackling issues needing attention which cut across more than one school, such as poor performance in a particular subject area across a cluster of schools;
- support maintained schools in delivering an appropriate **National Curriculum** and early years providers in meeting the requirements of the **Early Years Foundation Stage** (as outlined in the EYFS Statutory Framework);
- establish a **schools forum** for their area, maintain a scheme for financing maintained schools and provide financial information; and
- undertake specified responsibilities in relation to **staffing and governance** of maintained schools.

¹² The free entitlement to early education for disadvantaged two year olds will be statutory from 2013 subject to passage of the Education Bill.

FURTHER SOURCES OF INFORMATION

You may be interested in the following links:

- Association of Directors of Children's Services – www.adcs.org.uk
- Centre for Excellence and Outcomes in Children and Young People's Services – www.c4eo.org.uk
- Local Government Group – www.local.gov.uk
- National College for School Leadership – www.nationalcollege.org.uk
- Office for Standards in Education, Children's Services and Skills – www.ofsted.gov.uk
- Society of Local Authority Chief Executives – www.solace.org.uk
- United Nations Convention on the Rights of the Child – www.education.gov.uk

You may be interested in the following guidance:

- Code of Practice for Local Authorities on Delivery of Free Early Years Provision for 3 & 4 year olds (2010)
- Early identification, assessment of needs and intervention – The Common Assessment Framework (CAF) for children and young people: A guide for managers (2009)
- Equality Act 2010: Public sector equality duty what do I need to know? A quick start guide for public sector organisations (Home Office, 2011)
- Legal framework for working with looked after children: regulations and guidance (2011)
- School Admissions Code (2009) and School Admission Appeals Code (2009)
- Special Educational Needs Code of Practice (2001)
- Statutory Framework for the Early Years Foundation Stage (2008)
- Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children (2010)

Revised Statutory Guidance on the Roles and Responsibilities of the Director of Children's Services and the Lead Member for Children's Services

Consultation Response Form

The closing date for this consultation is: 6 January
2012

Your comments must reach us by that date.

Department for
Education

THIS FORM IS NOT INTERACTIVE. If you wish to respond electronically please use the online response facility available on the Department for Education e-consultation website (<http://www.education.gov.uk/consultations>).

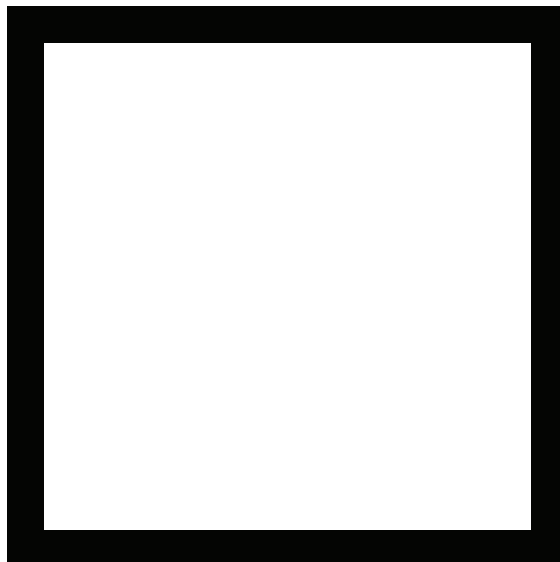
Information provided in response to this consultation, including personal information, may be subject to publication or disclosure in accordance with the access to information regimes, primarily the Freedom of Information Act 2000 and the Data Protection Act 1998.

If you want all, or any part, of your response to be treated as confidential, please explain why you consider it to be confidential.

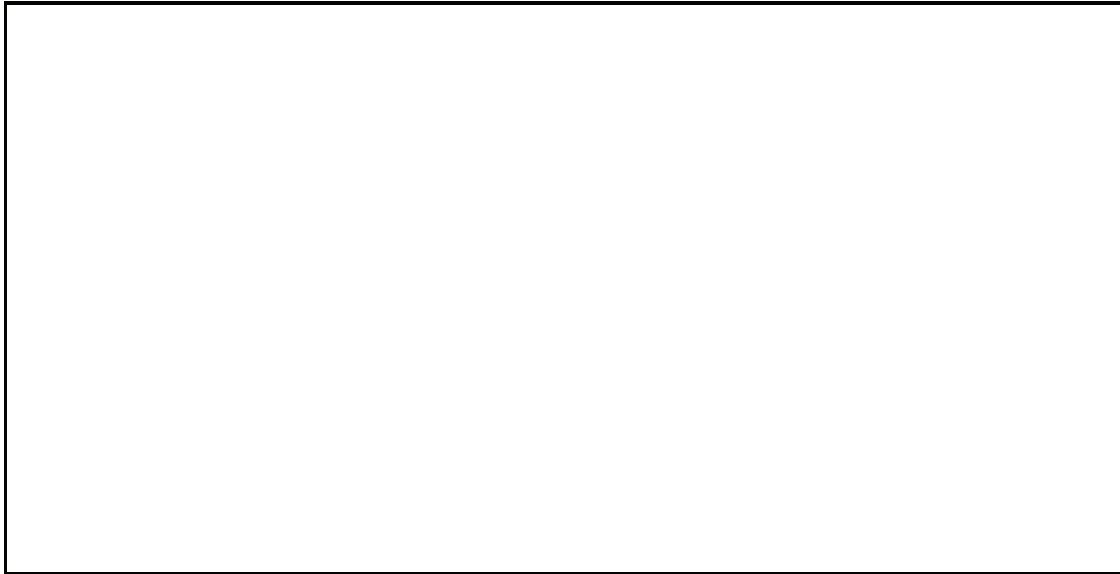
If a request for disclosure of the information you have provided is received, your explanation about why you consider it to be confidential will be taken into account, but no assurance can be given that confidentiality can be maintained. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department.

The Department will process your personal data (name and address and any other identifying material) in accordance with the Data Protection Act 1998, and in the majority of circumstances, this will mean that your personal data will not be disclosed to third parties.

Please tick if you want us to keep your response confidential.



Reason for confidentiality:



Name Joyce Thacker
Organisation (if applicable) Rotherham Metropolitan Borough Council
Address: Riverside House,
Main Street,
Rotherham.
S60 1AE

If your enquiry is related to the policy content of the consultation, you can contact Alison Britton, Local Area Policy Unit by email: DCS-LMCS.CONSULTATION@education.gsi.gov.uk or by telephone: 020 7340 8263.

If you have a query relating to the consultation process you can contact the CYPFD Team by telephone: 0370 000 2288 or via the Department's '[Contact Us](#)' page.

Please tick the box that best describes you as a respondent:

<input checked="" type="checkbox"/>	Director of Children's Services	
<input type="checkbox"/>	Local authority elected member (not LMCS)	

	Headteacher/Teacher	
	Other	

Please Specify:

General questions about the guidance

1 Did you find the revised guidance clear and easy to understand? If not, how could it be improved?

✓ Yes		No		Not Sure
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Comments:

At 10 pages long as opposed to the current guidance at 32 pages, it is more succinct.

2 Do you think the revised guidance provides useful advice for local authorities in fulfilling their statutory duties to have a Director of Children's Services and Lead Member for Children's Services? If not, do you have any suggestions that might enhance its usefulness?

✓ Yes		No		Not Sure
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Comments:

The guidance appears to flesh out succinctly the statutory obligations of the DCS and LMCS.

3 Does the revised guidance give local authorities sufficient flexibility to determine how they discharge their functions for children and young people (within the existing legislation)? If not, how could the guidance be changed to achieve this?

	Yes		No	
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Comments:

The revised guidance is not prescriptive.

4 How might we ensure that this revised guidance reaches the widest possible audience and is appropriately considered / implemented?

Comments:

We suggest you use existing organisations and networks such as ADCS and its bulletin, Lead Member networks, Local Authority Chief Executive networks, Local Authority briefings, Ofsted newsletters, LGIU briefings etc.

Director of Children's Services (paras 5-6, 9, 17-28)

5 Does the guidance give the right advice about the roles, responsibilities and accountabilities of the Director of Children's Services? If not, how could it be improved?

✓ Yes		No		Not Sure
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Comments:

We particularly welcome (paragraph 6) that children and young people should be involved in the appointment of the DCS. This is acknowledgement of good practice.

Lead Member for Children's Services (paras 7-9, 17-28)

6 Does the guidance give the right advice about the roles, responsibilities and accountabilities of the Lead Member for Children's Services? If not, how could it be improved?

✓ Yes		No		Not Sure
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Comments:

In paragraph 8 we particularly welcome that the LMCS should have regard to the General Principles of the United Nations Convention on the Rights of the Child and that children and young people are involved in the development and delivery of local services.

We welcome as set out in paragraphs 25 and 26 the focus on vulnerable children and young people through prevention and early intervention, paragraph 27 on fair access and paragraph 28 on educational excellence.

Chief Executive and the Leader or Mayor (paras 6, 7 and 9)

7 Does the guidance address appropriately the corporate roles, responsibilities and accountabilities of the Chief Executive and the Leader or Mayor in relation to improving outcomes for children? If not, what do you think the guidance should say?

✓ Yes		No		Not Sure
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Comments:

The guidance makes it clear that Chief Executive and the Leader have the ultimate responsibility for the political and corporate leadership of the Council and accountability for ensuring that the importance of improving outcomes for all children and young people is reflected across the full range of the Council's business.

Local assurance (paras 13-16)

8 Do you agree that local authorities should carry out assurance checks of their structures and organisational arrangements? If yes, do you have any suggestions about how local authorities should carry out their assurance checks? If no, do you think there should be any alternative arrangements and, if so, what?

✓ Yes		No		Not Sure
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Comments:

By carrying out assurance checks the LA is self assessing itself. This **should** be open to external challenge through Ofsted (through its revised inspection framework) and/or the sector led Peer Challenge arrangements. The draft guidance says (paragraph 15) Ofsted ... 'may decided to look at the quality and effectiveness of the authority's assurance process'.

9 Does the revised guidance give local authorities the right advice about the elements of their assurance checks? If not, how could it be improved?

✓ Yes		No		Not Sure
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Comments:

The LA should use its own decision making and scrutiny functions to assure itself it is meeting the statutory requirements of the DCS and LMCS positions.

Any other comments

10 Please let us have any other comments on the revised guidance, including any further suggestions for how it could be improved.

Comments:

Thank you for taking the time to let us have your views. We do not intend to acknowledge individual responses unless you place an 'X' in the box below.

Please acknowledge this reply ✓

Here at the Department for Education we carry out our research on many different topics and consultations. As your views are valuable to us, would it be alright if we were to contact you again from time to time either for research or to send through consultation documents?

	<input type="checkbox"/>	
✓ Yes		No

All DfE public consultations are required to conform to the following criteria within the Government Code of Practice on Consultation:

Criterion 1: Formal consultation should take place at a stage when there is scope to influence the policy outcome.

Criterion 2: Consultations should normally last for at least 12 weeks with consideration given to longer timescales where feasible and sensible.

Criterion 3: Consultation documents should be clear about the consultation process, what is being proposed, the scope to influence and the expected costs and benefits of the proposals.

Criterion 4: Consultation exercises should be designed to be accessible to, and clearly targeted at, those people the exercise is intended to reach.

Criterion 5: Keeping the burden of consultation to a minimum is essential if consultations are to be effective and if consultees' buy-in to the process is to be obtained.

Criterion 6: Consultation responses should be analysed carefully and clear feedback should be provided to participants following the consultation.

Criterion 7: Officials running consultations should seek guidance in how to run an effective consultation exercise and share what they have learned from the experience.

If you have any comments on how DfE consultations are conducted, please contact Carole Edge, DfE Consultation Co-ordinator, tel: 01928 738060 / email: carole.edge@education.gsi.gov.uk

Thank you for taking time to respond to this consultation.

Completed questionnaires and other responses should be sent to the address shown below by 6 January 2012

Send by post to: Alison Britton, Local Area Policy Unit, Department for Education, Sanctuary Buildings, Great Smith Street, Westminster SW1P 3BT

Send by e-mail to: DCS-LMCS.CONSULTATION@education.gsi.gov.uk

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Cabinet
2.	Date:	23rd November 2011
3.	Title:	OFSTED – Children’s Services Assessment 2011
4.	Directorate:	Children and Young People’s Services

5. Summary

The 2011 Children’s Services Assessment was published on 8th November 2011 which rated Rotherham Children and Young People’s Services as “Performs Adequately” the letter recognised a number of strengths and areas for further improvement. The Improvement Panel which was established to monitor the improvements following the Notice to Improve in 2009 will continue to monitor the implementation of the action plan.

6. Recommendations

- (i) That members receive this report and note the areas of strength and for development.
- (ii) That members approve that the Improvement Panel monitors the implementation of the action plan

7. **Proposals and Details**

The CSA letter published on the 8th November 2011 identifies a number of strengths :

- As a result of improvements made to safeguarding, including front-line arrangements, the service was removed from Government intervention in January 2011. The local authority continues to seek further improvement by, for example, inviting a peer challenge team of children's services experts to look at local safeguarding of children and young people.
- There has been an improvement in the overall quality of early years and childcare provision since the last assessment, helped particularly by the increased number of registered day-care providers who are good or better. Six of the eight children's centres inspected are good and one is outstanding. However, the number of good childminders has not improved significantly and this was an area for development in 2010.
- The local authority continues to have a very large majority of provision in nursery and primary schools that are good or better for children under the age of five. Over the last four years, achievement at the Early Years Foundation Stage has improved at almost twice the rate of improvement found nationally and results since the last assessment have continued this positive trend.
- The number of 16-year-olds who achieve five or more GCSEs at A* to C including English and mathematics continued to rise steadily until 2010 and is in line with similar areas and the national average. Provisional data for 2011 suggest this improvement has been maintained.
- The high quality authority provision in its special schools has been maintained and one of the three pupil referral units is now good, having previously been satisfactory. In 2010 all the local authority's children's homes were only adequate but this year three of the five homes are good which shows encouraging progress.
- There is almost no inadequate provision in the local authority and monitoring visits to schools that are, or have been, in an Ofsted category of concern show that the local authority provides effective and varied support which is helping to bring about good improvement.
- The recent inspection of youth offending services identified good outcomes in the key areas of performance inspected.

In the 2010 letter, strengths were not identified as an individual section however areas identified in the body of the letter included:

- 5 out of the 6 special schools outstanding
- The local adoption agency is good
- Recent data show improvements in the stability of placements for children in care and in the number of meetings to review plans for them.

- Children are generally safe within the community and the number of admissions to hospital because of deliberate or accidental injury has reduced more than the national figure
- Primary schools have maintained a good trend at improving how well children do at the end of their reception year at school.

The following table shows both sets of improvements for 2010 and 2011

2010 - key areas for further development	2011 - areas for further development
<p>Comment - Not an area for development on 2010 letter as this was an additional element in the new 2011 framework</p> <p>2010 35.8% (2009 results)</p>	<p>AFI (Area for Improvement)- Only a third of Early Years Foundation Stage children from low-income families show a good level of development compared to their peers. This is below the national average and the gap between these children and others in Rotherham has widened slightly this year. This is disappointing given the significant rise in standards overall at this age. However, recent provisional data from the local authority suggest that outcomes for this group of children have improved in 2011 and that the gap has narrowed.</p> <p>2011 33.7% (2010 results) The 2011 results show a slight reduction to 33.3% (unvalidated)</p>
<p>AFI - Improve the outcomes for the children at the end of primary school</p> <p>2010 68% (2009 results)</p> <p>Progression KS1 to KS2 Eng – 80% Maths – 77%</p>	<p>AFI - Educational standards reached by children at the age of 11 remain too low. They are well below similar areas and the national average, as are progression rates between Key Stage 1 and Key Stage 2 in English and mathematics. Provisional Key Stage 2 results for 2011 show that results improved only marginally.</p> <p>2011 66.5% (2010 results) 2011 results have improved to 69.3%</p> <p>Progression KS1 to KS2 Eng – 79% Maths – 78.3%</p> <p>2011 provisional results Eng – 80% Maths – 79%</p>
<p>AFI - Improve secondary schools so that more are good or better</p>	<p>AFI - The proportion of secondary schools and secondary school sixth forms that are good or better remains too</p>

<p>2010 53% secondary schools good or better 57% secondary sixth form good or better</p> <p>KS4 narrowing the gap 30.3% (2009 results)</p>	<p>low. At Key Stage 4, the gap in achievement between all pupils and those from low-income families is not reducing.</p> <p>2011 42% good or better (impacted by academies) 50% secondary sixth form good or better (impacted by academies)</p> <p>KS4 narrowing the gap 31% (2010 results) 2011 figures for narrowing the gap have not yet been released</p>
<p>Comment - Not an area for the development letter 2010, however comment made in the body of the report stating, although 19 year olds including those from low income families in Rotherham do not gain as many qualifications as they should, results continue to improve and are similar to those in other areas</p> <p>2010 40.1 % cf 49.4% nationally (2009 results)</p> <p>L3 narrowing the gap 23.1 % cf 24.6% (2009 results)</p>	<p>AFI - By the age of 19 too few young people achieve level 3 qualifications in comparison with the national average. Although the gaps in achievement by the age of 19 between all students and those young people from low income families have reduced over time, the trend is not consistent.</p> <p>2011 43.7% cf 52.1% nationally (2010 results) 2011 results have not yet been released</p> <p>L3 narrowing the gap 26.1% cf 24.2% (2010 results) 2011 results have not yet been released</p>
<p>AFI - Increase the Number of good childminders</p> <p>2010 53% of all child minders good or better</p>	<p>Comment – this element was referred to in the strengths element around early years stating that the number of “good” childminders has not improved significantly since 2010</p> <p>2011 56% of all child minders good or better, (however those inspected in 2010/11 found that 64.3% and in 2011/12 83.3% were good or better)</p>
<p>AFI - Maintain the momentum of improvement in social care services for children and young people, including the quality of children’s homes.</p> <p>2010</p>	<p>Comment - It is recognised that there have been improvements made to safeguarding including front line arrangements and that the quality of local children’s homes has improved.</p> <p>2011</p>

0% good or better	60% good or better (this is however increased since the profile was published and is now 80%)
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8. Finance

The Children and Young Peoples Services Budget continues to be a concern with a current projected overspend of £5.4m. Strategies are in place to deal with this as much as possible with budget action plan submitted to DLT on and regular basis, budget monitoring with budget holders continues and is scrutinised regularly. Invest to Save bids have been made to put in place measures to reduce costs in the longer term.

9. Risks and Uncertainties

The OFSTED Children's Services Assessment continues to be an annual publication and is used as a key measure for the success of Children's Services, it no longer feeds into any corporate assessment but can be a trigger for intervention.

10. Policy and Performance Agenda Implications

In 2011 the OFSTED framework changed and introduced the narrowing the gap indicators which put in place additional requirements which were not there previously.

11. Background Papers and Consultation

- Children's Services Assessment Letter 2010
- Children's Services Assessment Letter 2011

Contact Name: Sue Wilson, Performance and Quality Manager, CYPS.
sue-cyps.wilson@rotherham.gov.uk, 01709 822511

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Cabinet
2.	Date:	23rd November, 2011
3.	Title:	Corporate Performance Report
4.	Directorate:	Chief Executive's - Commissioning, Policy & Performance

5. Summary

This report provides an analysis of the Council's current performance against the 29 key delivery outcomes contained within the Corporate Plan. It is a position statement based on available performance measures together with an analysis of progress on key projects and activities which contribute to delivery of the plan.

The current position is:

Red	6 outcomes requiring major intervention at SLT level
Amber	13 outcomes requiring intervention at Directorate level
Green	10 outcomes requiring no intervention at this time

However there are a number of economic and political influences including changes in national policy and funding which are currently impacting and could further deteriorate performance of our corporate plan outcomes.

6. Recommendations

That Members:

- **Agree the current position against each of the Corporate Plan outcomes, ensuring implementation of the proposed interventions, corrective actions and proposed performance clinics.**
- **Note the absence of targets allocated to some of the high level measures and prioritise work across directorates to fill these gaps.**
- **Note the need to ensure high level monitoring of “the way we do business” principles into future reports.**
- **Agree that this report be forwarded to the Self Regulation Select Committee on 8th December 2011.**

7. Proposals and Details

7.1 Approach

This performance report provides an analysis of the Council's current performance on the **29 key delivery outcomes** contained within the Corporate Plan.

Achievement against delivery of the outcomes are rated as follows:

Red	Not meeting targets; adverse Direction Of Travel; actions giving cause for concern; requires major intervention by SLT level.
Amber	Slight variation from targets; some actions behind program; requires minor intervention Directorate level.
Green	Meeting or exceeding targets; actions progressing well; no intervention required at this time.

Assessment is based on data currently available for:

- Indicators/targets
- Customer perception
- Progress against key actions and outcomes
- Status of financial and operational risks

This is supplemented by a detailed "**exceptions report**" for those outcomes rated as Red which identifies the key issues affecting performance together with recommendations for improvement and any corrective actions to be taken by SLT.

In addition:

Appendix 1 – A brief summary of "**performance highlights and achievements**" is set out across all outcomes rated amber and green.

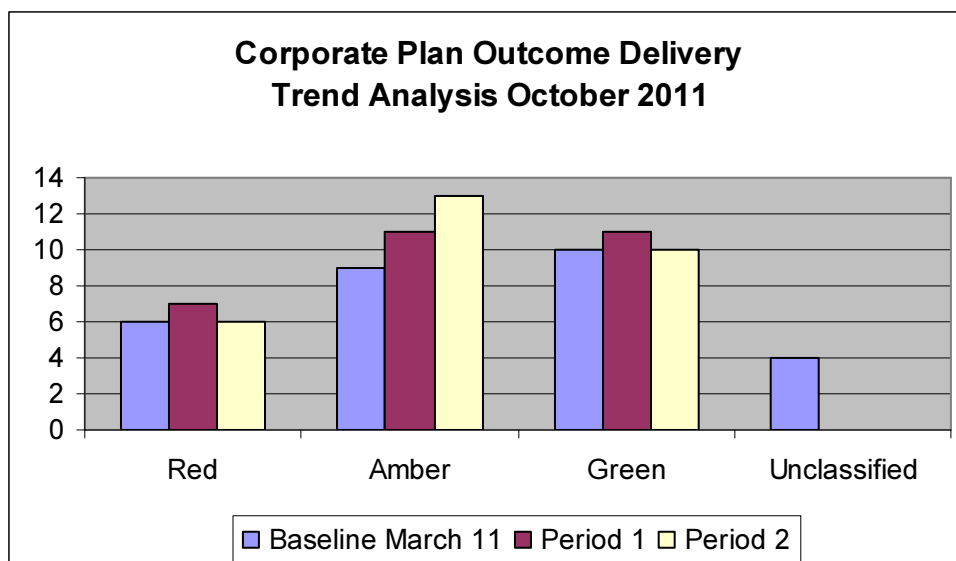
7.2 Corporate Plan Score Card – October 2011

Our Vision for Rotherham is:	Rotherham is a prosperous place and Rotherham people have choices and opportunities to improve the quality of their lives. Rotherham communities are safe, clean, and green where everyone enjoys a healthy and active life.									
The most important things that we do are:	Making sure no community is left behind.		Providing quality education; ensuring people have opportunities to improve skills, learn and get a job.		Ensuring care and protection are available for those people who need it most.		Helping create safe and healthy communities.		Improving the environment.	
What we want to achieve is:	01	Fewer children are living in poverty. <i>Joyce Thacker</i>	06	More people have formal qualifications and skills. <i>Dorothy Smith</i>	13	All children in Rotherham are safe. <i>Howard Woolfenden</i>	18	People feel safe where they live. <i>Dave Richmond</i>	24	Rotherham is prepared for present and future climate change. <i>Ian Smith (David Rhodes)</i>
	02	Everyone can expect to live longer lives, regardless of where they live. <i>John Radford (NHS)</i>	07	There are more successful new businesses. <i>Paul Woodcock</i>	14	Vulnerable people are protected from abuse. <i>Shona McFarlane</i>	19	Anti social behaviour and crime is reduced. <i>Dave Richmond</i>	25	Clean streets. <i>David Burton</i>
	03	The gap in average earnings is reduced. <i>Paul Woodcock</i>	08	More people come to the Town Centre for work, shopping and for things to do and see. <i>Paul Woodcock</i>	15	People in need of support and care have more choice and control to help them live at home. <i>Shona McFarlane</i>	20	People are able to live in decent affordable homes of their choice. <i>Dave Richmond</i>	26	Safer and well maintained roads. <i>David Burton</i>
	04	Less people struggle to pay for heating and lighting costs. <i>Dave Richmond</i>	09	More people are in work or training and less are living on benefits. <i>Paul Woodcock</i>	16	People in need get help earlier, before reaching crisis. <i>Howard Woolfenden / Shona Mcfarlane</i>	21	More people are physically active and have a healthy way of life. <i>David Burton/John Radford</i>	27	Reduced CO2 emissions and lower levels of air pollution. <i>Ian Smith (David Rhodes)</i>
	05	More people in our poorest communities are in work and training. <i>Paul Woodcock</i>	10	All 16-19 years olds are in employment, education or training. <i>Dorothy Smith</i>	17	Carers get the help and support they need. <i>Shona McFarlane</i>	22	People from different backgrounds get on well together <i>Matt Gladstone</i>	28	More people are recycling. <i>David Burton</i>
			11	Babies and pre school children with a good start in life. <i>Joyce Thacker</i>			23	People enjoy parks, green spaces, sports, leisure and cultural activities. <i>David Burton / Paul Woodcock</i>	29	More people are cycling, walking or using public transport. <i>Paul Woodcock</i>
			12	Higher paid jobs. <i>Paul Woodcock</i>						

Trend Analysis - The table below demonstrates the changes over time in the R.A.G status against each outcome.

Outcome	Baseline March 2011	Period 1 July 2011	Period 2 Oct 2011
1) Fewer children living in child poverty	Red	Red	Red
2) Everyone can expect to live longer lives regardless of where they live	Amber	Amber	Amber
3) The gap in average earnings is reduced	Green	Green	Green
4) Less people struggle to pay for heating and lighting costs	-	Green	Green
5) More people in our poorest communities are in work and training	Amber	Amber	Amber
6) More people have formal qualifications and skills	Red	Red	Red
7) There are more successful new businesses	Amber	Amber	Amber
8) More people come to the Town Centre for work, shopping and for things to do and see	Red	Red	Amber
9) More people are in work or training and less are living on benefits	Red	Amber	Amber
10) All 16-19 years olds are in employment, education or training	Green	Amber	Amber
11) Babies and pre school children with a good start in life	Green	Green	Green
12) Higher paid jobs	Green	Green	Green
13) All children in Rotherham are safe	Amber	Amber	Amber
14) Vulnerable people are protected from abuse	Green	Green	Green
15) People in need of support and care have more choice and control to help them live at home	Green	Green	Green
16) People in need get help earlier, before reaching crisis	Red	Red	Red
17) Carers get the help and support they need	Amber	Green	Green
18) People feel safe where they live	Amber	Green	Green
19) Anti social behaviour and crime is reduced	Amber	Green	Green
20) People are able to live in decent affordable homes of their choice	Green	Green	Amber
21) More people are physically active and have a healthy way of life	Green	Red	Red
22) People from different backgrounds get on well together	-	Red	Red
23) People enjoy parks, green spaces, sports, leisure and cultural activities	Amber	Amber	Amber
24) Rotherham is prepared for present and future climate change	Amber	Amber	Amber
25) Clean Streets	Green	Amber	Red
26) Safer and well maintained roads	Red	Red	Amber
27) Reduce CO2 emissions and lower levels of air pollution	-	Green	Green
28) More people are recycling	Amber	Amber	Amber
29) More people are cycling, walking or using public transport	-	Amber	Amber

Summary position



Changes in R.A.G. Ratings - The RAG ratings of Performance Outcomes were last reported to SLT in August. Since then the following changes have taken place:

- **Outcome 8 - More people come to the Town Centre for work, shopping and for things to do and see** - To **Amber** from Red - based on the current positive trend in foot flow, the projected improvement on vacancy rates anticipated next quarter together with the success of the ongoing initiatives.
- **Outcome 20 – People are able to live in decent affordable homes of their choice** – To **Amber** from Green – due to concerns over trends in performance on housing repairs, a slight increase in % of non decent council homes and estimates relating to non decent homes in the private rented sector. The result and impact in respect of cuts of Housing Market Renewal has resulted in projects being curtailed, scaled down or spread across a longer time period than initially planned, with the risk of undermining community aspirations and trust in future regeneration activities.
- **Outcome 25 – Clean Streets** - To **Red** from Amber – concerns expressed last quarter are now reinforced by deteriorating performance against key performance measures.
- **Outcome 26 – Safer and well maintained roads** - To **Amber** from Red - because of the stabilisation in highway condition and to reflect the rating in the SLT Risk Register.

7.3 Corporate Plan Exception Report – October 2011

Priority 1 – Making sure no community is left behind

01) Fewer children are living in poverty CYPS – Joyce Thacker

Rotherham's progress in tackling child poverty is measured by the headline indicator for 'relative low income' (see table below). This is the proportion of children living in households where income is less than 60 per cent of average national household income. It is calculated using data related to families claiming income support or job seekers allowance as well as working families claiming child tax credit.

There is a significant time lag for this measure which means that the figures published each autumn relate to two years ago thus meaning that 2009 have just been released.

Using this measure, child poverty levels have increased locally showing an increase in 2009 to 23.3% of children in Rotherham living in a household with relative low income up from 22% in 2008.

Child poverty levels remain above the national and regional averages of 21.3% and 21.9% respectively but are still below the South Yorkshire average of 24.1%.

Ref	Indicator Title	Good Performance	Freq. of Reporting	2008		2009		DOT
				Rotherham	National	Rotherham	National	
NI 116	Overall proportion of children living in child poverty in Rotherham	Low	Annual (August/September)	22% (12745 children)	21.6%	23.3% (13665 children)	21.3%	↓

The variation of child poverty at neighbourhood level is vast. Child poverty in Rotherham Super Output Areas (SOAs) ranges from 1.9% to 57.5% in some areas. The tables below denote the

SOA's with child poverty levels of 50% and above and the SOA's with child poverty levels of 3% and below.

Using the indices of multiple deprivation (IMD) to compare these SOA's it can also be seen that the two areas with the highest levels of child poverty are also the two most deprived areas in Rotherham. It can also be seen that four of the five SOA's with the lowest levels of child poverty are in the 5% least deprived areas.

SOA's with 50% + child poverty	Child Poverty Level	IMD Rank	SOA's with 3% or less child poverty	Child Poverty Level	IMD Rank
Canklow North	57.5%	2	Ravenfield Common	3.0%	145
East Herringthorpe North	55.9%	1	Thorpe Hesley East	3.0%	158
East Dene North	51.6%	13	South Anston East	2.8%	162
Rawmarsh North East	50.0%	14	Swallownest South	2.7%	159
			Stag North	1.9%	157

While local authorities can demonstrate that they are fulfilling their duties in relation to tackling child poverty, this will need to be done in the context of shrinking budgets. Meanwhile the national economic context and policy changes suggest that the best we can hope for is to prevent the impact of child poverty passing to the next generation. Any impact on the performance targets is likely to be long-term, not short-term.

The Child Poverty Act, passed with all-party support in 2010, commits successive governments to the eradication of child poverty by 2020. The Act lists four measures of child poverty, each with their own target which needs to be met for child poverty to be said to be eradicated:

- **Relative Poverty:** to reduce the proportion of children who live in relative low income to less than 30%
- **Combined low incomes and material deprivation:** to reduce the proportion of children who live in material deprivation and have a low income to less than 5%
- **Persistent poverty:** to reduce the proportion of children than experience relative poverty, with the specific target being set at a later date
- **Absolute poverty:** to reduce the proportion of children who live below an income threshold fixed in real terms to less than 5%

The Coalition has pledged to maintain the 2020 aspirations however the **Institute of Fiscal Studies has just published a report: Child and Working Age Poverty from 2010 to 2020** (October 2011) that says forecasts what might happen to poverty under current government policies and shows that governments cannot rely on higher employment and earnings to reduce relative measures of poverty. The results suggest that there can be almost no chance of eradicating child poverty on current government policy.

The most significant reform to state benefits proposed by the government is to replace all means-tested benefits and tax credits for those of working age with a single, integrated benefit to be known as Universal Credit. Considered in isolation, Universal Credit should reduce relative poverty significantly (by 450,000 children and 600,000 working-age adults), but this reduction is more than offset by the poverty-increasing impact of the government's other changes to personal taxes and state benefits.

Child Poverty is part of the wider problem of poverty and worklessness, which needs to be tackled by national initiatives such as the Work Programme (being delivered in Rotherham by Serco and A4E). Smaller scale local programmes can be run alongside this with a specific focus and have a reasonable impact, but these are much harder to deliver now the amount of

public funding for "regeneration" has been cut back so severely including funding from ERDF and Yorkshire Forward.

The Think Family Board oversees programmes of work designed to mitigate the effects of child poverty and prevent its impact passing from generation to generation. The refreshed Prevention & Early Intervention strategy will embrace this approach and is due to be re-launched in April 2012. The Early Intervention Grant is used to commission support for families in poverty from VCS organisations including GROW and Homestart.

SLT/CABINET ACTION: Assess the impact of the changes in government policy around child poverty and targeting resources in each of the identified areas in order to ensure that child poverty issues are addressed and to explore these through a performance clinic.

Priority 2 – Ensuring quality education for all; ensuring people have opportunities to improve skills, learn, and get a job

**06) More people have formal qualifications and skills
CYPS – Dorothy Smith**

Ref	Indicator Title	Good Performance	10/11 Actual or baseline	Freq. of Reporting	Comp. Data	Latest Available Data	DOT
NI 73	KS2 Attainment level 4 or above in English and Maths	High	66.5% (2010)	Annual	74% (All Eng)	69.3% (2011)	↑
NI 75	GCSE 5+ A*-C including Maths and English	High	50.8% (2010)	Annual	58.3% (All Eng)	56.3% (2011)	↑
LPI	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2	High	58.3% (2009)	Annual	64.2% (Y&H 2010)	61.7% (2010)	↑
LPI	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3	High	39.2% (2009)	Annual	47.4% (Y&H 2010)	42.5% (2010)	↑
LPI	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4	High	19.6% (2009)	Annual	26.4% (Y&H 2010)	21.9% (2010)	↑

In 2011 Key Stage 2 performance shows a 2.8% increase to 69.3% in the percentage of pupils achieving L4+ in both English and Maths, when compared to Rotherham schools' performance in 2010. This indicates that Rotherham is narrowing the gap to the national average as the national improvement was 1% up to a 2011 figure of 74%. Using the DFE data matrix released in October 2011 this performance ranks us as 143rd out of 152 local authorities but using year on year improvement rankings we are 42nd out of 152.

2011 data also shows that GCSE results rose for the 9th successive year. 5+A*-C including English and mathematics rose 5.5% to 56.3%, this shows a faster rate of improvement against the national average increase of 4.9% thus narrowing the gap. Using the DFE data matrix this ranks us 95th out of 152 for performance and 17th out of 152 for year on year improvement.

Overall 5+A*-C increased by 8% to 81.3% which now moves Rotherham above the 2011 national average of 78.8%. The ranks us 64th out of 152 for performance and 6th out of 152 for year on year improvement.

This year fourteen schools did not meet the revised floor target thresholds (see table below). However two schools (St Gerard's Catholic Primary and Bramley Sunnyside Junior) failed only marginally.

Of the thirteen primary schools which were below the standards in 2010, ten are now above the standard. Two (Anston Brook and Meadow View) remain below for a second year whilst Dalton Foljambe has remained below for a number of years and is included in the schools of concern list from DFE.

Of the three schools which were below standards in 2010 and in an Ofsted category only Meadow View Primary remains below. However Thurcroft Junior currently remains in special measures.

School	Less than 60% L4+ English & Maths	Less than 87% 2 Level Progress in Eng	Less than 86% 2 Level Progress in Maths
Anston Brook Primary	50.0	80.6	52.8
Badsley Moor Junior	46.7	56.8	56.8
Bramley Sunnyside Junior	59.8	70.4	71.6
Coleridge Primary	33.3	63.2	50.0
Dalton Foljambe Primary	45.5	81.8	72.7
East Dene Primary	49.0	72.5	78.0
Greasbrough J&I	30.8	59.5	76.3
Laughton J&I	47.8	65.0	50.0
Meadow View Primary	52.9	70.6	73.5
Monkwood Primary	56.4	44.4	45.5
St Gerard's Catholic Primary	56.5	87.0	69.6
Thrybergh Primary	42.3	76.9	50.0
Treeton CofE (A) Primary	51.4	59.5	70.3
Wath Victoria Primary	46.0	66.7	80.6

Improvements have been made in relation to the above outcomes through:

- School reviews by Head teacher, teaching and learning consultants
- Rigorous monitoring of improvements
- Joint LA/Diocese reviews
- Programmes to strengthen leadership and management, governing bodies and the quality of teaching and learning.

This has included addressing capability issues where applicable at all levels. The use of Executive Headteachers, and hard federation between schools has been another strategy, as well as new Headteacher and Deputy Head teacher appointments.

Young people achieving level 3 (equivalent to A Level) by the age of 19 is reported annually therefore the 2010/11 data remains the most recent and shows **43.7%** of young people achieved a qualification at this level compared to **40.1%** the previous year. The gap between Rotherham and the **national average has reduced slightly to 10.5%**.

The Children's Services Assessment letter in November 2011 highlighted the following strengths:

- Majority of provision in nursery and primary schools for under 5s is good or better
- The number of 16 year olds who achieve 5 or more GCSE's at A*-C including Maths and English continues to rise in line with similar areas and the national average.
- There is almost no inadequate provision in the local authority and monitoring visits to schools that are, or have been in Ofsted category of concern.

The following areas however require addressing:

- Development of Early Years Foundation Stage children from low-income families
- Educational standards reached by children at the age of 11
- Progression rates between Key Stage 1 and Key Stage 2 in English and Mathematics.
- Proportion of secondary schools and secondary school sixth forms that are good or better
- Achievement of Key Stage 4 pupils from low income families

SLT/CABINET ACTION: To ensure that the actions identified in the peer review are fully implemented, particularly in regard to the critical Key Stage 2 area and that ownership and responsibility for the collection and analysis of data for post 19 skills and achievement is determined. In addition issues at KS2 should be subject through a performance clinic in early 2012.

Priority 3 - Ensuring care and protection are available for those people who need it most.

**16 People in need get help earlier, before reaching crisis
CYPS – Howard Woolfenden / NAS – Shona McFarlane**

The impact of Common Assessment Framework (CAF) interventions is captured by the recording of progression outcomes when CAF review paperwork is received from lead workers. Over the past few months this has been a priority activity for the team and has resulted in an increase in the number of outcomes reported. 400 Progress outcomes were recorded for 131 children and young people from the CAF reviews as at 4th October 2011. These outcomes are summarised in the table below.

Corporate Plan Priority Outcomes		CYPS Outcomes		CAF Progress Outcomes	
No Community Left Behind	30	Reducing child poverty	30	Work & Money	15
				Housing	15
Education and Skills	73	Raising Attainment	73	Education	73
Care and Protection	96	Reduced risk of local authority care	96	Family Relationships & Domestic Abuse	33
				Parenting	45
				Neglect	8
				Exploitation	10
Safe and Healthy Communities	201	Improved health and well being	136	Mental Health	64
				Physical & Sexual Health	12
				Learning Difficulties & Disabilities	30
				Alcohol & substance Misuse	30
		Reducing risk of offending	7	Anti Social Behaviour & crime	7
Reducing social exclusion	58	Bullying & Social Inclusion	58		

There is no pre- determined length of time that a CAF episode should be open for – however, the regular monitoring and review of CAF delivery plans and impact of interventions will ensure that a CAF episode is open only for as long as required to achieve the desired outcomes. Actions taken to tackle CAF drift will be measured against the average length of time that a

Ref	Indicator Title	Good is	10/11 Actual or Baseline	Freq. of reporting	Comp Data	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	DOT
NI 55a	across primary school children in reception a) Prevalence b) Coverage	Low High	10.5% 94.5%	Annually	9.8% 93.6%						Annual Measure
EX NI 56a	Obesity prevalence among primary school children in year 6 a) Prevalence b) Coverage	Low High	20.0% 95.0%	Annually	18.7% N/A						Annual Measure

Current data indicates that in Rotherham adult participation in sport and active recreation at the recommended 3 times 30 minutes per week was relatively low at **21% - a small increase on the participation reported previously (19.4%)**. The annual Active People survey from which these figures are derived concluded its latest round of data collection in October 2011 and will be reported nationally in December.

The national measure which monitored the % of children and young people (up to 15yrs) participating in school based sporting opportunities has been abolished. This previously highlighted that that **93% of 5 – 15 year olds in Rotherham schools were participating in at least 2hrs curriculum based physical education per week**. Nationally this was top quartile performance.

From a health perspective obesity within Rotherham also remains a concern. There is a national rising trend in both adult and childhood obesity with serious health consequences and consequent increasing NHS and wider societal costs. It is currently estimated that in Rotherham 48,000 adults are obese (24%) and a further 68,000 (34%) are overweight. By 2050, NHS predictions are that this could rise to 50% of the population.

The Rotherham Healthy Weight Framework brings strategies to prevent and treat obesity. Although Rotherham is recognised nationally as leading the way there is to date little published evidence to support the effectiveness of any weight management interventions. The full outcomes from the obesity activity will be known in 2012.

The following tables includes progress of measures against commissioned weight management services over a 3 year period to date for adults and children:

Tier	Target	Success to date
Adult Tier 2 – Community Weight Management Service (Self referral)	60% = 667 adults per year for 3 years 2,000 losing a minimum of 3% body weight	46%
Tier 3 – Specialist Obesity Service (referral only)	1,800 people losing a minimum of 3% body weight over 3 year period	100% overachieving on target
Tier 4 – Specialist interventions (bariatric surgery)	2008/09 2009/10 2010/11 2011/12	34 Costs £193,090 39 Costs £174,228 30 Costs £168,768 Maximum target of 39

Tier	Target	Success to date
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Children Tier 2 – Community Weight Management Service (Self referral)	60% = 293 children per year for 3 years 879 with weight loss on BMI centile charts	63%
Children Tier 3 – Specialist Obesity Service (referral only)	200 people per annum = 600 people over three years with weight loss on BMI centile charts	24%
Children Tier 4 – 3 years	30 people per annum = 120 people over four years with weight loss on BMI centile charts	100%

Activity is funded until March 2012, yet obesity continues to require effort to prevent and treat in order to avoid the health and social costs associated with an increasingly obese population. A paper is to be produced in Autumn 2011 to discuss options for activity to address obesity in Rotherham from April 2012.

The objectives of the Child Obesity Summit held in September 2011 were:

- To agree a vision for addressing childhood obesity in Rotherham.
- To review the current offer of services and agree areas for improvement.
- To agree a Rotherham Childhood Obesity Action Plan.

The following items were discussed at the summit:

- Progress and performance of the Rotherham Healthy Weight Commissioning Framework and current activity was reviewed to help inform a plan to continue to address Childhood Obesity in Rotherham based on the Healthy Weight Framework.
- Areas and opportunities for improvement and gaps in services were identified and discussed alongside evidence of good practice to meet these gaps.
- The vision for addressing childhood obesity post March 2012 and an outline action plan was discussed. The Obesity Strategy Group is to be refreshed to develop the Action Plan - Agree actions, roles and responsibilities, timescales, next steps etc.

Carol Weir, NHS Rotherham, will be attending the Children's Trust Board in January 2012 on this issue. A wider Health Inequalities Summit is also scheduled for 1st December 2011.

Participation in sport contributes to achieving wider government policy, including the Every Child Matters outcomes to achieve, enjoy, be healthy and make a positive contribution. It also contributes to the wider outcomes of local authorities and health providers around obesity. Recent changes in government have resulted the abolition of many of the initiatives of the former government in relation to children's and young people's participation in sporting opportunities. The former Government's PE & Sport Strategy for Young People (PESSYP) was launched and expresses the commitment to improve the quality and quantity of PE & Sport undertaken by young people and provided a national infrastructure for delivering sport and physical activity in schools.

Historically this data was collected under national arrangements established under the strategy. These arrangements have now been dismantled as part of the government's drive to reduce data burdens on schools. In addition, local arrangements by which CYPS provided £15k funding per annum the Sports Development Team to co-ordinate and provide professional development advice and training to facilitate the delivery of quality sports provision are no longer in place.

SLT/CABINET ACTION: Through the Health and Well Being Board hold a performance clinic to examine the changes in national policy around health and the partnership actions being taken to address obesity and prioritise potential funding for these initiatives.

**22) People from different backgrounds get on well together
CEX – Matt Gladstone**

In the absence of a national measure to monitor this outcome a number of components have been used to assess this outcome:

Your Voice Counts Survey - The latest results of this survey conducted by South Yorkshire Police relate to Quarter 1 and show a **slight decrease from 2010/11 in the number of respondents concerned about being physically attacked because of their skin colour, ethnicity or religion i.e. from 14.0% to 12.3%**. However, given the small sample size, statistically the actual % could be anywhere between 8.5% and 16.1%.

Annual Surveys - We are currently awaiting the results of the survey which has been undertaken by the Community Liaison teams which includes the ex NI 1 - People from different backgrounds get on well together question. Results will be available by December 2011 and the findings reported in the Quarter 3 report.

Hate Crime and Incidents- There have been 118 incidents of Hate Crime recorded by SYP in the Public Protection Unit of which 65 were classed as “criminal offences”. This represents a **significant increase on the same period last year** when 64 incidents were recorded. In addition 18 incidents were reported in Rotherham schools and a further 33 incidents through council directorates.

South Yorkshire Police are working on a process to map and report lower level incidents.

There are however influences outside our immediate control which impact on delivery of this outcome. For example, national and international events, media coverage/reporting and incidents in other parts of the country can influence people’s awareness and perceptions around cohesion and hate crime. Additionally the Prevent agenda has been reviewed changing the role of local authorities in the agenda and for which funding has been discontinued

SLT/CABINET ACTION: To note the changes in national policy and commission a joint report from Commissioning, Policy and Performance and South Yorkshire Police into the issues and strategies relating to Hate Crime to be presented to SLT.

Outcome 25 – Clean Streets**Owner: David Burton**

Ref	Indicator Title	Good is	10/11 Actual or Baseline	Freq. of reporting	Comp Data	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	DOT
Ex NI 195	The % of relevant land and highways that is assessed as having deposits of:										
	a) Litter	Low	7%	Quarterly	N/A	7%	N/A	18%			↓
	b) Detritus	Low	14%	Quarterly	N/A	14%	N/A	39%			↓
	c) Graffiti	Low	1.8%	Quarterly	N/A	1.8%	N/A	0%			↑
	d) Fly Tipping	Low	0%	Quarterly	N/A	0%	N/A	0%			↔

The key measure for this outcome is based on NI 195, the former national indicator for Street Cleanliness. This is a measure of the % of land and highways that has been assessed as having unacceptable levels of litter, detritus, graffiti or fly posting. The first of three surveys scheduled for the performance year was completed during the summer. **This indicated a decline in levels of cleanliness with 18% of surveyed sites judged as having unacceptable levels of litter and 39% unacceptable levels of detritus.**

This is attributed to the recent reduction in the number of cleansing staff by 10. It may also indicate some data quality issues due to the inspections being completed by a member of staff new to this work.

To address this issue the service has already completed a wide ranging grubbing and sweeping exercise. Other long term actions include a review and restructure of cleansing schedules to address reduced staff resources as well as additional training for staff completing the inspections. Service managers are confident that the results of the next survey will indicate improvement.

Despite the poor survey results against litter and detritus there has been no commensurate rise in public requests to remove litter. These have in fact fallen from 335 between April and September 2010 to 245 during the same period in 2011.

SLT/CABINET Action: To support the prioritisation and completion of the ongoing review and restructuring to address the reduction in staff resources.

7.4 High Level Outcome Measures

Performance is measured against agreed high level measures each outcome. However, where there are no targets allocated to measures it has been unable to determine if the measure is on target or not. Where targets are not available managers must prioritise work with Performance & Quality teams to fill these gaps.

7.5 Proposed Developments

It is proposed to further develop the process for reporting delivery of the Corporate Plan through:

- Obtaining customer insight into whether “we are making a difference” in relation to each of the 29 corporate plan outcomes through an online questionnaire and feeding the results into future reports.

- Development and publication via the intranet of scorecards for each outcome containing performance data, narrative updates in relation to key projects, risks and case studies.
- Further customer friendly scorecards will then be developed for the internet.
- Integration of risk management and financial reporting into future reports in line with the new Performance Outcomes Framework.

In the absence of a borough wide survey to gather customer insight and satisfaction through the following:

Outcome 22 – People from different backgrounds get on well together - Community Liaison Teams are conducting annual surveys during July to September. These surveys will incorporate questions which would have historically formed part of the Place Survey to obtain public perception around “people from different backgrounds get on well together”. Results will be available in December 2011.

Outcome 23 – People enjoy parks, green spaces, sports, leisure and cultural activities - Customer satisfaction surveys have been undertaken in our country parks to get an understanding of satisfaction with our parks and green spaces. Work is currently ongoing within EDS to obtain customer satisfaction amongst our cultural services which currently are only subject to a national satisfaction survey every three years.

7.6 Ownership of the Corporate Plan

Each corporate plan outcome has a designated outcome owner.

Recent staff sessions have revealed that at lower levels within the organisation there is still a lack of awareness of the corporate plan. Strategic HR are currently looking at ways to raise this awareness amongst employees further.

8. Finance

The current round of service reductions may impact on the Council’s ability to deliver all the key objectives set out in the Corporate Plan. An ongoing review of key tasks and targets will be required in the light of the changed financial and staffing resources. The potential for under performance as a result of budget reductions highlights the importance of integrating performance, risk and financial reporting. This emphasises the need for regular monitoring of team plans within Directorates.

9. Risks and Uncertainties

The rationalisation of the Government’s performance regime has taken the focus away from the previously strong performance management culture within the organisation. Implementation of the revised performance outcomes framework is required to reinstate embed performance management within the organisation. Targets for all corporate plan measures need to be firmly embedded to enable meaningful performance reporting. Additionally, as highlighted earlier, there are a number of risks associated to changes to national policy and funding currently impacting and could further deteriorate performance.

10. Policy and Performance Agenda Implications

This report assesses the progress being made in delivering the outcomes of the key policy and performance agendas as set out in the Council's Corporate Plan.

11. Background Papers and Consultation

The performance data contained within this report has been provided by Directorates following approval from their Directorate Management Teams.

Contact Names :

Matthew Gladstone, Director of Commissioning, Policy and Performance, ext 22791

Richard Garrad, Performance and Quality Manager, ext 23886

Lorna Kelly, Performance Officer, ext 22901

Appendix 1 – Performance Highlights

Priority 1 – Making sure no community is left behind

Outcome 2 - Everyone can expect to live longer lives, regardless of where they live

Rotherham Health Trainers currently offer free confidential support and advice to people wishing to make a behavioral or lifestyle changes in 70% of Rotherham's deprived areas.

Outcome 3 – The gap in average earnings is reduced (also Outcome 12 – Higher paid jobs)

Latest figures show average earnings in Rotherham are above the Yorkshire and Humber average. Rotherham earnings are £469.30 compared to £460.20 i.e. 102% of regional average. Rotherham earnings are currently 94.1% of UK national average earnings which exceeds our target of 92%.

Outcome 4 - Less people struggle to pay for heating and lighting costs

Since the 1998 baseline, there has been an energy saving 41.32% per household.

In Social Housing as part of a programme with CERT we have;

- Insulated 3,000 lofts saving residents a total of £1,040,000 and 2,730,000Kg of CO₂.
- Filled 15,042 cavities saving residents a total of £171,600 and 8,423,520Kg of CO₂.
- Provided external cladding to 23 properties saving householders £8,855 and 43.7 T of CO₂
- Carried out 145 external wall insulations completed saving householders £55,825 and 275.5 KG of CO₂.

In Private Housing we have:

- Insulated 8,397 lofts saving householders £671,760 and 1,763,370 KgCO₂.
- Delivered 24,949 Cavity wall insulations saving householders £2,774,860 and 13,971,440 KGC0₂.

Outcome 5 - More people in poor communities are in work and training

In 20011/12 132 jobs and 87 new businesses have been created as a result of the Enterprising Neighbourhoods project delivered by RMBC, Rotherham Chamber and Voluntary Action Rotherham (VAR).

In October EOS Works Limited were announced as the contractor for the DWP ESF funded Support for Families with Multiple Problems project. The project is designed to tackle entrenched worklessness by identifying families with a history of worklessness across the generations or where no family member is working. Support will be available for individual family members and contracts, which run for three years, start in December.

Priority 2 – Ensuring quality education for all; ensuring people have opportunities to improve skills, learn, and get a job

Outcome 7 – More new successful business

Currently 12 month survival rate in Business Centres is 98%. Three year survival rate has **improved from 84% to 85.5%** and our occupancy rate across all four centres stands at **82% well above our 70% target for 2011/12.**

The Soft Landing Zone (SLZ) project is now underway. Rotherham is the ideal place for this project as the RiDO Business Centres are the only business centres in England that have the National Business Incubation Association's (NBIA) Soft Landings International Incubators Designation.

Retail training packages have been delivered to 46 employees in the borough in partnership with the Source. In conjunction with The Source, Mary Portas training courses are now available to retail sales staff commencing October 2011.

Outcome 8 – More people come to the town centre for work, shopping and things to do and see

Foot flow on primary streets now 9% higher than the equivalent period last year.

The number of businesses participating in Shop Local, which won the APSE Best Public / Private Initiative Award in September, has increased from 100 to 104 and the number of participating shoppers from 11,100 to 12,200.

Work to fend off the effects of the recession has not only been complemented by Mary Portas but has been shortlisted for the Yorkshire and Humber Making A Difference Awards.

Over 50 pieces are now on display in the town centre as part of the Gallery Town project.

Outcome 9 - More people are in work or training and less are living on benefits

Based on a 4 quarter average the proportion of Rotherham residents claiming out of work benefits is 15.6% compared to the regional rate of 13.0% indicating that the gap between Rotherham and the region has reduced to 2.6%.

Outcome 10 - All 16-19 years olds are in employment, education or training

The "100 in 100" project has now ended and delivered 134 apprenticeships in 100 days.

Outcome 11 – Babies and pre school children get the best start in life

Over 19,000 children have now registered to the Imagination Library since the scheme began. Currently 86% of the under five cohort in Rotherham receive Imagination Library books each month; exceeding our original target of 70%.

There has been a rise this quarter in the number of under 5's who are members of the library service from 3,133 to 3,496; by the end of the year we hope to achieve our target of 4,000.

As part of the book start program designed to encourage parents and carers to share rhymes and songs with babies from birth onwards 2,866 "bookability" packs have been issued.

The Children's Services Assessment letter received in November highlighted that there has been an improvement in the overall quality of early years and childcare provision since the last assessment, helped particularly by the increased number of registered day-care providers who are good or better. Six of the eight children's centres inspected are good and one is outstanding.

Priority 3 - Ensuring care and protection are available for those people who need it most.

Outcome 13 – All children in Rotherham are safe

Following a deterioration in performance in Quarter 1 corrective actions have resulted in a **positive direction in travel** for completion of both initial (80.5%) and core (65.8%) assessments.

Outcome 14 - Vulnerable people are protected from abuse

Home from Home, the council's scheme to drive up quality of care in residential and nursing homes, was shortlisted for the APSE awards in September. Under the scheme the 3rd phase of assessments has been completed with 1 home rated Gold, 18 homes rated Silver and 15 homes rated Bronze.

Outcome 15 – People in need of support and care have more choice and control to help them live at home

ADASS benchmarking results show Rotherham to be the highest performing authority in the region with 70% of service users having personal budgets against a year end target of 80%.

The new enablement services has gone live in adult social care ensuring all new customers who make contact for support are visited within 48 hours.

Outcome 17 – Carers get the help and support they need

So far this year 28.11% check figures of carers have received a carer's assessment; 10% higher than this time last year. By year end 40% of all service users' carers will have had a carer's assessment undertaken.

Carers Corner was shortlisted for the APSE awards in September.

Priority 4 – Helping create safe and healthy communities

Outcome 18 – People feel safe where they live

- Reported Anti – Social Behaviour (ASB) has reduced by 10.2% compared to the same time last year.
- The national adult social care user survey reported that 92% of customers feel safe as a result of the services they receive from the council.

Outcome 19 – Anti-social behaviour and crime is reduced

Overall crime in Rotherham is reducing, down 10% compared to this point last year. Serious acquisitive crime is down 15% and violent crime is down 14%.

Criminal damage incidents within the borough have reduced by 16% compared to the same time last year.

The recent inspection of youth offending services identified good outcomes in the key areas of performance inspected.

Outcome 23 - People enjoy parks, green spaces, sports leisure and cultural activities

The annual Sport England National Benchmarking Survey indicates a 95% satisfaction rate with the new DC Leisure facilities.

Visitor figures for libraries, archives and museums have all increased from Quarter 1.

Priority 5 – Improving the environment

Outcome 24 – Rotherham is prepared for future climate change

All our new buildings are being designed and built to be energy efficient to BRE Environmental Assessment Method (BREEAM); with the latest development, Maltby Lilly Hall J&I, on target to comply with the excellent standard.

Outcome 26 – Safer well maintained roads

Streetpride's £3m Capital program is now stabilising the condition of the highway.

Outcome 27 – Reduced CO₂ emissions and lower levels of air pollution

Recent data demonstrates that in 2010/11 Rotherham saw a 7.9% reduction on the amount of Carbon Dioxide (CO₂) emissions, demonstrating reductions in relation to buildings and streetlighting, work related private vehicle use and fleet transport.

Emission Data – Tonnes of CO₂	2009/10	2010/11
Buildings and Streetlighting	43,271	40,619
Work Related Private Vehicle Use	944	834
Fleet Transport	4,246	3,134
Total	48,461	44,587

Outcome 28 – More people are recycling

During the Quarter 2 only 24.84% of waste was land filled which is better than the control target (28.56%) and Quarter 2 last year (25.26%). As well as the waste being recycled and composted, a large amount of residual waste is being diverted away from landfill as part of the interim waste treatment and disposal contract both through the autoclave facility at Sterecycle and through the Sheffield Energy Recovery facility.

Outcome 29 – More people are cycling, walking or using public transport

Using the DfT Cycle Training Capital Grant we are commissioning "Bikeability" cycle training to school pupils across Rotherham. As at the end of September we have trained 669 children.

ROTHERHAM BOROUGH COUNCIL

1.	Meeting:	Cabinet
2.	Date:	23rd November 2011
3.	Title:	Library Service Review
4.	Directorate:	Environment and Development Services

5. Summary

Options have been requested to deliver a modern, vibrant, library service whilst releasing annual efficiency savings of an estimated £500,000.

This paper outlines the current situation and makes suggestions to take forward further detailed work to ensure that the Authority continues to deliver a “comprehensive and efficient library service for all persons desiring to make use thereof” (Public Libraries & Museums Act, 1964) whilst taking account of available resources.

6. Recommendations

That Cabinet approves:

- **The endorsement and implementation of the Library Strategy, as a statement of what the Service is trying to achieve**
- **That the Service undertakes an Equality Analysis on both current and proposed service delivery**
- **That the Service undertakes an assessment of needs that the Library Service should meet, sufficient to enable the Council to comply with its duties under section 7 of the Public Libraries and Museums Act 1964**
- **That the Service undertakes public consultation in respect of any options for future service delivery**
- **That options for consideration take into account the impact of the Localities Review and Customer Service Consolidation**
- **That a further report be brought to Cabinet detailing proposals for the delivery of a modern, vibrant library service which also sets out options, if any, to demonstrate improved value for money by releasing efficiency savings.**

7. Proposals and Details

Options have been requested to deliver a modern, vibrant, library service whilst releasing annual efficiency savings of an estimated £500,000 prior to March 2014.

Initial discussions have identified potential impact on the location of libraries, opening hours, service delivery to specific groups and the range and number of books purchased.

Further detailed work is needed to ensure that the Authority continues to deliver a “comprehensive and efficient library service for all persons desiring to make use thereof” (Public Libraries & Museums Act, 1964) whilst taking account of available resources.

A letter to Councillors from the Department for Culture, Media and Sport (3 Dec 2010) includes a number of key areas for consideration prior to any decisions:

- A statement of what the service is trying to achieve
- A description of local needs, including the general and specific needs of adults and children who live, work and study in the area
- A detailed description of how the service will be delivered and how the plans will fully take into account the demography of the area and the different needs of adults and children in different areas (both in general and specific terms)
- The resources available for the service, including an annual budget

The Library and Information Service Strategy 2011-15 was presented to the Cabinet Member, Lifelong Learning & Culture on July 19th 2011. It was approved that further follow up consultations would take place during August-October 2011, with a follow up report required during December 2011. It was also recognised that there would be a need for separate consultation on individual actions within the Strategy.

Subsequently the document was made available on the Council website for comment. In addition, those members of the public who had expressed an interest in participating in further consultation were contacted during this time. A Members' Seminar was held on October 4th 2011. Amongst other areas covered, this seminar recognised that future investment in opening hours, the materials fund and priorities for the future would be subject to further discussion and approval by Members. This discussion would take account of the statutory nature of the service and the requirement to base decisions regarding service provision on an assessment of local need.

It is therefore proposed that the attached updated Library Strategy is adopted and that this forms the basis of the delivery of a modern, vibrant, library service.

Following discussions with Legal Services, Financial Services and Policy, Performance and Commissioning further work will be needed in the immediate future. This includes:

- Assessment of local need
- Consultation with individual communities, partners, stakeholders and staff
- Equality Analysis of both current and proposed service delivery
- Statement of resources available
- Quality assurance of any potential savings identified

Following the above work, a further report will be presented to Cabinet concerning options for future service delivery

8. Financials

The budget for the Library and Information Service (2011-12) is £3,313,975. This includes:

- Community libraries £1,169,097
- Central Library £378,351
- Mobile libraries £180,585
- Casual staff contracts/additional hours £86,505
- Building maintenance £51,888
- Materials fund £504,101
- Service delivery support £439,209
- Group management £244,770
- Services to communities £259,469

The following savings have currently been agreed and are included within the Medium Term Financial Strategy:

- 2012-13:
 - Opening hours £40,000
 - Materials fund £30,000
 - Children's book festival/reader based events £16,000
- 2013-14
 - Materials fund £50,000

The indicative target for savings has been identified as £500,000, including the above figures (i.e. additional savings of £364,000).

9. Risks and Uncertainties

In order to ensure rigorous and robust decision making, proposals for the future of the service need to take into account its statutory nature, the resources available, existing and projected need for the service, including the consideration of vulnerable groups.

It is unlikely, bearing in mind the requirements for consultation and the need to implement a full service staffing review, that full year savings for 2012-13 would be released. There would be a need to implement the currently agreed savings on a temporary basis, pending decisions on the wider budget.

10. Policy and Performance Agenda Implications

Libraries contribute to the following priority outcomes :

- More people in our poorest communities are in work and training
- There are more successful new businesses
- More people come to the Town Centre for work, shopping and for things to do and see
- More people are in work or training and less are living on benefits
- People enjoy parks, green spaces, sports, leisure and cultural activities
- More people have formal qualifications and skills
- Babies and preschool children with a good start in life

11. Background Papers and Consultation

Consultation on the Library Strategy, including an extensive survey of library users and non users was carried out during May/June/July 2010, asking them what they valued and what their priorities were for the future. Follow up consultation took place during August-October 2011.

It is envisaged that consultation on the implementation of specific actions within the strategy, taking into account the resources available, would be with users, potential users, partners, stake holders and local ward members.

Cabinet Member, Lifelong Learning and Culture – approval of library strategy: 19.1.11 (Minute F11)

Council Seminar: 4.10.11

Library and Information Service Strategy 2011-15 (updated version)

Contact Name: Elenore Fisher, Cultural Services Manager.

Ext: 3623

Elenore.fisher@rotherham.gov.uk

Library and Information Service Strategy

2011–2015

Rotherham Libraries change lives – See Joanne’s story below.



Hi,

My name is Joanne, my family and I live on the East Herringthorpe estate, which is across the road from the new library at Mowbray Gardens.

I use Mowbray Gardens library on a regular basis for myself and my seven children. Some weeks I visit the library every day. It feels like a second home. The lay out of the library is great and easy for my children to access the books, especially my youngest three, whose school grades have improved since reading and being able to borrow books to take home, or to sit in the library reading. I find reading in the library relaxing and love

reading the true life stories of crime and ill treated children. I find it unbelievable knowing about what happens behind closed doors. I’ve read a few Steven King books too. There is a good selection of books and if the one I or my children want to borrow isn’t on the shelf then it is easy to order them.

Before the library opened I suffered from depression which led to being hospitalised and having to have a lot of support at home. I had nothing to do and even though I had an idea of what I wanted to do in life, I struggled to find the right opportunities. When the library opened I gradually built up the confidence to explore what the library had to offer me. We use the library on a regular basis as a family with the kids or my dad. We join in with the family events and activities and I really enjoy coming in when the kids are at school.

For me personally the main benefits have been meeting new people, attending courses, giving me the confidence to make my own life changes without feeling the need to follow the crowd. One of the biggest changes has been to my health. I feel less depressed and more confident. I now feel as though I am a better mum. I am more involved with school and now feel able to take up new opportunities within my community.

I am now a Reader Champion for the library and actively encourage my friends, family and neighbours to use the library and attend events. I am a member of the community management board and am gaining the confidence to help with some of the decision making within the library.

In the future I am going to learn how to use a computer at the library so that when I go to college I can do well. I now feel able to look forward to living the rest of my life to the full.

Nov 2010

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- Key national voices
- Rotherham Borough Council plans and priorities

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- Summary of Service
- How do Rotherham Libraries match up to the core offer and follow-up related questions in the [DCMS Modernisation Review of Public Libraries?](#)
- Summary of performance 2007-11

5 What do Rotherham people value about their Library Service?

6 The way forward

7 Sources of information

1. Executive Summary

The statutory basis for the public library service is the 1964 Public Libraries and Museums Act which called for local authorities to provide a “comprehensive and efficient” library service.

The [DCMS Modernisation Review of Public Libraries](#) in 2010 defined a “core” and “local” library offer.

The [Future Libraries Programme](#) was launched on 16th August 2010 by the Minister for Culture. This aims to help the library service during the current challenging financial situation, with an ambition to ensure libraries play a central role for communities in the [Big Society](#)

As a result of national consultation, the public’s priorities for library services, published in the MLA report [What Do The Public Want From Libraries?](#) were identified as:

- Good range and choice of books
- Friendly and knowledgeable staff
- Pleasant library environment
- Activities, particularly for children

The priorities for Rotherham’s Library and Information Service should be explicitly linked to the Council’s corporate objectives:

- Making sure no community is left behind
- Providing quality education; ensuring people have opportunities to improve skills, learn and get a job
- Ensuring care and protection are available for those people who need it most
- Helping to create safe and healthy communities.
- Improving the environment

Rotherham’s Library and Information Service is currently comprised of the following:

- The central library in Rotherham town centre which acts as the main hub for the rest of the library system (In 2012 the central library will relocate to Riverside House on Main Street in Rotherham town centre.)
- 15 community libraries ranging in size and reach depending on the size and make-up of each local community. These are based in Aston, Brinsworth, Dinnington, Greasbrough, Kimberworth, Kimberworth Park, Kiveton Park, Maltby, Mowbray Gardens, Rawmarsh, Swinton, Thorpe Hesley, Thurcroft, Wath and Wickersley
- 2 mobile libraries which serve our rural communities along with those who find it difficult to access the 15 community libraries and the central library.
- Services within the District General Hospital, to those with health information needs. (Local people can also access health information more conveniently at their local library.)
- Services directly to schools.

- *Services to our most vulnerable communities, reducing exclusion and encouraging participation, including services targeted at ethnic minority communities, those with visual and other impairments, the elderly, looked after children and those who need help to improve life chances.*

Rotherham has assessed and documented its performance against a national and local library offer.

Rotherham Library and Information service has undergone a transformation. RMBC strategy during the last four years has been to deliver significant capital investment in Library buildings through an ambitious programme of construction, modernisation, replacement and refurbishment. This, along with the introduction of new ways of working for staff, has led to improvements in performance.

An extensive survey of library users and non users was carried out during May/June/July 2010, asking them what they valued and what their priorities were for the future.

Adults valued:

- *Approachable staff*
- *Books to borrow*
- *The relaxed environment*
- *The choice to access services, including ICT, without charge*
- *A library situated conveniently with other local community facilities*

Children valued:

- *A wide choice of books*
- *Free internet access*
- *The atmosphere*
- *The staff*
- *Activities*

People from black and minority ethnic communities valued:

- *A wide choice of books*
- *The staff*
- *Free internet*
- *The atmosphere*

We will prioritise our contribution to corporate priorities, aims and plans for action

We will prioritise our contribution to those areas identified as most important in national and local consultation

We will, therefore:

- *Provide easily accessible, welcoming, local libraries, open to suit local needs, supplemented where necessary by mobile services, services delivered to individual homes and services delivered through partners' outlets*

- *Help more people to access skills for jobs and for life - including literacy, numeracy and ICT*
- *Deliver services for vulnerable adults, young people and their families*
- *Help more people access Council and partners' services easily, swiftly and locally*
- *Provide a wide range of high quality reading material for adults and young people, in appropriate formats including large print, audio and digital.*
- *Provide free access to a range of information resources including the internet, enabling easy access to information and online services*
- *Train and support staff to ensure they have relevant, up to date knowledge and skills in order to provide an excellent customer service*

In addition, we will continue to demonstrate value for money and ensure that our services are delivered effectively, efficiently and with the most appropriate governance arrangements.

We will measure the impact of how we are achieving this

We will continue to encourage more people to use our services, more often, by implementing a sustained marketing plan.

2. Introduction

Good libraries change lives and help transform communities

What Makes a Good Library Service? 2009 (CILIP)

We need a strategy for Rotherham's Library and Information Service:

- to improve services and outcomes for local people
- to provide the Council with a clear direction for the library service at a time of national, political and economic change
- to help focus on priorities at a time when services are under pressure by aligning library activities with Rotherham Council's corporate plan
- to provide a Library and Information Service fit for the 21st century which Rotherham's communities can be proud of
- to help the Library Service continue to improve its performance

Rotherham's public libraries serve the information, education and leisure needs of people of all ages and backgrounds. Local people tell us that they value their libraries, especially in hard times when life chances are more limited. Libraries may represent the only access to a range of free opportunities for learning, access to books, the internet, training, information and study space. Rotherham people are pleased that libraries are keeping pace with the changing expectations of the 21st century, providing such services as the 24 hour library, Facebook, self service and e-audio books. They recognise that the service is investigating further improvements including monitoring the changing situation of e-books in the publishing world, offering Wi-Fi facilities and RFID (Radio Frequency Identification) – the latter would improve the efficiency of stock management and thereby give a better, quicker service to the customer.

The Library Service continues to modernise its buildings, improve its stock and train its staff, ensuring that they are fit for the 21st century. We have sought out best practice and learnt from our own and other sectors such as retail. Other library services have now started looking to Rotherham for best practice.

This strategy builds on our record of consulting local people about our services. It has been drawn together during a period of national, political and economic change and identifies a clear direction that the Library and Information Service will follow from 2011 to 2015.

3. Strategic, political and economic context

National policy

The statutory basis for the public library service is the 1964 Public Libraries and Museums Act which called for local authorities to provide a “comprehensive and efficient” library service, without defining what this meant in practice. The assumption was a local authority legal obligation to provide a library service to local people. However, the shape and extent of that service was never defined or called into question until recently.

In 2003 the Department for Culture, Media and Sport published a ten-year strategic vision for libraries, learning and information called, [Framework for the Future](#). The document focused on the role of the public library in the areas of:

- Books, Reading and Learning
- Digital Citizenship
- Community and Civic Values

This DCMS Framework document and the [Public Library Service Standards](#) which underpinned the new strategy were the strong contextual setting for the development of libraries until the Standards were abolished in 2009.

The attitude of Government regarding this statutory obligation of local authorities to provide a “comprehensive and efficient” public library service was tested during 2009 when Wirral Council proposed the closure of 11 of its public libraries. The Culture Secretary intervened and called for a local inquiry to test whether the Council's plans were consistent with their statutory duty. The Council altered its policy before the very clear conclusions of the [Inquiry Report \(Sept 2009\)](#) declared the Council's proposals breached its statutory duties. It had failed to consult residents and thereby assess local needs; its proposals failed to meet the needs of children or deprived communities; and its failure to have a strategic plan or a development plan for the service meant the authority could not explain how its proposals would meet the needs of the public

After a period of consultation the government published its policy document, the [DCMS Modernisation Review of Public Libraries](#) in March 2010.

The document contained proposals to help libraries achieve six aims:

- Drive the quality of all library services up to the level of the best
- Reverse the current trend of decline in library usage and grow the numbers using the library service
- Respond to limited public resources and economic pressures
- Respond to a 24/7 culture and to changing expectations of people who want immediate access to information
- Grasp the opportunities presented by digitisation
- Demonstrate to citizens, commentators and politicians that libraries are still relevant and vital

It also included the definition of a “core” and “local” offer:

“The Government believes that the community should be at the heart of the public library service and building on the work already developed in this area – such as the Chartered Institute of Librarians and Information Professionals (CILIP) guidelines, the Love Libraries campaign and the Youth Offer for Libraries – the Government recommends that all library authorities introduce a Library Offer to the public. The Library Offer will be made up of a ‘core offer’ – services which Government believes should be offered across all library authorities, and a ‘local offer’ – services which are shaped and provided at local level. The Library Offer can be communicated to the public but can also illustrate how each library authority is delivering a ‘comprehensive service’ as required by the 1964 Act.”

The contents and implications of the paper for service delivery were still being considered and fed into strategic plans when the Labour Government was superseded in May 2010.

Since then, the Minister for Culture, Ed Vaizey has made a number of comments about the public library service:

“Libraries have a home at the heart of the 'big society' where communities have more of a role in determining the shape of the public service and what it delivers.”

“During economic challenges people need the library service more than ever - to help them get back to work, to access learning and entertainment and to provide community cohesion.”

“I think library users will be right to challenge where frontline services are closed if library services haven't thought about some radical efficiency options – shared services, merging functions or staffing across authorities or public services, use of volunteers or of other community buildings.”

The [Future Libraries Programme](#) was launched on 16th August 2010 by the Minister for Culture. This formed by a partnership between national and local government and, driven by councils themselves, aims to help the library service during the current challenging financial situation, with an ambition to ensure libraries play a central role for communities in the [Big Society](#). Central to the programme is the vision for library services to have greater connection with other local services and an ambition for these services to be designed around the needs of the public, rather than based on organisational boundaries.

Other areas of government policy and legislation which impact on the delivery of library services include [The Localism Bill](#), which affects libraries most directly in the area of allowing new rights and powers for communities and individuals. The [Digital Britain](#) agenda stems from the report published in June 2009. This has led directly to the [Digital Economy Act](#) which was passed just before the dissolution of the last parliament. The Act contains some contentious issues around the role of libraries as providers of internet services and the blocking of some internet sites and it could impact on future development of the People's Network. The Coalition Government has asked OFCOM to carry out a review of the Act's provisions. The Government is currently undertaking a review of all statutory duties, including those areas relating to library provision.

Key national voices

Museums, Libraries and Archives Council (MLA)

At around the same time in 2010 as the Labour Government published its Modernisation Review the MLA published [Sharper Investment for Changing Times](#). This report, prepared in the context of a severe recession, presented the value of the sector in terms of:

- Improving the economy
- Increasing social mobility
- Making places better in which to work, live and visit
- Supporting learning
- Connecting communities

It also challenged the ways in which services were designed and distributed proposing new models of governance, delivery and funding. A workforce prepared to deliver changing services and innovative ways of working across boundaries and reaching new audiences was advocated. In November 2010 MLA published [What Do The Public Want From Libraries?](#) Following extensive consultation, this report identified a variety of motivations for using the public library – love of reading, study, information, individual learning, children’s education, social contact, quiet time in a safe space. While books are seen as the core offer, the building too is a valuable community asset. The clear finding of the report is that “the public see libraries’ core value as being about reading, learning (particularly children’s education) and finding information”.

The public’s priorities for library services were identified as:

- Good range and choice of books
- Friendly and knowledgeable staff
- Pleasant library environment
- Activities, particularly for children

The report concludes that:

- Public libraries still have value in today’s society
- Libraries can be a social leveller and have a strong social role
- Books are key to the “Library Offer”
- There is potential for greater library usage. Library Services should build on their strengths: unique services, free or low cost services, knowledgeable and friendly staff
- Members of the public do not readily distinguish between ‘library service’ and ‘library building’

On 23rd November the abolition of the MLA was announced by the Minister for Culture, Ed Vaizey, to become effective from July 2011. Following a period of transition, key functions currently undertaken by the MLA will transfer to the Arts Council of England by the end of March 2012.

Chartered Institute of Library & Information Professionals (CILIP)

In **What Makes a Good Library Service: Guidelines on public library provision in England for portfolio holders in local Councils (Oct 2009 - updated Dec 2010)** CILIP briefly sets out a check list of services and key issues for libraries to assist elected members in supporting and challenging library services.

Libraries give identity to a community and provide opportunities for everyone within it. Their role is to enrich lives, to play an important role in meeting the aspirations of local communities and engage in the Big Society. A good library service will deliver against key policy objectives and provide:

- A positive future for children and young people and families
- A fulfilling life for older people
- Strong, safe and sustainable communities
- Promotion of local identity and community pride
- Learning, skills, and workforce development
- Health improvements and wellbeing
- Equality, community cohesion and social justice
- Economic regeneration

The paper refers to statutory duty and notes that to meet legislative requirements and policy aspirations a good library service needs sufficient resources: location and accessibility, materials and resources, staffing and activities.

Society of Chief Librarians (SCL)

SCL is a local government association comprising heads of service from all library authorities in England, Wales and Northern Ireland. It has taken up public library advocacy since the 2010 General Election. In terms of support and policy direction for the public library sector, it launched its [Manifesto for Public Libraries](#).

Our aim is to ensure that the Government understands and acts on the priorities of a vibrant, effective and people-led public library service. The range and variety of services offered by libraries across the UK varies to reflect local community priorities, but all public libraries are focused around a common purpose:

Reading and literacy
Digital Inclusion and fluency
Learning and skills
Business and innovation
Community anchors

Rotherham Borough Council plans and priorities

The new corporate plan for Rotherham, published in October 2010, has five main themes:

- Making sure no community is left behind
- Providing quality education; ensuring people have opportunities to improve skills, learn and get a job
- Ensuring care and protection are available for those people who need it most
- Helping to create safe and healthy communities.
- Improving the environment

In the underpinning action plan there are a number of explicit references to the benefits of a good public library service, including the role of libraries as centres of community learning. There are, in addition, several objectives to which libraries contribute by providing services which are accessible to all sectors of the community without charge or discrimination.

Specifically Libraries contribute to the following priority outcomes :

- More people in our poorest communities are in work and training
- There are more successful new businesses
- More people come to the Town Centre for work, shopping and for things to do and see
- More people are in work or training and less are living on benefits
- People enjoy parks, green spaces, sports, leisure and cultural activities
- More people have formal qualifications and skills
- Babies and preschool children with a good start in life

Localities Review and Customer Service Consolidation Reviews

Various reviews are being undertaken across the Council to improve the customer experience and reduce waste. Within the **Localities Review**, the use of buildings is being examined to reduce the number of premises the Council maintains and in some cases services are being brought together to release savings. The **Customer Service Consolidation Review** will examine the libraries' role in the provision of information and its contribution to customer service.

Cultural Services Team Plan and Library & Information Service Team Plan

These annual plans set out the objectives and targets of the Library Service for the coming year. They show how the over-arching themes of the corporate plan are being translated into real steps forward locally in the development of libraries and library services and provide the basis for targets for individual libraries and members of staff.

Key points

The statutory basis for the public library service is the 1964 Public Libraries and Museums Act which called for local authorities to provide a “comprehensive and efficient” library service.

The [DCMS Modernisation Review of Public Libraries](#) in 2010 defined a “core” and “local” library offer.

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- *Activities, particularly for children*

The priorities for Rotherham’s Library and Information Service should be explicitly linked to the Council’s corporate objectives:

- *Making sure no community is left behind*
- *Providing quality education; ensuring people have opportunities to improve skills, learn and get a job*
- *Ensuring care and protection are available for those people who need it most*
- *Helping to create safe and healthy communities.*
- *Improving the environment*

4. Where we are now

Summary of Service

The Rotherham Library and Information Service aims to provide a comprehensive and efficient service for all those who wish to use libraries. Its vision is that:

- Everyone who lives, learns, works and plays in Rotherham has the opportunity to enjoy using a library service that is right for them - wherever, however and whenever they need it.
- Our service, collections and assets are documented, managed, and promoted, encouraging more people to use our services more often.
- Our staff, friends and volunteers are proud to work for a Service that gives them the tools, skills and confidence needed to fulfil their role effectively.
- Our partners and stakeholders are proud to work with a Service recognised as a leader in its field and value the contribution it makes to their respective targets.

The service is currently comprised of the following

- The central library in Rotherham town centre which acts as the main hub for the rest of the library system (In 2012 the central library will relocate to Riverside House on Main Street in Rotherham town centre.)
- 15 community libraries ranging in size and reach depending on the size and make-up of each local community. These are based in Aston, Brinsworth, Dinnington, Greasbrough, Kimberworth, Kimberworth Park, Kiveton Park, Maltby, Mowbray Gardens, Rawmarsh, Swinton, Thorpe Hesley, Thurgroft, Wath and Wickersley
- 2 mobile libraries which serve our rural communities along with those who find it difficult to access the 15 community libraries and the central library.
- Services within the District General Hospital, to those with health information needs. (Local people can also access health information more conveniently at their local library.)
- Services directly to schools.
- Services to our most vulnerable communities, reducing exclusion and encouraging participation, including services targeted at ethnic minority communities, those with visual and other impairments, the elderly, looked after children and those who need help to improve life chances.

Service development focuses specifically on the following priority areas:

- Reader and audience development
- Community engagement
- Services to children and young people
- Stock management, development and procurement
- e-library services

Staff are encouraged to learn from the best in their field, whether that be local, regional or national, to share their own expertise and knowledge and to contribute towards a customer facing service, encouraging and satisfying aspiration.

High quality service delivery is balanced with the requirement to ensure value for money and efficiency savings. In order to do this effectively, decisions on future service delivery must continue to be demonstrably based on evidenced local need and demand.

How do Rotherham Libraries match up to the core offer and follow-up related questions in the [DCMS Modernisation Review of Public Libraries?](#)

Core Offer	Local Offer
Library membership from birth	<p>Everyone is welcome to join their library whatever their age. Parents and guardians are encouraged to register their children for membership to ensure that all children benefit from library services.</p> <p>Negotiations are under way with the Registrar. It is likely the offer of library membership will be made by the Registrar to parents of babies from June 2011.</p> <p>Bookstart provides services to babies from 7 months to toddlers of 4 years</p> <p>Membership for book loans and access to ICT is offered to all without proof of ID.</p>
Have your say and get involved in shaping the service	We have undertaken a number of national and local surveys and have a good record of consulting on service development e.g. changes to opening hours, design and layout of new libraries, stock and services.
Free access to a quality range of book stock, online resources and information to meet local needs	<p>Access to the wide range of high quality books in printed and spoken word formats is free. Through the regional Book Buying Consortium we have access to a range of materials. We provide free access to a range of popular on-line resources, including an audio-book download service and we are considering developing an e-book service.</p> <p>Material is selected according to the profile of local communities and is circulated around appropriate libraries in order to improve access.</p>
Access to the national book collection – any book from anywhere	All library members can request material from other local, regional or national libraries. Demand for the national service has fallen recently. Whilst charges for the national service are subsidised by the Library Service, the relatively high cost of this service may impact on usage. The reduction in usage may also reflect the improvement in the relevance of our local stock.
Free internet access for all: access to computers and online information / communication.	A large number of free to use computers are available with appropriate safeguarding measures. These provide access to the internet and online resources.

Help getting online: support using the internet or searching for information for the first time	The Service offers encouragement and support getting on line in all libraries – from 1-1 sessions to group tuition. In addition, help from partners is available.
Links to other public services and opportunities: health, education and learning and employment	We continue to make the best of strategic partnerships with local groups and organisations to offer access to information and services. These include access to health information, support for job seekers and signposting to educational opportunities.

What resources are available and how does this match the needs of the community?

Library services in Rotherham are designed around community need. Some of the needs that are common to all Rotherham's local communities are:

- improve literacy levels
- easy access to local information and communication resources
- digital citizenship and on-line skills
- free local access to information on jobs and job based skills
- an accessible local community hub to access a range of learning resources and confidence building activities
- start learning early by having local early years opportunities and local accessible cost free learning facilities for children and their families

Resources to match these needs through Rotherham's libraries are :

- books and other media for information, learning and leisure in both traditional and alternative formats
- free use of the internet through the People's Network;
- skilled, trained, knowledgeable, approachable, confident staff
- business start-up information and strong partnerships to help local people improve their employability
- a network of local accessible community buildings which act as meeting points and centres of learning and social activity
- the library offer to children, families and individuals to encourage all age learning and reading together for life

What are the needs of those living, working and studying in the area?

Rotherham's Community Strategy suggests that 'the main causes of deprivation in Rotherham remain education, health and employment' and that 'targeted action is needed to address inequality across the borough and to close the gap between the most and least deprived neighbourhoods'. The library is the local hub for most of our communities, providing a gateway to many opportunities for local people who live, work or study in Rotherham to learn, improve their health and gain employment. Most of Rotherham's libraries are accessible with good transport links. Equalities Impact Assessments have been completed on separate elements of service. We are constantly involved in various consultations with users and non-users alike to ensure access to our services continues to fulfil the needs of those living, working and studying in Rotherham.

What implications are there for other strategies e.g. educational attainment, support for those seeking work, digital inclusion, adult social care?

There is some excellent work being done to address these issues at a strategic level as well as some great work being done at local library and community level. The contribution that libraries can make to these agendas must continue to be articulated and championed.

Are there other partnerships that can be explored – e.g. with the third sector, community and development trusts or town and parish councils?

Over the last few years, partnership working at both strategic and local level has proved most fruitful. It has been vital in areas such as planning new library and joint buildings, libraries as local venues, literacy and learning initiatives, digital literacy, health, employment, looked-after-children and other safe-guarding initiatives. There are, of course, always other partnerships that can be developed and we are always keen to explore them.

How efficient is the current service?

Since 2007, we have introduced a new mobile library service, opened 4 new libraries and refurbished others. The building stock is improving and further developments are planned. Most libraries are in the right location, within their communities, though there are a few that need further investigation.

Staff are skilled, well-trained, flexible, customer and community-oriented with a can-do attitude. We have identified staffing needs and operate predominantly to minimum staffing levels. Activities offered are also low cost but with high community benefit in terms of learning, health and well-being and employment; especially in times of recession. There are high numbers of computers for online access and our on-line presence is good. We offer 24 hour access through the Council web-site and are leading the way nationally and locally in the use of social networking. We analyse local data, including cost per visit and regularly consult with our communities on aspects of our service. We continue to examine new ways of working to ensure we continue to be both efficient and offer excellent customer service.

We are keen to explore how libraries can be used to co-ordinate and deliver Council and partner services at a local level. Some regional partnerships are in place – e.g. the North-West and Yorkshire book buying consortium - and there is a regional investigatory piece of work in progress around mobile library services. We are always willing to explore partnerships with our neighbouring library authorities which seek improved customer service and efficiency savings.

Can the facilities be used more flexibly?

Libraries are located in most communities in Rotherham and, as such, are great local venues for delivering other services in partnership. Some library buildings have unused floors or back offices that could be shared. We are also exploring further the use of libraries “out of hours”. Bearing in mind their roles of providing information and customer care, the Library Service could, in future, be involved in or lead the co-ordination and management of a transformation in customer facing services.

What are you doing to encourage and maximise income?

As we have other planned priorities, income generation is not currently a primary concern for our Library service. However, we do generate some income from, for example, the hire of meeting room space, loan charges for DVDs and CDs, photocopy and fax charges and a disc repair service. Investigatory work into synergies between the work of neighbouring library authorities and new delivery partnerships may possibly result in additional sources of income.

What scope is there for integrating or co-locating the library service with other services in the public or private sector (e.g. council services, post offices, schools, children's centres etc)

Co-location is already underway with both the public and the private sector. Successful current examples are: Dinnington (with the Community Centre), Thorpe Hesley (with the Parish Church Community Centre), Wickersley (with the Parish Council Community Centre) Aston (with the Joint Service Centre along with Health services). Co-Locations planned for the future include Rawmarsh (CSC and Health) and Riverside House. Our library buildings and facilities have improved greatly in the last four years with four new builds and a number of major and minor refurbishments.

Key decisions for the future include the number and location of libraries.

Opening hours :

We have consulted locally on the opening hours for each library and tailored these to the needs of individual communities. We will continue to do this. We are open on Saturdays at 15 libraries and Sundays at 5 Libraries. Basic online access is provided to allow for requests and renewals of loans and there are also connections to online reference and enquiry services.

Stock

The best deal on book purchasing is being achieved through the North West and Yorkshire Purchasing Consortium which is a good efficiency measure. However, investment is needed in RFID and stock management technologies and systems as well as Wi-Fi in order to continue to provide an efficient twenty first century library service.

Summary of performance 2007-11

Rotherham Library and Information Service has undergone a transformation. RMBC strategy during the last four years has been to deliver significant capital investment in Library buildings through an ambitious programme of construction, modernisation, replacement and refurbishment. An excellent record of opening 4 new libraries in 4 years is one that the Borough can be proud of.

As these new libraries came on stream we aimed to improve the service to customers across the service, so the concept of “New Ways of Working” for staff was introduced and was implemented as new libraries opened at Thorpe Hesley in 2007 (where an innovative fold-away library was introduced to the borough), Wickersley in 2008, Mowbray Gardens in 2009 and Aston in 2010.

In essence this comprises the following.

- Partnership thinking and community involvement
- Staff engagement with customers, including proactive work within the geographic and online community
- Managing the library space and seeing it as our customers and visitors do
- Introduction of innovative procedures including flexible staffing and self-service

Elements of this purposive proactive and customer focussed working have also been introduced in other libraries around the Borough. There has been positive feedback on the greater engagement with customers and the appearance of stock display and general approval from customers for the introduction of self-service as an option.

Other successes over the last four years are the Big Lottery funded project to redevelop Mowbray Gardens library, the recognition and success of our safe surfing/cybersafe guide, introducing many local people to the internet, participation in the Summer Reading Challenge, the Children’s Book Festival, improved quality of our bookstock including e-audio books, working with health partners and leading on health information – nationally, regionally and for local people, the introduction of a new library management system, the refresh of the People’s Network , the development of the 24 hour library through access to online services and web 2.0, using the full range of our services to help local people through recessionary times.

As the above illustrates, the new breed of libraries isn’t just about new furniture and a lick of paint – they have been redesigned with customers and the local community in mind. Increased opening hours across the service, convenient self-service, new computers and furniture, places to relax and socialise, local access to wider council services, community involvement in the running of their library and a lively programme of events and activities have all been part of their development and have assisted the positive upturn in performance.

Alongside all this, Libraries have played an active part in achieving better standards of service in RMBC as a whole. Rotherham was awarded the **Investors in People** (IiP) Gold Award in 2009, and in the following year the Council was recognised as an Investor in People Champion. Nationally there are only 45 organisations who have managed to achieve this accolade, with only three in the region.

The corporate IIP award indicates the level of importance placed on a skilled and well-managed workforce. The Library Service is committed to the same high standards and was one of the first services within the Council to achieve IIP.

In January 2011 Rotherham was successfully re-assessed for the **Customer Service Excellence award**. As a prime frontline point of contact between members of the public and the Council, the Library Service is committed to maintaining the highest standards of customer care. It was one of the first services within the Council to achieve the original Charter Mark award.

Library and Information Service Performance April 2010 – March 2011

Library	Hours open per week	Visits	Issues	*Active Borrowers	*Satisfaction	Comments
Aston	44.5	53155	68821	3158	<i>Not surveyed</i>	Aston Library has seen a huge increase in active membership since its relocation to the new Joint Service Centre, particularly amongst adult users.
Bookability Mobile	20	5987	41915	896	<i>Not surveyed</i>	In 2011 we will create the new BookLink service which will combine this service with the Home Library service
Brinsworth	26.5	10473	20270	670	<i>Not surveyed</i>	
Central	52.5	346335	269241	11499	90%	Many of the adverse comments were about the inadequacies and age of the present building and facilities. Since the survey we have been trying out new more efficient and customer friendly ways of working in preparation for the new library and cultural facilities due to open in Riverside House in April 2012
Dinnington	49.5	72843	95902	3709	97%	
Greasbrough	40	30678	35999	1285	98%	
Kimberworth	16.5	9942	21057	643	<i>Not surveyed</i>	
Kimberworth Park	17.5	10514	19744	603	<i>Not surveyed</i>	Was the only site to see an increase in usage in both 0-4 and 5-15 age groups during 2010/11, thanks in part to an increase in class visits
Kiveton	35.5	29252	41665	1252	<i>Not surveyed</i>	
Maltby	50	45756	66241	3559	97%	

Library	Hours open per week	Visits	Issues	*Active Borrowers	*Satisfaction	Comments
Mobile library	20	6629	19067	789	<i>Not surveyed</i>	
Mowbray Gardens	32	48655	30768	1508	96%	Mowbray Gardens has a strong program of family-orientated activities, and as such has seen the biggest increase in physical visits to the library this year
Rawmarsh	32	20236	28449	1039	<i>Not surveyed</i>	Building on the success of Aston's JSC, a similar partnership arrangement will open in Rawmarsh in 2012
Swinton	44	57682	70557	2639	97%	
Thorpe Hesley	26	12223	15886	661	92%	Despite being set away from the main village facilities, this is one of the only libraries to see a year-on-year rise in physical visits since opening in October 2008
Thurcroft	26.5	21909	25077	655	98%	
Wath	46	113794	71684	2979	97%	The most visited community library in the borough (after Central)
Wickersley	45	66990	99504	3642	99%	Wickersley Library has the highest % of active borrowers against registered users in the borough.

** Plus Survey(Adults) question How good is this library % stating good/very good*

**Active borrowers = Library users who each borrow at least one item during the course of the year*

Headline Statistics from the 2009 CIPFA Adult PLUS Survey

- The overall score for the service was a 93% satisfaction rate.
- All ten sites scored over 90% in response to the question about the standard of customer care.
- The new libraries received higher scores for their external experience than the older sites.
- There was a high satisfaction rating for the physical condition of the books with most sites scoring 90% or above.
- All sites recorded responses in the 90% range or above for information provision.
- Most of our users are in the 45-64 age range.
- 70% of the respondents visited for leisure purposes with 45% wishing to study.

The transformation in Rotherham Libraries is also supported by better systems, new technologies and a range of service improvements designed to make library use easier and more convenient than it has ever been.

Several libraries now operate in shared buildings where they are a key partner and we wish to extend this so that libraries can act as shop windows for other services, informing people who might not otherwise access them. Every new and improved library has been planned as part of our strategy to create a 21st century library service for Rotherham. We will seek to carry forward the lessons of success so far to the new builds at Riverside and Rawmarsh and the future development of the library service in Rotherham.

Key Points

The service is currently comprised of the following:

- *The central library in Rotherham town centre which acts as the main hub for the rest of the library system (In 2012 the central library will relocate to Riverside House on Main Street in Rotherham town centre.)*
- *15 community libraries ranging in size and reach depending on the size and make-up of each local community. These are based in Aston, Brinsworth, Dinnington, Greasbrough, Kimberworth, Kimberworth Park, Kiveton Park, Maltby, Mowbray Gardens, Rawmarsh, Swinton, Thorpe Hesley, Thurcroft, Wath and Wickersley*
- *2 mobile libraries which serve our rural communities along with those who find it difficult to access the 15 community libraries and the central library.*
- *Services within the District General Hospital, to those with health information needs. (Local people can also access health information more conveniently at their local library.)*
- *Services directly to schools.*
- *Services to our most vulnerable communities, reducing exclusion and encouraging participation, including services targeted at ethnic minority communities, those with visual and other impairments, the elderly, looked after children and those who need help to improve life chances.*

Rotherham has assessed and documented its performance against a national and local offer.

Rotherham Library and Information service has undergone a transformation. RMBC strategy during the last four years has been to deliver significant capital investment in Library buildings through an ambitious programme of construction, modernisation, replacement and refurbishment. This, along with the introduction of new ways of working for staff, has led to improvements in performance.

5. What do Rotherham people value about their Library service?

We carried out an extensive survey of library users and non users during May/June/July 2010, asking them what they valued and what their priorities were for the future. A brief summary of the key points is given below. People were asked to indicate which of the following were important:

- Library staff are approachable (91%)
- There are books available for me to borrow (89%)
- I have choice to access services without charge (82%)
- I can choose how to spend my time in the library in a relaxed environment (79%)
- The library is situated conveniently with other local community facilities (78%)
- I can use the information and enquiry service at no charge (73%)
- Information about my local community is readily available with no cost (71%)
- There is space to study and learn (63%)
- Information about Council Services is readily available with no cost (61%)
- There are zoned areas for different age groups or activities (61%)
- Use of the internet is readily available with no charge (59%)
- There are organised activities for different age groups/interests (56%)
- There is space to look at displays (56%)
- There are family friendly activities to choose from (52%)
- I can go online from home, whenever I want to 24/7 and access free resources and services (49%)
- There is space for informal meetings (46%)
- There is somewhere to get refreshments (45%)
- There are newspapers and magazines available to read (43%)
- There is space for formal meetings (40%)
- I will be able to access Wi-Fi (when available) when I need to free of charge (39%)

Children told us that the following were important to them:

- Wide choice of books and magazines
- Free internet
- The atmosphere
- Staff
- Family and children's activities
- ICT access
- Accessibility
- Service which is free of charge
- Access to Wi-Fi

People from black and minority ethnic communities told us some of the things they valued most were:

- A wide choice of books, papers and magazines
- Staff
- Free internet access
- The atmosphere
- Family and children's activities

Their priorities for improvement were:

- More books that are new and up to date with suggestion box (e-mail) for customers to suggest new titles
- Have longer opening hours
- Offer more activities, including visits from authors, poets, storytelling, creative writing, speakers and historians
- Provide a quiet room for those wishing to study
- Provide more computers and IT support
- Improve the décor, modernise or replace the building
- Introduce public toilets and changing facilities
- Improve access to books, including changing the layout
- Make libraries bigger
- Update the computers
- Provide a designated teenage area to help reduce anti-social behaviour
- Offer up to date CDs, DVDs and books
- Improve the DVD service
- Extend the length of time for PC access
- Offer refreshments
- Improve car parking
- Improve seating
- Provide more books with large print
- Provide more e-books and audio books and IT support
- Offer background music

Key points

Adults valued:

Approachable staff

Books to borrow

The relaxed environment

The choice to access services, including ICT, without charge

A library situated conveniently with other local community facilities

Children valued:

A wide choice of books

Free internet access

The atmosphere

The staff

Activities

People from black and minority ethnic communities valued:

A wide choice of books

The staff

Free internet

The atmosphere

6. The way forward

The vision for Rotherham detailed in the Corporate Plan:

“Rotherham is a prosperous place and Rotherham people have choices and opportunities to improve the quality of their lives. Rotherham communities are safe, clean and green and everyone can enjoy a healthy and active life

The need to continue to provide a comprehensive and efficient service for all those who wish to use Rotherham’s libraries will be balanced with the requirement to ensure value for money and efficiency savings. Evidence of local need and demand will continue to decisions on service delivery.

We will prioritise our contribution to the following corporate priorities, aims and plans for action:

Making sure no community is left behind

- More people in our poorest communities are in work and training (05)

Providing quality education; ensuring people have opportunities to improve skills, learn and get a job

- More people have formal qualifications and skills (06)
- There are more successful new businesses (07)
- More people come to the Town Centre for work, shopping and for things to do and see (08)
- More people are in work or training and less are living on benefits (09)
- Babies and pre-school children with a good start in life (11)

Helping create safe and healthy communities

- People enjoy parks, green spaces, sports, leisure and cultural activities (23)

We will prioritise our contribution to those areas identified as most important in national and local consultation:

- Good range and choice of books
- Approachable and knowledgeable staff
- Pleasant library environment
- Choice to access services, including ICT and internet access, without charge
- A library situated conveniently with other local community facilities
- Activities for children

We will, therefore:

- Provide easily accessible, welcoming, local libraries, open to suit local needs, supplemented where necessary by mobile services, services delivered to individual homes and services delivered through partners’ outlets
- Help more people to access skills for jobs and for life - including literacy, numeracy and ICT
- Deliver services for vulnerable adults, young people and their families

- Help more people access Council and partners' services easily, swiftly and locally
- Provide a wide range of high quality reading material for adults and young people, in appropriate formats including large print, audio and digital.
- Provide free access to a range of information resources including the internet, enabling easy access to information and online services
- Train and support staff to ensure they have relevant, up to date knowledge and skills in order to provide an excellent customer service

How will we do this?

We will:

- Provide easily accessible, welcoming, local libraries, open to suit local needs, supplemented where necessary by mobile services, services delivered to individual homes and services delivered through partners' outlets

By:

- Continuing to use the former Library standard of a library within 2 miles of every resident mile radius as a guide, but recognise that using this as a standard approach is not appropriate in all cases. Libraries will be located in the heart of the community in a location which provides good physical access and its services will be open to all.
- Considering workable alternative governance models, as appropriate, in order to achieve this
- Wherever possible, seeking over time to make libraries even more relevant to their communities by increasing the number of functions that they provide by becoming hubs for a range of council services
- Changing opening hours to suit local need e.g. reduced evening and increased weekend hours
- Consolidating opening hours e.g. by "sharing" service hours across neighbouring communities, enabling service points to remain open
- Implementing seasonal opening, recognising the different usage across summer and winter months
- Agreeing an "offer" to customers for each service point, building on Borough wide offer

We will:

- Help more people to access skills for jobs and for life - including literacy, numeracy and ICT

By:

- Providing free access to books and information
- Providing free internet access
- Providing supported ICT use
- Providing support for readers
- Providing informal and formal learning in partnership with colleagues in Education
- Providing work clubs and advice sessions in partnership with colleagues in Employment
- Ensuring staff have appropriate awareness and skills

We will:

- Deliver services for vulnerable adults, young people and their families

By:

- Increasing access to the home delivery services and Bookability
- Ensuring the mobile library visits rural and outlying communities
- Offering appropriate materials including Large print, Audio books
- Offering health information and “Choose & Book” in partnership with colleagues in health
- Offering and enabling library membership from birth
- Supporting children’s literacy in partnership with Imagination Library and other partners
- Making Bookstart a priority in our services for under 5s
- Offering a range of activities for under 5s and their families
- Delivering the summer reading challenge in partnership with schools
- Offering holiday activities in partnership with other Cultural Services
- Offering services to and in partnership with schools and the Youth Service

We will:

- Help more people access Council and partners’ services easily, swiftly and locally

By:

- Exploring options to consolidate services whilst retaining the core identity of the library service.
- Sharing premises with council and other partners
- Exploring options to deliver services in the places that people go to, including retail outlets, children’s and youth centres, community buildings and health centres
- Ensuring effective representation on strategic and Borough wide partnerships.
- Improving marketing and awareness of the service

We will:

- Provide a wide range of high quality reading material for adults and young people, in appropriate formats including large print, audio and digital

By:

- Ensuring staff have the necessary skills and awareness to promote, develop and manage the stock locally
- Reviewing the current supplier and stock management arrangements
- Monitoring and improving value for money from the stock purchasing arrangements
- Making best use of the library management system and specialist tools to monitor the availability and use of stock
- Ensuring that we prepare for future trends e.g. e-books
- Improving the efficiency of delivery arrangements
- Reviewing the circulation and allocation of stock
- Ensuring that staff have the necessary skills to maintain the stock, analyse usage and suggest improvements locally, in partnership with customers

We will:

- Provide free access to a range of information resources including the internet, enabling easy access to information and online services

By:

- Continuing to develop, refresh and improve the People's Network
- Offering access to relevant online resources, in co-operation with colleagues regionally and nationally
- Developing our website and social networking facilities, improving access to and the interactivity of services

We will:

- Train and support staff to ensure they have relevant, up to date knowledge and skills in order to provide an excellent customer service

By:

- Transforming the customer experience by consolidating customer service staff
- Ensuring consistency in numbers and grades of staff
- Ensuring staffing levels are appropriate to the level of required service delivery
- Redistributing staff based on local need
- Embedding essential skills within all staff
- Prioritising ongoing staff training as essential for continuing best practice
- Embedding new ways of working to ensure high quality, customer-focused, flexible and innovative service delivery

In addition, we will continue to ensure value for money and ensure that our services are delivered effectively and efficiently, by:

- Learning from the "Future Libraries Programme"
- Undertaking a regional pilot to assess options for cross boundary provision
- Considering trust options or other means of delivery
- Monitoring and awareness of various alternative governance options
- Learning from the Mowbray Gardens community management programme and piloting in a number of additional libraries e.g. Brinsworth, Thorpe Hesley, Swinton, Wickersley
- Producing and implementing volunteers policy
- Rationalising and restructuring current management tiers and support services
- Reviewing the arrangement with Hospital Trust
- Reviewing partnership agreements where there are co-located services

We will measure the impact of how we are achieving this by monitoring and improving:

- Numbers of visits
- Numbers of visits per staff hour
- Cost per visit
- Numbers of active borrowers
- Increased customer satisfaction (PLUS surveys)
- Achieving Customer Service Excellence
- Numbers of local people involved in service delivery

- Numbers of volunteers
- Numbers taking part in holiday activities
- Numbers taking part in learning activities
- Numbers taking advantage of access to work initiatives
- Numbers of children under 5 registering
- Numbers accessing the Home delivery service and Bookability
- Collecting case studies to illustrate the quality of the experience that customers are receiving.

We will continue to encourage more people to use our services, more often, by implementing a sustained marketing plan. Our key messages will be developed in cooperation with the corporate Communications and Marketing Team and will include the following key points:

Rotherham's libraries:

- promote a love of reading and space where people can engage in informal learning, develop skills and improve their lives.
- provide children and young people with a safe, inspiring place to learn, explore their creativity and find their talent.
- support businesses and contribute to the sustainability and regeneration of our local communities
- are welcoming spaces, open for all to use to improve their lives and their communities
- offer information and reading services that can improve the health and well being of customers
- bridge the digital divide and are, for many people, an essential point of access to online knowledge resources

Action Plan 2011-12

- Continue our successful learning from best practice approach as well as illustrating best practice of our own
- Continue to innovate and implement around our new ways of working and Lean Management techniques - always having customers and potential customers at the heart of all that we do
- Rationalise current library management tiers and support services
- Undertake further consultation for libraries as appropriate, including the new Riverside site, around opening hours and the local library offer
- Work in partnership with Registrars to enable library membership from birth
- Improve access to all library services involving vehicles
- Plan and prepare for the move from the present Central Library & Arts Centre
- Plan and prepare for services at the new Riverside site and Bailey House
- Plan and prepare for the new library at Rawmarsh Customer Service Centre
- Examine all possibilities for future library provision in Brinsworth
- Explore with partners, areas such as consolidation of customer services and sharing premises as well as encouraging partners to commission libraries to deliver services
- Reviewing the arrangement with the Hospital Trust
- Begin to review partnership working in co-located services

- Monitor and utilise as appropriate alternative governance options e.g. Future Libraries programme, cross boundary provision and extend the learning from the Mowbray Gardens community project to other libraries
- Fully develop and implement a volunteering policy
- Develop and provide 'work clubs' and advice sessions in libraries
- Agree and research the process around transforming customer experience
- Continue to develop staff awareness and skills with priorities around new ways of working, reader and audience development, information skills
- In terms of literacy, numeracy and skills for life, continue to provide free access to books, information and the internet, support for reading and ICT use and opportunities for formal and informal learning for all ages
- Offer a range of activities and expertise in support of children's literacy
- Deliver the Summer Reading challenge in partnership with schools
- Offer a range of activities for under 5s and their families
- Offer holiday activities in partnership with other cultural services
- Offer services to and in partnership with schools
- Continue to improve the marketing and awareness of libraries
- Continue to develop the health offer through giving people information on their health choices and explore further changing health partnerships including the role of the Library and Information Service in Public Health and our contribution to the developing Health and Well-Being Strategy
- Continue to monitor social networking in the library service and continue to develop and empower our on-line communities
- Support community groups and individuals staging events and activities that celebrate local distinctiveness, civic pride and cultural diversity
- Maintain and develop readers groups
- Focus on the parts of our service where performance is good or changing, analyse and target our marketing resources accordingly
- Share the learning across the service from those libraries that have achieved increased usage
- Consider our model of business information provision
- Explore opportunities for efficiency savings and increased value for money

Initial priorities for 2012 /13

- Open new Riverside House
- Open new Rawmarsh Library in Customer Service Centre
- Complete analysis of all consultations
- Change library opening hours to take account of both local need based on consultations and savings targets
- Formalise and agree the local library offer
- Maintain and develop community management boards and utilise volunteer strategy to develop volunteer involvement through work in local communities
- Prioritise the digital agenda Race Online etc

This strategy will inform the development of further plans and priorities for 2012-15. We will produce detailed action plans on an annual basis.

Key points

We will prioritise our contribution to corporate priorities, aims and plans for action

We will prioritise our contribution to those areas identified as most important in national and local consultation

We will, therefore:

- *Provide easily accessible, welcoming, local libraries, open to suit local needs, supplemented where necessary by mobile services, services delivered to individual homes and services delivered through partners' outlets*
- *Help more people to access skills for jobs and for life - including literacy, numeracy and ICT*
- *Deliver services for vulnerable adults, young people and their families*
- *Help more people access Council and partners' services easily, swiftly and locally*
- *Provide a wide range of high quality reading material for adults and young people, in appropriate formats including large print, audio and digital.*
- *Provide free access to a range of information resources including the internet, enabling easy access to information and online services*
- *Train and support staff to ensure they have relevant, up to date knowledge and skills in order to provide an excellent customer service*

In addition, we will continue to demonstrate value for money and ensure that our services are delivered effectively, efficiently and with the most appropriate governance arrangements.

We will measure the impact of how we are achieving this

We will continue to encourage more people to use our services, more often, by implementing a sustained marketing plan.

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Rotherham Libraries continue to change lives every day!

Joanne's story - Part 2

Since November 2010, I have gained even more confidence in my ability and career development. I have progressed from volunteering at the school breakfast club, to accepting my first paid job at the same breakfast club every morning.

At the beginning of March I started college in Rotherham and am now studying towards NVQ level 2 in childcare and also volunteer in school, helping in class.

I am now using Mowbray Gardens library more and more for research and studying to make sure I make the most of my course. If I'm not sure or struggling the staff always help me or are ready to explain something to me.

This library has a special place in my life and has helped me to get my life on track. As I gain in knowledge and confidence, I will continue to use the resources in the library and encourage community members to join and support the library. I have just been elected onto the community management board of the library as Chairperson and I can see this as a big opportunity to gain new skills that I'm not sure I have but will try.

April 2011

Joanne

Further additions relating to final consultation on this document Sept-Oct 2011.

This document was approved by Cabinet Member for Lifelong Learning and Culture on July 19 2011, with follow-up consultation taking place during the period August – October 2011, including an all Members' Seminar (4th October 2011). Any subsequent amendments were to be reported back to Cabinet Member during November 2011. It was also noted that there would be a need for separate consultation on individual actions within the Strategy in due course.

This Strategy was also made available on the Council website for comment.

All those people who took part in the earlier public consultation on which this Strategy was based and who had expressed an interest in participating again at a later stage were invited to a meeting. This took place on September 20, 2011 and acted both as a "thank you" event and as a focus group.

Some of the comments received at the meeting were as follows :

- "I take my children in the library (Mowbray Gardens) all the time. They love it. The space, decoration, furnishings and atmosphere are excellent. The service is great".
- "I regularly visit the library (Maltby). It is the hub of our village and we know we can go there to find out anything and get our reading for free. Don't very often get anything free these days. Please do not close any of the libraries they are so important to families"
- "I enjoy using the library (Dinnington) and taking my children there. I do not know what I would do without it. It has been interesting listening to what other people have to say and about what you intend for libraries in the future."

No substantial changes were made to this document as a result of follow up consultation.

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