



# Education Culture & Leisure Services

## 2005 - 2010 ICT Strategy



## Foreword

It is with great pleasure that I introduce the second Education, Culture & Leisure Services ICT Strategy. I have been privileged to see ICT developments come along way across the Programme Area, and in our schools, over the last four years. During this time we have worked hard with a number of partners to develop a vision for ICT that supports our key priorities and objectives. We have formulated an Information and ICT strategy to guide the delivery of this shared vision in the coming years. Much has already been achieved: exemplars of innovative use of ICT can now be seen across the Borough, including



- Objective 1 South Yorkshire e-Learning Programme / 14-19 Pathways to Success projects
- Increasing, innovative use of video conferencing between schools, teachers, and local businesses
- Free access to internet and email for all in Rotherham through their local Library
- 388 interactive whiteboard boards in place in our schools

And Rotherham is being recognised, both locally and nationally, for its significant progress ...

- Becta ICT best practice awards: a teacher shortlisted to last five teachers New to Teaching award 2005
- All Library Staff successfully completing an internationally recognised ICT Qualification
- ROSCARS: a huge success 740 parents, pupils and staff attended the presentation evening, adopted by at least 2 other LEAs, attracted attention from Becta and been shared at DfES National Conference.

As we move further down the ICT superhighway we intend to build on this recent success; increasing the momentum and exploiting the full potential of the Rotherham Grid for Learning by

- creating world-class content that can be accessed anytime, anywhere
- developing a 'Connected Community' of learners, across Rotherham, and beyond
- developing Rotherham's Children & Young People's Services, and
- transforming Rotherham into "*Enterprising Rotherham*" through increased access to life-long learning opportunities whether for work or leisure; personal or professional development

This document sets out our vision for the next five years; detailing how we will achieve our aims, and providing clear milestones for the objectives laid out, so that we can share our progress along the way. I would very much like to hear from you if you have any comments on this Strategy, or ideas about ways we can work together to make it happen. You can contact me by e-mail, telephone or in person: [andrew.bedford@rotherham.gov.uk](mailto:andrew.bedford@rotherham.gov.uk), telephone 01709 822506, or ECaLS Directorate, 1<sup>st</sup> Floor, Norfolk House, Rotherham S65 1AS

A handwritten signature in black ink, appearing to read 'A. Bedford'.

Andrew Bedford  
Acting Executive Director, Education Culture & Leisure Services

20<sup>th</sup> May 2005

## Background and Context

This is the second ICT Strategy for Rotherham's Education, Culture and Leisure Services. It is written at a time of tremendous change and opportunity for all of the services involved. From the implementation of e-government to the 'Every Child Matters' agenda; the challenges over the lifetime of this second Strategy are immense and potentially life-changing.

This Strategy is designed to build upon the significant results that were accomplished between 2002 and 2005; in particular drawing on the investment in ICT infrastructure, management information systems and e-learning.

The major achievements under our first ICT Strategy were to successfully implement:

- ✓ The New Library: Peoples Network
- ✓ The Rotherham Grid for Learning (RGfL)
- ✓ The connectivity to the Yorkshire & Humberside Grid for Learning
- ✓ The innovative and ground-breaking South Yorkshire e-Learning Programme
- ✓ An integrated Management Information System for Education Services
- ✓ ICT innovation in all our schools e.g.
  - the Interactive White Board Project,
  - the Rotherham 'Oscars'
- ✓ The Council's Joint Venture Partnership (RBT Ltd) into the delivery of our ICT plans

And through these initiatives we have seen a tangible rise in learners' ICT capability and attainment across Rotherham.

The Education, Culture and Leisure Service now wants to build on this success and position itself as 'leading edge' in the use of ICT to support the delivery of quality, tailored, flexible services to life-long learners across Rotherham. To achieve this we believe we need to broaden the accepted definition of 'learning establishments' to include not just schools and colleges, but also leisure centres, libraries, museums, galleries, arts venues, community facilities and workplaces – all of which offer within them opportunities for both informal and formal learning. In doing this, the Education, Culture and Leisure Services recognises the role it needs to play in leading the development of an appropriate ICT Strategy to deliver inclusive, timely and content-rich learning opportunities for all.

However, significant challenges exist if we are to realise the full potential of the digital age, and this will require a co-ordinated and managed response to ensure that both best value and added value services are achieved.

We recognised that the solutions to these challenges require a range of expertise and resources. Throughout this Strategy partnership working is seen as the way in which the required resources, skills and knowledge will be harnessed to produce outcomes that have positive effects on individuals and their lives.

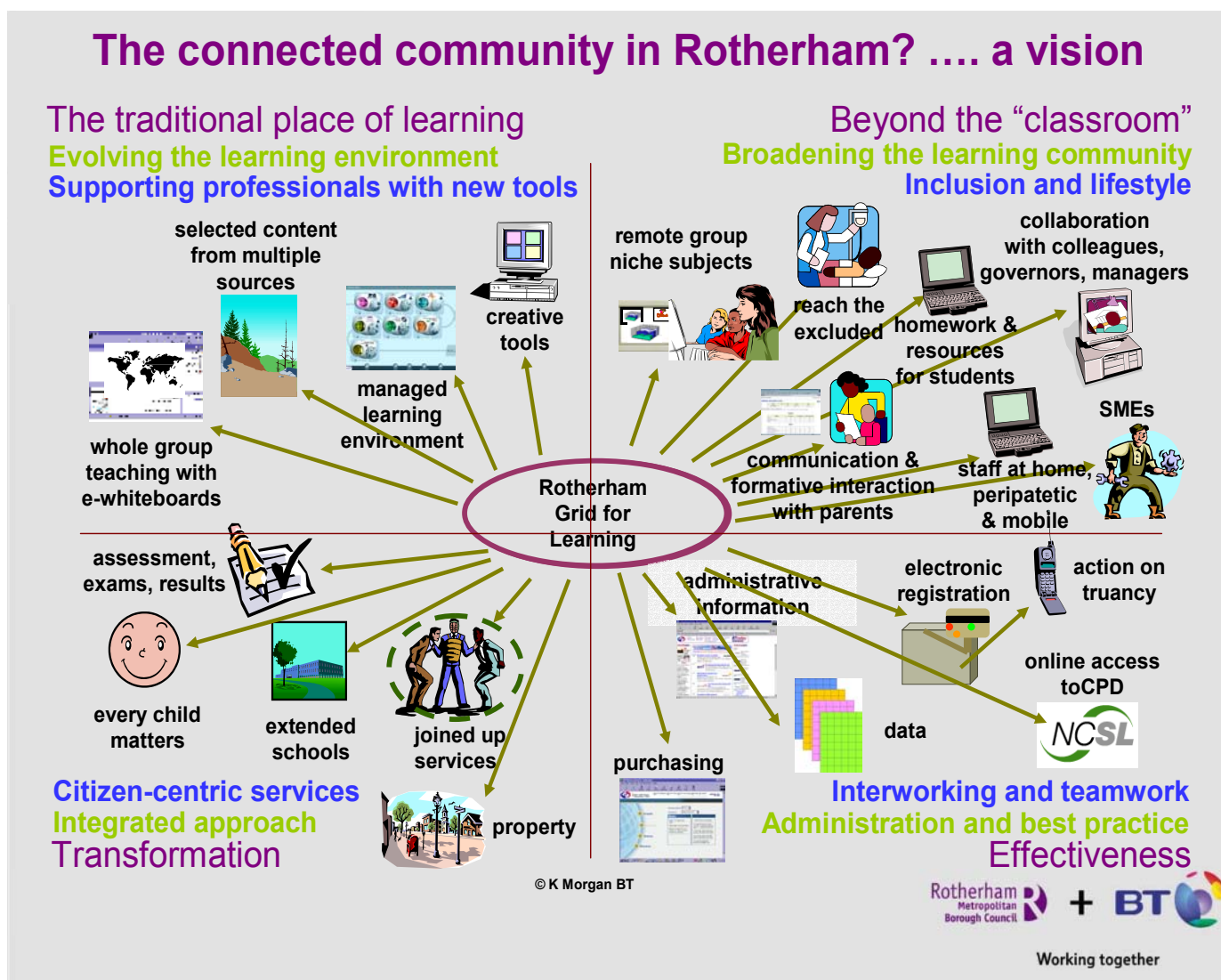
## Our Vision ...

... is to build a 'connected community' of life-long learners across Rotherham, by providing personalised access to tools, places and times of learning and development, which are fit for the digital age and are supported by skilled people who are confident and competent in the use and application of technology.

... is to develop an inclusive 'connected community' so that it values and shares information and good practice and through this creates opportunities for all to reach their full potential and play an active role in the regeneration of Rotherham and its diverse communities.

## Realising our vision

We will realise our vision by concentrating on five inter-related themes which are represented below. This ICT strategy document develops each of these themes and highlights the key projects over the coming five years that we believe will deliver our vision.



## Theme One | An appropriate physical learning environment

### Aim

Through the effective planning for, and deployment of, information and communication technologies, we will ensure a continuously improving physical learning environment to support life-long learning in Rotherham.

### Objectives

We will understand the changing learning needs of Rotherham citizens so as to continually provide appropriate learning opportunities for all throughout the life of this Strategy.

We will build upon existing capabilities by planning and implementing a borough-wide broadband-enabled integrated network to provide access to personalised learning activities, whether from home, school, college or work; and whether for play, leisure, personal or professional development.

We will investigate the potential for, and plan for the implementation of, a South Yorkshire learning infrastructure, in partnership with Sheffield, Barnsley and Doncaster Councils, within the life time of this Strategy.

We will build our capability to support remote and flexible working for our own staff and for learners and workers across the Borough.

Through Partnership, we will build or refurbish our learning establishments so that they are equipped to take full advantage of current and emergent technology through the life of this Strategy.

Through Partnership, we will expand the Rotherham Grid for Learning (RGfL) to colleges, businesses and the voluntary and community sectors across Rotherham to support the economic regeneration of the borough through on-line access to a wide-range of relevant learning opportunities.

We will contribute to the development of full-service and extended schools across Rotherham to put the school at the heart of the 'connected community' and the hub of learning activities for children, young people and their families.

We will actively seek ways to increase access to PC's, laptops and other technologies for individual learners, children, young people and their families in ways that are financially viable and sustainable.

We will ensure all ICT projects undertaken support the development of autonomous and independent learners, whether they learn for personal or professional development.

### Links to other plans

Objective 1 Single Programming Document

Rotherham Life-Long Learning Partnership ICT Strategy

Adult & Community Learning 'e-learning' Strategy

## Breakthrough Projects | Theme One

Through the following projects we will demonstrate our progress, evaluate our impact and show how we have contributed to building an appropriate physical learning environment for life-long learners across Rotherham.

### **Inclusion**

#### Rotherham Grid for Learning Expansion

Extend the RGfL infrastructure (and associated services) to colleges, businesses and voluntary and community sector providers; to widen access to digital learning, through appropriate technologies that produce a viable and sustainable model, over the lifetime of this Strategy.

#### E-enabled mobile libraries

To provide information, access to ICT, basic skills training and first point of contact with Council Services to geographically dispersed communities via the mobile library fleet.

#### Anywhere-Anytime access

Provide on-line access to kit, learning materials, lessons and research to ensure that all learners can continue their development away from their normal place of learning, e.g. at home, from a library or other community venue, when unable to attend because of illness, disability or through choice.

### **Enjoyment and Personal Development**

#### Sports-Leisure PFI

Build/Refurbish our Sports and Leisure facilities as technology-rich environments in which learning for leisure and personal development is an integral part.

### **Raising Achievement**

#### Develop the Rotherham Grid for Learning for schools

Ensure the continued appropriateness of RGfL capabilities to meet changing learning needs, including video-conferencing; the National Interactive White Board network; Key stage 3 Strategy (ICT); and Excellence in Cities City Learning Centres.

#### Determine the future of the South Yorkshire e-Learning Programme (SYeLP)

In partnership with Yorkshire Forward, Objective 1, schools, colleges and SME's across South Yorkshire embed the outcomes from SYeLP into mainstream learning provision; including establishing, if appropriate, a Social Enterprise Company to secure its future.

## Theme Two | Developing Rotherham's learning community

### Aim

To encourage, facilitate and support the development of an inclusive learning community, which is rich in individual learning activities, content and opportunities whether for work, leisure or personal development, and which underpins a culture of life-long learning in Rotherham.

### Objectives

To investigate, promote and use alternative approaches to learning, through the provision of on-line facilities to an increasingly rich digital curriculum for life-long learners.

Procure and/or develop a range of on-line learning materials and make them available to learners of all ages to support enjoyment; employment-related issues; key skills for the digital age; creative and digital industries, tourism, business and finance, and so contribute to the regeneration of Rotherham's economy and communities.

Working with industry standard partners, develop a strategy and framework for the digitisation of the cultural resources available across Rotherham so as to create and allow online access to the heritage of Rotherham for all.

Develop our approach to e-Portfolio's and individual learning records to support a culture of life-long learning.

Work with local business to develop learning partnerships with schools, colleges, and libraries; to provide opportunities for Rotherham's learners to gain the skills that local business need to continue the economic recovery of the region and in doing so ensure we are positively contributing to the transformation of Rotherham into "Enterprising Rotherham"

Through ICT increase peoples' knowledge of and participation in leisure, tourism and healthy activity across Rotherham.

Ensure that DfES policies for the Sure Start agenda including early education and care, children's centres, and extended schools are integrated with the development of local policies for sustainable communities and neighbourhood renewal through the effective deployment of ICT to support early learning.

### Links to other plans

Education Development Plan

RMBC Corporate Plan

Rotherham's Community Strategy

Harnessing Technology: Transforming Learning and Children's Services

## Breakthrough Projects | Theme Two

Through the following projects we will demonstrate our progress, evaluate our impact and show how we have contributed to developing Rotherham's learning community.

### **Inclusion**

#### Encourage new digital learners into the Learning Community

Make whole range of digital and on-line learning materials available to all learners in Rotherham, via a free public network (NLPN).

### **Enjoyment and Personal Development**

#### On-Line Heritage in Rotherham

Develop online access to resources from the collections of the Museum and Archives Services to offer Rotherham's citizens more choice in how and when they make use of them.

### **Raising Achievement**

#### Increase the range and quality of on-line content available

Through the South Yorkshire Family Learning Environment programme, support the provision of on-line content and its development for primary schools, children, young people and their families.

Investigate our ability to be further involved in National Education Networks which provide rich and appropriate content to support the raising of achievement of all learners.

Support the development of community content creation, via our Libraries, to engage with established learning communities, and develop new ones.

Through our Communities, Schools and Libraries ensure that Rotherham's learners have the confidence and skills to utilise current and emerging technologies to fully exploit what is on offer to them.

## Theme Three | Transforming the way we work

### Aim

Re-organise our service delivery, putting children, young people and their families at the centre of these changes, and in meaningful consultation with them. We will deliver joined-up services from neighbourhood locations, supported by technology, which allows access to services at a time, place and in a manner that communities want.

### Objectives

Through ICT, support the introduction of Children and Young Peoples' Services in neighbourhood locations with multi-agency teams to deliver timely services for all children, young people and their families.

Harness the power of ICT to enable staff to work more effectively; taking away the burden of administration so as to free up time to concentrate on improving the quality and effectiveness of front line services.

Ensure that ICT both supports and drives the changing ways we want to work and learn , in appropriate measure, so that we utilise the benefits of ICT but avoid the pitfalls of focusing just on technology.

Capture, share and use the information and resources available to us more effectively through the deployment of ICT solutions such as video-conferencing, on-line content, and e-forms.

### Links to other plans

Single Children's Plan

Rotherham Metropolitan Borough Council's Best Value Performance Plan

Rotherham Metropolitan Borough Council's ICT Strategy

## Breakthrough Projects | Theme Three

Through the following projects we will demonstrate our progress, evaluate our impact and ability to deliver joined-up services from neighbourhood locations, supported by technology, which allows access to services at a time, place and in a manner that communities want.

### Inclusion

#### Introduction of a Rotherham Citizen Card

Extend the use of smart card technology throughout library and leisure services, as part of a council-wide approach to the use of a Citizen Card, to offer universal access to, and benefits from using these services.

#### Develop video-conferencing facilities

Technically enable a wider and more diverse involvement in on-line learning, and create a method of sharing good practice, communication and collaboration – bringing together people and technology – in neighbourhood locations across the Borough.

### Enjoyment and Personal Development

#### Online booking

Improve access to cultural and leisure opportunities by allowing customers to book and pay for theatre and event tickets, sports facilities and other services on-line via home, Rotherham Connect or through any Cultural and Library facility.

### Raising Achievement

#### E-learning

Provide opportunities for on-line learning for staff across Education, Culture and Leisure Services; our Schools, and the emerging multi-agency teams, from neighbourhood locations, so as to increase confidence and competency in the use of ICT, and develop the new skills and competencies required to deliver quality services to children, young people and their families in a multi-agency environment.

## Theme Four | Administration, effectiveness and good practice

### Aim

To deliver Education, Culture & Leisure Services in an effective manner; learning from good practice and utilising the benefits that technology can bring to improve service reach, accessibility and flexibility; whilst reducing bureaucracy, duplication and cost of provision year on year.

### Objectives

Implement the full range of e-government targets relating to Education, Culture and Leisure Services and deliver efficiency savings to enable reinvestment in front line services for children, young people, their families and life-long learners across Rotherham.

Improve the speed of, and the ease by which, our services are provided to customers by using technology appropriately either in the deliver of services directly by on-line means, or in back-office processes.

Gather and utilise information about our customers to enable us plan future service improvements and provision in ways that engender trust and confidence.

Develop our use of the intranet to create a single-information point where staff can access policy, procedures and guidance in relation to the work they do and the way the Council works.

Implement an Information Management Strategy to underpin the widening use of electronic management information across agencies supporting children, young people and their families in Rotherham, and improve our records management and retention approach to include methods of electronic storage and retrieval.

Provide Leaders and Managers with access to accurate and timely information to support business planning and continuous service improvement through the effective deployment of electronic management information systems.

Routinely use ICT to provide efficient and cost effective communication and back-office services between the Programme Area and schools, the Corporate Core and Government Agencies.

Create an improved work-life balance for our staff by utilising technology to undertake relevant administrative tasks and bring about a reduction in workload and bureaucracy.

### Links to other plans

RMBC Implementing Electronic Government Statement

Children's Services Inspection framework

DfES Information Management Strategy

## Breakthrough Projects | Theme Four

Through the following projects we will demonstrate our progress, evaluate our impact and contribute to effective administration and spreading good practice in the use of ICT across Rotherham.

### **Raising Achievement**

#### On-Line learner performance information

Develop and embed across our learning establishments the use of on-line tools and processes for the submission, collation, analysis and publication of learner performance information across the Borough.

#### Collaboration and Learning Channels

Expand the use of on-line and video-conferencing capabilities to support the creation and maintenance of 'learning communities' across Rotherham's schools, colleges and wider learning establishments.

### **Enjoyment and Personal Development**

#### Provision of electronic information to customers about events, activities and opportunities for learning

Through the deployment of a Customer Relationship Management system, across Sport, Heritage, Leisure and Libraries, enable these services provide information electronically to customers about services and opportunities of interest to them.

### **Inclusion**

#### Information Sharing and Assessment

Develop and adopt service-level information sharing protocols across all agencies involved in supporting children, young people and their families.

## Theme Five | Investing in Our People

### Aim

Develop our workforce by providing learning activities that increase confidence and competence in the use of ICT in the workplace, for leisure and at home - including on-line (or e-learning).

Invest in the right sorts of technology, in appropriate quantities, to underpin the delivery of quality front-line services to children, young people and their families across the Borough in the digital age.

### Objectives

Contribute to the development of the Council's e-learning strategy for its workforce; building upon and sharing the lessons learned from current e-learning projects such as the South Yorkshire e-learning programme.

Provide access to on-line learning opportunities within the work place for all staff who expresses a desire to learn in this way.

Develop our School Leaders' and Senior Managers' skills and capabilities in delivering service improvements through strategic planning, deployment and use of ICT.

Develop the role of teachers so that learners' capability in ICT is measurably improving, year on year.

Support the DfES Workforce Reform agenda in schools through the provision of learning opportunities for school-based staff on the effective use of ICT in the classroom, and for administration and management.

Work with our Joint Venture partner, RBT Ltd, to ensure a rolling programme of technology refresh is in place throughout the life of this Strategy.

Ensure that Rotherham is in the top quartile of Authorities in its ratio of staff to PC's by the end of this Strategy.

Actively explore emerging technologies, alongside RBT Ltd, to determine which of these will bring benefits for services and staff; leading to increased customer satisfaction with the quality of our services across the Programme Area, and in our schools.

### Links to other plans

Investors in People Standards

RMBC Workforce Development Plan

RMBC e-Learning Strategy

DfES Workforce Reform Agenda

## Breakthrough Project | Theme Five

Through the following projects we will demonstrate our progress, evaluate our impact and show how we have invested in our people.

### **Raising Achievement**

#### Corporate e-learning and Libraries 'next steps' programmes

Through involvement in these two initiatives we want to achieve a year-on-year increase the number of ECaLS staff who express confidence and competence in the use of technology in the workplace.

#### Engage in both national and internationally recognised CPD programmes

Such as the Microsoft Innovative Teachers Programme, to improve skills and competencies across the teaching community in Rotherham.

### **Enjoyment and Personal Development**

#### New Library Peoples Network

Through the Library and Information Service we will develop anytime/anywhere access to quality digital content, for all. We will provide education opportunities in Libraries, or on-line covering introductory, specialised, informal and certified courses over a wide range of cultural, leisure and professional topics.

### **Inclusion**

#### On-line learning from anywhere

Through this ICT Strategy and all of its breakthrough projects we will achieve the ability for our staff to have access to, be confident in and willing to undertake on-line learning from anywhere because they know they can access good quality, relevant learning content, which will support both their personal and professional development.

#### Top Quartile PC Ratio's

Through a benchmarking approach we will ensure that all our staff, wherever they are based and whatever their role, they will be able to access the right sort of technology to enable them to undertake appropriate on-line learning activities.

## High-Level Action Plan, Milestones and Key Performance Measures

ID	Actions	Milestones					Success Criteria	Linked Performance Measure	Owner
		Y1	Y2	Y3	Y4	Y5			
T1 1	Expand Rotherham Grid for Learning (RGfL)	Commission and implement up to 10 Pilot sites	Evaluate Pilots and develop business case for further offering of learning services	Go to Market with full range of learning service offerings	Establish roll-out plan for further Businesses and/or Organisations across Rotherham	Integrate Service offerings with wider SYNet initiative	Rotherham learning communities choose RGfL as their preferred learning network	CPA Score (e-Government Targets)	IPR Manager
T1 2	Determine Future of SYeLP	Embed SYeLP in all Rotherham Schools	Agree mechanism for sustaining SYeLP	e-sy.info developed as integral part of RGfL	e-sy.info Nationally available – as stand alone product	e-sy.info embedded into South Yorkshire wide learning infrastructure	SYeLP on-going within Rotherham's learning network	ODPM Priority / e-Government targets	IPR Manager
T2 1	Make digital and on-line learning available to all through free public network	Integrate NL:PN and RGfL	Determine scope/range of resources to be available via free public network	Develop roll-out strategy, incorporating T2-2 below	Commence roll out	Complete roll out	Customers use free public network to access online learning	BVPI 118 BVPI 117	Head of Library Services
T2 2	Develop Strategy for, and deliver on-line Heritage resources	Determine Strategy and Scope Identify funding	Commence digitisation of Heritage resources	Make (x) collections available on-line	Make (y) collections available on-line	Make all Heritage resources available	Customers use free public network to access online Heritage resources	BVPI 119 BVPI 170	Head of Museums and Arts

## High-Level Action Plan, Milestones and Key Performance Measures

ID	Actions	Milestones					Success Criteria	Linked Performance Measure	Owner
		Y1	Y2	Y3	Y4	Y5			
T2 3	Increase range and quantity of on-line content available in Rotherham	e-learning strategies identify key development areas across Schools, ECaLS and RMBC	Develop and implement our approach to supporting content creation	Have broad range of developed local content available across RGfL and NL:PN	Bring into RGfL community developed content	Investigate potential for SME'-developed content on a locally commercial basis	Number of learning activities supported by on-line materials increases year-on-year	BVPI 38,39,40,41, 181,194  BVPI 22a  SLTPI 10,13,120	SYeLP Project Manager  School Heads  SIS (Perf & ICT)  A&CL Manager  Head of Libraries  Head of Museums & Arts
T3 1	Extend use of smartcard to Leisure and Libraries	Identify and agree scope of smartcard use	Develop 'benefits' strategy and business case for value-added services (e.g. 'reward points')	Ensure PFI Contractors able to utilise/support Smartcard Strategy	Investigate links to wider Council Service use	Have smartcard adopted as Rotherham Citizen Card	All Leisure and Library users adopt Card	SLTPI 8  SLTPI 6a  ODPM Priority / e-Government Target	Head of Libraries  Leisure Services Manager

## High-Level Action Plan, Milestones and Key Performance Measures

ID	Actions	Milestones					Success Criteria	Linked Performance Measure	Owner
		Y1	Y2	Y3	Y4	Y5			
T3 2	Develop video-conferencing facilities	Evaluate pilot and determine technical issues for wider roll-out	All Schools enabled (request based)	All RMBC 'learning establishments' enabled (request based)	Determine community requirements (linked to T1-1)	All Rotherham-based business requests delivered	Video-conferencing an integral tool for learning communities in Rotherham	Local Target to be set	SYeLP Project Manager  SIS (Perf & ICT)
T4 1	Implement ODPM Priority Outcomes	Deliver agreed priorities to 31/12/05	Identify on-going developments required	Consider enhanced targets and plan to deliver	Widen scope to e-services beyond ODPM Priorities		All ECALS priorities e-enabled in line with ODPM requirements	Gershon savings	IPR Manager
T4 2	Provide, electronically, information to customers about events, activities and learning opportunities in Rotherham	Deploy CRM in leisure by 31/12/05	Develop CRM Strategy across ECALS, in line with Council Customer Services Strategy	Determine impact of CYPS on integrated systems and CRM needs	Develop and Implement multi-agency CRM systems to support joint commissioning and customer needs	Embed CRM usage across all CYPS agencies	Information is targeted to appropriate customers about events, activities and learning opportunities, electronically	Local take-up targets met (to be set)  Contribution to BVPI 117, 170 SLTPI 6a, 8	Leisure Services Manager  Head of Library Services  IPR Manager

## High-Level Action Plan, Milestones and Key Performance Measures

ID	Actions	Milestones					Success Criteria	Linked Performance Measure	Owner
		Y1	Y2	Y3	Y4	Y5			
T5 1	Involvement in e-learning and 'next steps' programmes	Determine how to engage and draw up staff development plans	Initiate programmes within ECaLS	Evaluate Impact (year 1) and adjust as required to include multi-agency staff groups	Evaluate Impact (year 2)	Embed e-learning as staff development tool across CYPS	All staff undertake on-line learning as part of their professional development	IIP Standards	Head of Libraries  Staff L&D Officer
T5 2	Be in Top Quartile of Authorities in relation to ratio of PC:staff	Benchmark current ratios in ECaLS – using SOCITM methodology	Develop investment plan for Top Quartile achievement by 2010  Develop new refresh strategy for existing and new kit (over 5 years)	Procure appropriate levels of kit in rolling 3-year programme  Implement new refresh programme	Consider impact of emergent technologies for future CYPS	Undertake revised benchmark exercise in line with emergent technology use	Minimum PC:staff ratio 1:2 by 2008	Top Quartile position achieved by 2010	IPR Manager

## Key Contact Information

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