

A G E N D A

Social & Economic Development Scrutiny Committee

Date: **Thursday, 4th September, 2003**

Time: **10.00 a.m.**

Place: **Brockington, 35 Hafod Road,
Hereford**

Notes: Please note the **time, date** and **venue** of
the meeting.

For any further information please contact:

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**County of Herefordshire
District Council**

AGENDA

for the Meeting of the Social & Economic Development Scrutiny Committee

To: Councillor A.C.R. Chappell (Chairman)
Councillor J. Stone (Vice-Chairman)

Councillors H. Bramer, R.B.A. Burke, M.R. Cunningham, Mrs. S.P.A. Daniels, B. Hunt, Mrs. R.F. Lincoln, P. G. Turpin and A.L. Williams

Co-opted representatives from: Development Agencies Liaison Group, HALC, Herefordshire NFU, Tourism Sector.

	Pages
1. APOLOGIES FOR ABSENCE To receive apologies for absence.	
2. NAMED SUBSTITUTES (IF ANY) To receive details any details of Members nominated to attend the meeting in place of a Member of the Committee.	
3. DECLARATIONS OF INTEREST To receive any declarations of interest by Members in respect of items on the Agenda.	
4. MINUTES To approve and sign the Minutes of the meeting held on 19th June, 2003.	5 - 10
5. CHAIRMAN'S REPORT ON MEETING WITH REPRESENTATIVES OF OUTSIDE BODIES Chairman to report on his meeting on 5th August, with prospective expert witnesses.	
6. PRESENTATION BY THE CABINET MEMBER FOR COMMUNITY AND SOCIAL DEVELOPMENT The Cabinet Member Community and Social Development will present his aspirations for the programme area.	
7. PRESENTATION BY THE CABINET MEMBER FOR RURAL REGENERATION AND SMALLHOLDINGS The Cabinet Member for Rural Regeneration and Smallholdings will present his aspirations for the programme area.	
8. PRESENTATION BY THE CABINET MEMBER FOR ECONOMIC DEVELOPMENT MARKETS AND PROPERTY The Cabinet Member for Economic Development Markets and Property will present his aspirations for the programme area.	

9.	SOCIAL AND ECONOMIC DEVELOPMENT REVENUE BUDGET OUT-TURN 2002/03 AND BUDGET MONITORING 2003/04, PERIOD 1-4	11 - 14
	To advise Members of the revenue budget out-turn 2002/03 and actual net revenue expenditure against budgets for Social and Economic Development service areas to period 4 of the financial year 2003-2004.	
10.	ADULT LEARNING INSPECTION OF HEREFORDSHIRE COUNCIL'S ADULT AND COMMUNITY LEARNING SERVICE	15 - 16
	To receive a report on the Adult Learning Inspectorate's inspection of the Council's Adult and Community Learning (ACL) provision, and proposed actions of the Lifelong Learning Development Unit (LLDU) to address issues arising from the inspection report.	
11.	CONSULTATION ON DRAFT STRATEGIC FRAMEWORK FOR LIBRARIES	17 - 26
	To note the key recommendations and proposed action plan for the draft Strategic Framework (2004-2010) for the library service and accompanying consultation plan and provide opportunity for comment.	
12.	PROGRESS REPORT ON THE IMPLEMENTATION OF IMPROVEMENT PLANS FOR ECONOMIC INVESTMENT AND DEVELOPMENT AND LOCAL DEVELOPMENT SERVICES AND TOURISM	27 - 70
	To advise Members on progress in implementing the Best Value Improvement Plans for Economic Investment and Development and Local Development Services and Tourism.	

PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

The Council has established Scrutiny Committees for Education, Environment, Social Care and Housing and Social and Economic Development. A Strategic Monitoring Committee scrutinises Policy and Finance matters and co-ordinates the work of these Committees.

The purpose of the Committees is to ensure the accountability and transparency of the Council's decision making process.

The principal roles of Scrutiny Committees are to

- Help in developing Council policy
- Probe, investigate, test the options and ask the difficult questions before and after decisions are taken
- Look in more detail at areas of concern which may have been raised by the Cabinet itself, by other Councillors or by members of the public
- "call in" decisions - this is a statutory power which gives Scrutiny Committees the right to place a decision on hold pending further scrutiny.
- Review performance of the Council
- Conduct Best Value reviews
- Undertake external scrutiny work engaging partners and the public

Formal meetings of the Committees are held in public and information on your rights to attend meetings and access to information are set out overleaf

The Public's Rights to Information and Attendance at Meetings

YOU HAVE A RIGHT TO:-

- Attend all Council, Cabinet, Committee and Sub-Committee meetings unless the business to be transacted would disclose 'confidential' or 'exempt' information.
- Inspect agenda and public reports at least three clear days before the date of the meeting.
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of the Cabinet, of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
- Copy any of the documents mentioned above to which you have a right of access, subject to a reasonable charge (10p per sheet).
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Please Note:

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COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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MINUTES of the meeting of Social and Economic Development Scrutiny Committee held at Brockington, 35 Hafod Road, Hereford on Thursday, 19th June, 2003 at 10.30 a.m.

Present: Councillor A.C.R. Chappell (Chairman)
Councillor J. Stone (Vice-Chairman)

Councillors. H. Bramer, R.B.A. Burke, M.R. Cunningham, Mrs S.P.A. Daniels, B. Hunt, Mrs R.F. Lincoln, P.G. Turpin.

Non-voting Members: Mrs E. Newman (HALC), Mr D Stevens (Chamber of Commerce).

In attendance: Councillors J.H.R. Goodwin, G.V. Hyde (Cabinet Member – Economic Development, Markets & Property), Mrs. M.D. Lloyd-Hayes, R.V. Stockton (Cabinet Member – Community and Social Development).

1. CHAIRMAN AND VICE-CHAIRMAN

The Committee noted the appointment by Council of Councillor A.C.R. Chappell as Chairman and Councillor J. Stone as Vice-Chairman.

The Chairman welcomed members to the Committee and introductions were made. The Director of Policy and Community reported upon changes to the voluntary sector in relation to the non-voting membership on the Committee. She anticipated that consideration of a nomination to serve as representative for the Voluntary Sector would be made by the Development Agencies Liaison Group on Friday 20th June.

2. NAMED SUBSTITUTES

There were no named substitutes.

3. APOLOGIES FOR ABSENCE

Apologies were received from Councillor J.C. Mayson (Cabinet Member – Rural Regeneration and Smallholdings).

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. MINUTES

RESOLVED: That the Minutes of the meetings held on 17th March and 9th April, 2003 be approved as correct records and signed by the Chairman.

6. SCRUTINY – ROLE AND TECHNIQUES

The Committee received a presentation on the role of scrutiny and the techniques that Scrutiny Committees can use in their work.

The Policy Officer briefly described the background to scrutiny and outlined some of the key principles and risks to effective scrutiny. She advised in relation to

questioning skills; the development of work programmes and highlighted the 10 steps to undertaking successful in-depth reviews. She further advised that some issues could be investigated by methods other than by formal Committee for example select Committee style, task and finish groups, presentations, briefings or by meeting in other venues. She summed up by directing Members to a number of useful documents and websites.

The Chairman thanked the Policy Officer for the informative presentation and gave his vision for the role of the Committee. He expressed the view that Members should be professional in their approach and that, when appropriate, meetings should be held at a time and place to suit the public. Meetings should vary in format depending on the subject under consideration. He also suggested that a pro-forma be sent to members of the Committee to ascertain their specific areas of interest in the Directorate in order that Members could be accurately matched to future reviews.

The Committee noted that the Chamber of Commerce, HALC and the Voluntary Sector were represented as non-voting members on the Committee.

The Chairman proposed that a meeting be arranged for early September to which the programme area Cabinet Members be invited to discuss with the committee their aspirations for their programme areas.

RESOLVED

THAT:

- (a) the presentation be noted and a pro-forma be sent to members of the Committee to establish specific areas of interest;**
- (b) a meeting of the Committee be arranged for early September to which the programme area Cabinet Members be invited to discuss their aspirations for their programme area.**

7. SCRUTINY COMMITTEE WORK PROGRAMME

The Committee considered its work programme.

The Director of Policy and Community commented that the programme, attached to the report at appendix 1, incorporated a number of items identified as requiring periodic monitoring or attention, together with a number of key issues for review.

The Committee debated the programme and noted that a number of items listed for this meeting had not been reported upon. These would however be reported to the additional meeting to be held in early September. It was intended that the principal focus of the September meeting would be to hear the views and aspirations of the programme area Cabinet Members.

In response to a suggestion that the Committee scrutinise the development of the 'Edgar Street Grid' the Director of Policy and Community reported that this issue was in the remit of the Strategic Monitoring Committee. However, certain associated issues would probably be referred to this Committee. Concerning the issue of a swimming pool for North Herefordshire, she commented that no further information was available. However, a report would be presented to Cabinet in July and a briefing would be held for local members.

In answer to a number of questions regarding the item listed in the programme for 29th January, 2004 – Objective 2/RRZ/SRB/Leader + projects, the Director of Policy and Community briefly reported that these were various financial regimes external to the Council. Often these involved drawing down financial resources from Government or Europe for specific, or area based, initiatives. As this was a complex and important issue a briefing report would be prepared for members and the subject would be brought forward in the work programme.

RESOLVED: That subject to the comments noted above the work programme be approved.

8. MEMBERSHIP OF VOLUNTARY SECTOR REVIEW TEAM

The Committee considered the membership of the Voluntary Sector Review Team.

The Director of Policy and Community reported that following the local government elections the membership of this Committee and the Voluntary Sector Grants Panel had changed and it was necessary to nominate two members from this Committee and one member from the Panel. As Group Leaders had still to appoint members to the Voluntary Sector Grants Panel she recommended that, to facilitate an early meeting of the Team, the Committee appoint two members and that the Panel member be appointed in due course.

RESOLVED: that Councillor Mrs S.P.A. Daniels and Councillor J. Stone be appointed as this Committee's representatives on the Voluntary Sector Review Team.

9. POLICY AND COMMUNITY DIRECTORATE 2002/03 FINAL QUARTER PERFORMANCE INDICATORS

The Committee were informed of the national and local performance indicator information for the final quarter of 2002/03 for the non-corporate functions of the Policy and Community Directorate.

Information on all national Best Value indicators, and those key local indicators where actual performance significantly varied from target (more than plus or minus 10% or where a trend was developing) was attached to the report at appendix 1. A brief narrative summarising the key activities/achievements of each service area during the final quarter was also provided.

During the course of scrutinising the indicators particular attention was drawn to BV 117 and the encouraging level of visits to libraries. In relation to overall performance at the Records Office reference was made to the degree of staff vacancies in the service and to the impending retirement of the Record Office Manager. The Director of Policy and Community reported it had been necessary to temporarily relocate staff time due to the implications of the Freedom of Information Act. However she expected that vacancies would be filled. The Records Service was managed by Cultural Services and the retirement of the Records Office Manager provided the opportunity to review the records service in light of requirements under the Data Protection Act and other expected changes. The Committee congratulated the Records Office Manager on her many years service.

RESOLVED: that the Directorate's final quarter 2002/03 performance indicator information be noted.

10. PAYMENT OF UNDISPUTED INVOICES WITHIN 30 DAYS

The Committee considered performance against the national Best Value Performance Indicator for the payment of undisputed invoices within 30 days, for the financial year 2002/03.

The Director highlighted the progressive improvement in the payment percentage. She commented that occasionally the payment of invoices had been delayed due to staff leave or when invoices had to be sent to other locations for verification. The Committee noted the position and requested a report on the actions proposed to be taken to achieve the 100% target.

RESOLVED: that the report be noted and a report on the actions now being taken to achieve the 100% target be presented to a future meeting.

11. REVIEW OF COMMUNITY AND PARTNER INVOLVEMENT IN SCRUTINY

The Committee reviewed the additional membership of outside bodies on the Committee.

The Director of Policy and Community confirmed the nomination of non-voting representatives to the Committee from Herefordshire Association for Local Councils and the business community through the Chamber of Commerce. A nomination from the voluntary sector was expected through the Development Agencies Liaison Group. Following the local elections, the establishment of the new Committee provided the opportunity to reconsider whether any other bodies might make a good contribution to the work of the Committee. She outlined a number of other methods of involving community representatives.

The Committee discussed the benefit of contact with County organisations and agreed that County representatives should be invited from the Herefordshire NFU and the tourism sector. The Chairman suggested that a group be formed of local experts who could be called upon on an individual basis to advise the committee when specific issues were considered.

The representatives from HALC and the Chamber of Commerce commented upon the benefits of having permanent representative members on the Committee which facilitated the two way exchange of information. The Chamber of Commerce advocated the proposal to involve experts for specific issues.

The Committee were pleased to note that Clare Wichbold, Regeneration Officer (Projects Development), had been recognised in the Queen's Birthday Honours list with an MBE for her work on producing a long term recovery programme for the County following the Foot and Mouth epidemic.

RESOLVED

THAT:

- (a) the Herefordshire NFU and the Tourism Sector each be invited to nominate a representative to serve as a non-voting member of the Committee;**
- (b) a local expert group be formed and called upon to advise the committee on specific issues.**

(c) Clare Wichbold MBE be congratulated on her award.

The meeting ended at 11.48 a.m.

CHAIRMAN

SOCIAL AND ECONOMIC DEVELOPMENT REVENUE BUDGET OUT-TURN 2002/03 AND BUDGET MONITORING 2003/04, PERIOD 1-4

Report By: Principal Accountancy Manager

Wards Affected

Countywide

Purpose

1. To advise members of the revenue budget out-turn 2002/03 and actual net revenue expenditure against budgets for Social and Economic Development service areas to period 4 of the financial year 2003-2004.

Financial Implications

2. All budget variances are to be noted within the context of the overall net revenue budgets for 2003-2004. Any over or underspends have been or will be carried forward under the financial regulations of Herefordshire Council.

Considerations

3. The monitoring report for period 4 is attached as Appendix 1 for Members consideration. The report shows the revised budget, including carried forward over and underspends from 2002-03, with actual performance, variances and projected out-turns for the main service areas within Social and Economic Development.
4. Social Development reported an overall overspend of £191,000 for 2002-03. Significant items included an overspend of £172,000 on grounds maintenance work in the Parks and Countryside Service, and the accumulated deficit in respect of Leisure Contracts of £138,000 which dates back to 2001-02. Underspends were generated by the Youth Service, Heritage and Archive services and Management and Administration.
5. The overspend in respect of Parks and Countryside is a combination of inflationary increases in contracts over the level that the council budgets for, plus the additional costs of maintaining adopted land. This has been an on-going revenue pressure and in 2001-02 the overspend of £180,000 was written off against the commuted sums reserve held by the service.
6. The accumulated Leisure Contracts deficit at the beginning of 2002-03 was £415,000. This was reduced significantly during the year by the application of reserves held by the Directorate as well as some backdated business rate refunds following the revaluation of facilities.
7. The 2002/03 outturn position for Economic Development was an underspend of £150,000. This was mainly due to Herefordshire Plan and Support receiving a significant amount of Objective 2 retrospective funding in respect of expenditure incurred in 2001-02. Economic Investment and Development committed budgets

towards a number of feasibility studies which will now take place in 2003-04 so their underspend will be carried forward to meet these costs.

8. For 2003-04 the budgets for some major items of expenditure such as the grant payments to the Courtyard and the management fee to HALO have been profiled to closer reflect the actual payment timescales. All other budgets to date are split into 1/12's. Further re-profiling will be undertaken as more consistent expenditure patterns are identified.
9. Cultural Services has a significant overspend for the period, this is primarily due to grants and partnership funding contributions to tourism and arts projects being made ahead of the profiled budgets.
10. The Countryside Service shows no significant variance to date, however a large recharge for grass-cutting work from HCS will feature in period 5, reflecting more closely the true position.
11. The overspend on grounds maintenance will continue in the current year for the same reasons as outlined in paragraph 5 above, however the overspend should be less than the previous year due to an additional £45,000 added into the base budget.
12. It is assumed that expenditure from September onwards (when much of the work will be undertaken by Jarvis) will be constrained within existing budgets. This being the case the accumulated projected overspend will be at least £200,000. A more accurate outturn estimate will be possible later in the year.
13. Leisure Client expenditure includes the first instalment of the HALO management fee which was paid in April, the second instalment is due in September. Budgets for other costs including leased equipment and building maintenance are spent regularly throughout the year.
14. The Youth Service is significantly underspent at present, a large amount of grant income has been received which will be matched with expenditure when projects are delivered. The carried forward underspend has been committed on several projects which have not yet fully commenced.
15. The Library Service includes several new budget allocations for initiatives to assist in meeting library standards. These initiatives are still being developed, consequently the spend is slightly behind the budget profile.
16. The deficit on Leisure Contracts of £138,000 brought forward from 2002/03 is being dealt with. Following discussions with the Leisure Trust it is expected that this deficit will be eliminated over the next few years.
17. Economic Development shows a significant underspend for the period. The carried forward underspend from 2002-03 has been allocated to a number of projects and feasibility studies yet to reach the stage when payment is due.
18. The budgets for Economic Investment and Local Development include provision for several grants and partnership contributions that are still to be paid.

RECOMMENDATION

THAT the position be noted.

Appendix 1

Social & Economic Development Budget Monitoring Report for Period 4 2003-04

	Total Budget £	Carry Forwards £	Revised Budget £	Actual to date £	budget to date		variance		Estimated Outturn £	variance	
					£	%	£	%		£	%
<u>Social Development</u>											
Management and Administration	411,300	47,636	458,936	108,447	152,979	44,532	29	458,936	0	0	0
Cultural Services	1,163,790	-108	1,163,682	661,876	480,906	-180,970	-38	1,163,682	0	0	0
Parks & Countryside	1,027,850	-172,015	855,835	284,717	285,278	561	0	1,055,835	-200,000	-23	-23
External Liaison	237,220	0	237,220	94,028	79,073	-14,955	-19	237,220	0	0	0
Leisure client	1,383,760	0	1,383,760	530,160	620,950	90,790	15	1,383,760	0	0	0
Youth Service	842,530	56,505	899,035	169,884	299,678	129,794	43	899,035	0	0	0
Library Services	1,848,880	-2,337	1,846,543	566,626	616,293	49,667	8	1,846,543	0	0	0
Heritage Services	508,500	17,532	526,032	158,512	175,344	16,832	10	526,032	0	0	0
Archives Unit	213,840	0	213,840	71,806	71,280	-526	-1	213,840	0	0	0
Leisure Contracts Deficit	0	-138,126	-138,126	0	-47,252	-47,252	100	-120,000	-18,126	13	13
Total Social Development	7,637,670	-190,913	7,446,757	2,646,056	2,734,529	88,473	3	7,664,883	-218,126	-3	-3

Analysis of Variances

Cultural Services: Grants and partnership contributions for Arts and Tourism have been made ahead of profiled budget. TIC costs include a value of £80,000 for opening stock.

Leisure Client: The first instalment of the HALO management fee was paid in April. Other costs such as leasing and maintenance are incurred regularly through the year.

Youth Service: Significant grant income received over and above income budgets - will be matched by increased expenditure when projects are delivered

Library Service: Additional funding was allocated for new initiatives to meet library standards, these are currently being implemented so the spend is behind the profile at present.

Outturn Estimates

At this stage all services are anticipated to come in on budget, with the exception of the grounds maintenance elements of Parks & Countryside. In addition to the carried forward overspend from 2003-04, the service will overspend in the year, although the amount is difficult to predict at the moment due to the impact of work transferring to Jarvis in September..

Appendix 1

Social & Economic Development Budget Monitoring Report for Period 4 2003-04

<u>Economic Development</u>	Total Budget £	Carry Forwards £	Revised Budget £	Actual to date £	budget to date £	variance £	Estimated Outturn £	variance £	%
Management and Administration	236,810	0	236,810	44,215	78,937	34,722	236,810	0	44
Herefordshire Plan and Support	491,570	125,481	617,051	82,845	205,684	122,839	617,051	0	60
Economic Investment and Development	399,130	28,037	427,167	75,582	142,389	66,807	427,167	0	47
Local Development	945,720	-2,688	943,032	236,908	314,344	77,436	943,032	0	25
Total	2,073,230	150,830	2,224,060	499,550	741,353	301,803	2,224,060	0	41

Analysis of Variances

Herefordshire Plan: Budget includes contributions to externally funded projects not yet recharged

Economic Investment and Development: Budget includes provision for a number of feasibility studies not yet completed.

Local Development: Budget includes grants and partnership contributions yet to be paid

ADULT LEARNING INSPECTION OF HEREFORDSHIRE COUNCIL'S ADULT AND COMMUNITY LEARNING SERVICE

Report By: **PRINCIPAL LEARNING OFFICER**

Wards Affected: County-wide

Purpose

1. To receive a report on the Adult Learning Inspectorate's inspection of the Council's Adult and Community Learning (ACL) provision, and proposed actions of the Lifelong Learning Development Unit (LLDU) to address issues arising from the inspection report.

Financial Implications

2. None

Considerations

3. Herefordshire Council receives funding (£159,904 2002/03) from the Learning and Skills Council to provide learning opportunities. The LLDU produces an annual Adult Learning Plan (ALP) which details how the funding will be spent. The level of funding received by Herefordshire Council to support adult learning is significantly lower than the National average. This results from current grant allocation levels being based on the previous uptake of available funding by the Herefordshire and Worcestershire LEA. Officers of the Council, together with the Local LSC (Herefordshire and Worcestershire) are engaging with the national LSC to explore opportunities to redress this inequality.
4. The Adult Learning Inspectorate (ALI) is a recently formed body which reports, both to the Secretary of State for Education and the public, on the quality of education and training received by adult learners and young people in England. The Council's adult learning provision was inspected for the first time by ALI in January 2003 and a report of its findings published in April 2003.
5. A number of significant strengths were identified, notably in the effective way in which the LLDU engaged with partners and in its progress towards its strategic objectives. The ALI team also specifically noted the high standard of teaching, learning and achievement within the taught courses and of staff development and training within the Herefordshire Council.
6. There were however a number of key weakness, primarily relating to the need to improve quality assurance and equal opportunity monitoring processes, the level of resources currently available to properly manage the service, and how this could affect any future expansion of the service to meet need.
7. As a result the ALI considered that the quality of provision was not adequate to meet the reasonable needs of those receiving it and have advised that the service will be

Further information on the subject of this report is available from Peter Ding (Principal Learning Officer) on 01432 260637

subject to a re-inspection The Council has not yet been notified of any proposed date, but the ALI has indicated that it will normally be within a two year period of the original Inspection.

8. The LLDU has drawn up a Post Inspection Action Plan, a copy of which has been forwarded to the Local LSC and to the ALI who are considering its proposals and actions. Once any amendments suggested by the ALI and the LSC have been incorporated the plan will be submitted to Cabinet for approval.
9. The key elements of the plan are to:
 - Develop a structure to properly manage the service and ensure that an equitable, diverse, quality assured provision with established best value principles is made available to targeted learners
 - Identify and access resources to support the structure of delivery, and to increase the amount of provision currently available to learners within the county to meet need
 - To build on the strong partnership that exists with providers and stakeholders to develop a coherence of provision.
10. Integral to the implementation of the Post Inspection Action Plan will be the development of the ALP and the progress of the planned restructuring of the LLDU.
11. The ALP for 2003/04 (August to July) has been submitted for comment to the Local LSC. It has accommodated, where appropriate, actions addressing the issues raised from the Inspection.
12. Following the Policy and Community Directorate restructuring in October 2002 the LLDU moved from the Leisure, Culture and Education for Life Division to Community and Economic Development, within the Policy and Commissioning Team. A more detailed service review has since been carried out taking account of observations arising from the Inspection, and from a widespread consultation with partners and stakeholders, resulting in a proposed staff restructuring.
13. On receiving the ALI's response to the Unit's Post Inspection Action Plan a combined report to Cabinet will be submitted for its consideration together with the ALI Report, the Adult Learning Plan for 2003/04 and proposals for the restructuring of the LLDU.

RECOMMENDATION

- THAT (a) the update report is noted**
- (b) at a future meeting, the Committee considers the post - inspection Action Plan, Adult Learning Inspectorate report, Adult Learning Plan for March 2003 and proposals for internal restructuring with a view to making recommendations, as appropriate, to Cabinet.**
- (c) Prior to that meeting, the views of external bodies are sought and, if required, arrangements are made for those bodies to present information to the Committee at its meeting.**

BACKGROUND PAPERS

- Post Inspection Action Plan

CONSULTATION ON DRAFT STRATEGIC FRAMEWORK FOR LIBRARIES

Report By: DIRECTOR OF POLICY AND COMMUNITY

Wards Affected

County-wide

Purpose

To note the key recommendations and proposed action plan for the draft Strategic Framework (2004-2010) for the library service and accompanying consultation plan and provide opportunity for comment.

Reasons

The draft Strategic Framework has taken account of the current realities for the library service – a low density population; limited access to services due to historically low levels of provision / investment; declining use; and an urgent need to respond effectively to the introduction of a range of local and national standards and policies covering libraries, learning and customer-focused services.

The overall priority for the library service is to increase the uptake of services so as to maximise the benefits to the whole community of the investment into the service (past, present and future). To achieve this it must set clear priorities as to what range of services to deliver and to whom; and have long term strategies and short / medium-term action plans in place to meet them.

The proposed action plan is designed to address the most urgent problems quickly (eg. buildings which will not meet requirements of DDA, staff training, service standards, marketing, stock management) but also to build firm foundations for the long term (eg. restructuring and recruitment, co-location, new partnerships). It aims to ensure that all available resources are targeted towards priorities.

A comprehensive consultation programme is planned to ensure that all groups, organisations, services and stakeholders have an opportunity to shape the future of *their* library service. This process will itself be an excellent opportunity to market the service to potential partners; as well as indicating a significant shift in culture to engage effectively with stakeholders and encourage challenge and critical comment on current provision. It is envisaged that this consultation will take 8 –12 weeks and a final framework will be completed in November 2003.

Considerations

1. The most significant characteristic about Herefordshire which affects the library service is the low population density - the fourth lowest in England for public library authorities – and its distribution across the county. Each authority has a statutory duty to provide '*a comprehensive library service...to everyone who lives, works or studies..*' within the authority. To fulfil this responsibility as effectively as possible all library services operate as authority-wide networks of access points (buildings and mobile libraries) that share the

Further information on the subject of this report is available from
Jeremy Alder, Libraries Operations Manager on (01432) 260557

key resources of books and media and many of the specialist staff. Therefore the larger the authority the greater the total resource and the opportunities for economies of scale. Comparing Herefordshire with the 10 authorities in England with the lowest population density it is noticeable that all are larger in terms of population by a factor ranging between 60 and 300%.

2. The Council has already recognised that historically the library service has received a low level of investment, and has taken steps to address this. Appendix One benchmarks our provision and performance in the key areas of access, staffing, stock and budget against these other 10 authorities (based on latest data available). The Council is in the bottom two for 11 of the 13 indicators for provision / performance per head of population.

3. The overall level of books and media held has a significant effect on the range and choice of titles and formats we can offer; our ability to provide for particular needs (eg mother tongue, visual impairment); to supply duplicate copies of popular material to meet demand; and to respond promptly to requests for specific titles / information. The comparative authorities enjoy advantages ranging between 60 and 370%.

4. Having sufficient staff time to manage collections and services; to help customers with ICT, homework and choosing books; and to update their skills through training; is crucial to ensure that the service continually improves and develops and is promoted throughout the county. Herefordshire has the fourth lowest level of staffing per head of population in England and in real terms the comparator group enjoy advantages ranging between 110 and 370 %.

5. In line with the rest of the country the library service in Herefordshire has seen a steady decline over the last decade in visitor figures; the borrowing of books and media; and an accompanying loss of income. Public ICT has been introduced in the last 3 years to all libraries, initially funded by the government.

6. Since 1999 there have been a series of national reports and policies concerning public libraries, culminating with *Building Better Library Services* (Audit Commission 2002) and *Framework for the Future* (2003) – the government's strategic framework for public libraries. Collectively they have highlighted many areas where public libraries must improve (eg. social inclusion, services to young people, opening hours, marketing, stock and performance management) and given guidance as to how this can be achieved.

7. The government introduced Standards for Public Libraries in 2001 with a three year 'lead in' period to March 2004 before any formal assessment. Herefordshire will not meet the key standards for access; opening hours; ICT provision; visits and expenditure on books and media based on current levels of provision and performance.

8. Herefordshire Council and Herefordshire Partnership are committed to delivering a range of improvements and developments which will impact in differing ways on the existing library service.

9. Combining all of these factors means that the library service is faced with a unique local 'reality' which is not necessarily shared with other authorities. This in turn requires that the long term policies and strategies to address this, and the actions and solutions to make them happen, must focus on these local circumstances if the service is to fulfil its potential.

10. Further improvements of the quality and access to library services which have been identified will be limited within existing revenue budgets. Improved resource management and efficiencies from co-location and partnership delivery of services will not on its own address all of the current shortcomings. The final version will report on the budgetary implications of the framework.

11. It is proposed that the library service focuses its services on these four priority communities and groups of individuals:

- **Geographically and / or Socially Excluded** – eg. those furthest from libraries; the housebound; English not their first language; visually impaired; low literacy skills
- **Young people** – ensure the service recognises and meets the differing needs of all babies and parents / carers, children and young adults
- **Readers** – of all ages, ability levels and interest - both as individuals and as groups; offering and promoting to them a choice of material
- **Learners** – meeting the varied needs of pre-school children and their parents / carers; primary, secondary and further education students; adult basic skills, lifelong and independent learners

12. To increase the uptake of services the library service must improve in the following four areas:

- **The quality and standard of services offered** –customer service, materials, buildings
- **When, where and how** these services can be accessed
- **Provision of the key resources** of books and media, staff, ICT
- **Increase the awareness and profile** of the service with non-users, officers, elected members and partners

13. These improvements will be delivered by the following:

- **Partnership working** at both a local and strategic level with a much wider range of statutory, voluntary and community groups
- **Better resource management** – new staff structure and recruitment policies; better training; co-location of library services; performance management
- **Innovative delivery methods** – more use of ICT; better mobiles; home delivery services; community drop-off points; specialist outreach staff and services
- **Market and promote** all services through advertising and branding; outreach work and customer service; partnerships
- **Engage effectively** with groups and communities to ensure our services meet all of their needs and aspirations

14. The proposed Action Plan for the next 3 years is included as Appendix Two. This indicates how each action will improve services and meet the needs of the target groups identified in 9 and 10 above.

15. The proposed Consultation Plan is outlined in Appendix Three. The draft framework will be widely circulated to stakeholders and comments invited. The Head of Customer Services and Libraries and the Libraries Operations Manager will in addition brief key stakeholders (eg education, social services, health, Herefordshire Partnership). The consultation period will last until October and a final version of the framework will be prepared in November.

Alternative Options

There are no alternative options

Risk Management

The financial implications of the Strategic Framework will be reported in the final version.

The comprehensive consultation programme will minimise the risk of any particular group or community not having the opportunity to help shape the future of their library service.

Consultees

Recommendation

- 1. THAT the priority customer groups and service improvements and the proposed strategies to deliver them identified in the draft Strategic Framework for the library service are noted.**
- 2. THAT the proposed action plan to begin implementing them is noted (Appendix Two).**
- 3. THAT the accompanying consultation plan is approved (Appendix Three).**

Background Papers

'Scope and Remit for Libraries & Information Service Strategic Framework' – report by Director of Policy & Community (March 2003).

Annual Library Plan 2002.

APPENDIX ONE - HEREFORDSHIRE COMPARED TO AUTHORITIES WITH A SIMILAR LOW POPULATION DENSITY

Authority	Population (000s)	Population Density (per hectare)	% population within 2 miles of a library	Total access hours per 1000 population	Population per static library	Population per mobile library	Net floor space per 1000' (sq.m)
Herefordshire	175	0.8	62	88	17480	58267	13
Average	444	1.0	73	123	13121	82291	19
Cornwall	499	1.4	65	104	16097	55444	13
Cumbria	488	0.7	81	163	9200	69657	27
Devon	704	1.1	74	121	12580	64045	20
East Riding	314	1.3	79	111	12081	44871	19
Lincolnshire	610	1.1	72	135	14057	76200	**
North Yorkshire	570	0.7	72	119	12660	46865	15
Northumberland	307	0.6	84	149	8777	104950	23
Shropshire	283	0.9	69	134	12313	86500	**
Somerset	498	1.4	74	118	14650	47200	23
Wiltshire	433	1.3	77	110	14433	251200	20

Note: Excludes Rutland which has a density of 0.9 but total population of < 35,000.

	Total staff in post (FTE)	Staff per 1000' post	Staff per access hour	Total lending stock - books and media (000s)	Total acquisitions - books and media (000s)	Book acquisitions per 1000'	Media acquisitions per 1000'	Total issues per 1000'	Visits per 1000'	Revenue per 1000' (£)
Herefordshire	49	0.28	0.56	212	22	128	7	6396	4144	9553
Average	160	0.35	1.30	619	70	147	18	7244	5277	12181
Cornwall	175	0.35	1.68	701	57	102	13	8436	6012	11394
Cumbria	199	0.41	1.22	881	100	187	39	7935	6570	12969
Devon	224	0.32	1.85	1013	127	176	16	7385	5092	10839
East Riding	114	0.36	1.03	341	49	150	10	5687	2902	15632
Lincolnshire	231	0.32	1.71	827	120	199	19	7651	4713	11223
North Yorkshire	224	0.39	1.88	695	64	105	13	6413	5656	11514
Northumberland	108	0.35	0.72	554	51	168	17	7582	4731	11943
Shropshire	103	0.37	0.77	380	34	109	18	6189	5074	13316
Somerset	175	0.35	1.48	663	93	174	22	8614	6961	13102
Wiltshire	159	0.37	1.45	544	58	121	29	7401	6191	12510

APPENDIX TWO – PROPOSED THREE YEAR ACTION PLAN – LIBRARIES STRATEGIC FRAMEWORK

ACTION PLAN		Impact on Customers				Impact on Improving Services			
Timescale	Actions	Excluded	Young People	Readers	Learners	Quality	Access	Resources	Profile
2003/2004	Restructure library service	X	X	X	X	X	X	X	X
	Open new library at Bromyard	X	X	X	X	X	X	X	X
	Develop and launch branding	X	X	X	X	X	X	X	X
	Consultation programme –								
	• Draft Framework								
	• Non-user postal survey								
	• Mobile library users								
	• New City Library / Edgar Street grid								
	Prepare draft Service Standards / Customer Promises	X	X	X	X	X	X	X	X
	Review mobile library provision and commence procurement of new vehicles	X				X	X		X
	Prepare marketing strategy	X	X	X	X	X	X	X	X
	Further increase in opening hours linked to review of current service delivery points	X	X	X	X		X	X	X
	Increase spend on media	X	X			X	X	X	
	Improve transport / courier service	X	X	X	X	X	X		
2004/2005	Monitor and evaluate impact of 2003/4 developments – eg restructure, new Bromyard	X	X	X	X	X	X	X	X
	Launch modernised vehicle-delivered services – using new vehicles, delivery models and timetables	X	X	X	X	X	X	X	X
	Pilot new delivery methods in partnership	X	X	X	X	X	X	X	X
	Fully implement CSLI Staff Training and Development programme	X	X	X	X	X	X	X	
	Deploy branding across whole service and monitor impact	X	X	X	X	X	X		X
	Assess budget and service implications of performance against Public Library Standards								
	Launch new Service Standards	X	X	X	X	X			X
	Develop county-wide user forums	X	X	X	X	X			X

ACTION PLAN		Impact on Customers				Impact on Improving Services			
Timescale	Actions	Excluded	Young People	Readers	Learners	Quality	Access	Resources	Profile
2004/2005 cont.	Consultation programme – <ul style="list-style-type: none"> • Opening hour patterns • New Bromyard users • Books, media and magazines provision • Lapsed users Set-up new team to focus on excluded groups and individuals (eg housebound, homes, hospitals)	X	X	X	X	X	X		X
	Improved web services	X	X	X	X	X	X	X	X
	Use consultation results to inform service planning, stock management, marketing strategy	X	X	X	X	X	X	X	X
	Potential new developments – Kington, Ross, City Library	X	X	X	X	X	X	X	X
	Develop and implement new stock policy and standards	X	X	X	X	X	X	X	X
	Continued integration of Library and INFO staffing and services	X	X	X	X	X	X	X	X
2005/2006	Monitor and evaluate impact of 2004/5 developments – eg vehicle-delivered services, Service Standards, branding, new delivery methods	X	X	X	X	X	X	X	X
	Use consultation results to inform opening hour patterns, service planning, stock management, marketing strategy, staffing	X	X	X	X	X	X	X	X
	Consultation programme – <ul style="list-style-type: none"> • New service users • Partners Potential new developments – Ledbury	X	X	X	X	X	X	X	X
	Evaluate and mainstream pilot services where appropriate	X	X	X	X	X	X	X	X

APPENDIX THREE - PROPOSED CONSULTATION PLAN

'Turning the Page – a Strategic Framework for public libraries in Herefordshire 2004 – 2010'

Timescale

Consultation period August to October; revised framework completed November; implemented once approved.

Methodology

Draft to Cabinet Member
Distribute consultation version of draft framework inviting comments – 12 / 16 page printed document.
Head of Customer Services and Libraries together with Libraries Operations Manager to brief key stakeholders
Libraries Operations Manager to attend stakeholder meetings / events where appropriate
Consultation document available on website and displayed in libraries

Consultees

Elected Members (Cabinet and Scrutiny)
Parish / Town Councils
Herefordshire Partnership
Directors, Heads of Service and appropriate service teams / officers
Library staff
Library users – groups and individuals
Existing partners
Schools
Colleges
Voluntary sector
Health providers
Regional agencies – eg Museums, Libraries and Archives – West Midlands; LSC
Development agencies – eg Sure Start; Rural Regeneration Zone
Umbrella organisations – eg Early Years Childcare and Development Partnership
Community groups – geographical and interest eg disability

PROGRESS REPORT ON THE IMPLEMENTATION OF IMPROVEMENT PLANS FOR ECONOMIC INVESTMENT AND DEVELOPMENT AND LOCAL DEVELOPMENT SERVICES AND TOURISM

Report By: Director of Policy and Community

Wards Affected

County-wide

Purpose

1. To advise Members on progress in implementing the Best Value Improvement Plans for Economic Investment and Development and Local Development Services and Tourism.

Financial Implications

2. There are no direct financial implications in this report identified at this stage.

Considerations

3. Members received reports on the Best Value Improvement Plans for the Economic Investment and Development and Local Development Services on 14th March 2002. It was agreed that there would be regular progress reports on the implementation of the Improvement Plans.
4. Members will be aware of the requirement to regularly report on progress to the achievement of each of the Best Value Review Improvement Plans. Improvements are therefore set out in Appendices 1 and 2 and 3 together with the agreed actions, a target date for completion and the progress made to date. Given the new makeup of the Committee this update reports on all actions achieved since production of the plans and ongoing actions. Future updates will concentrate only on actions achieved or progressed during the reporting period.
5. Notice is drawn to the key actions required by each of the three services over the forthcoming year namely:

Local Development Service

- Commencement of Council wide Best Value Review of Support to the Voluntary Sector

Economic Investment and Development Service

- Investigation of potential to outsource of service

Tourism Service

- Addressing issues of sustainable funding for the Tourism Enterprise Programme

- Consolidation of future marketing
- Resource management of the Tourist Information Centres

RECOMMENDATION

- THAT (a) Members note the progress made to date in implementing the Best Value Improvement Plans for Local Development, Economic Investment and Development and Tourism**
- (b) Members note the key actions to be addressed in the coming twelve months.**

BACKGROUND PAPERS

- None

ECONOMIC INVESTMENT AND DEVELOPMENT TEAM: BEST VALUE IMPROVEMENT PLAN PROGRESS REPORT

Business Planning and Performance Management

High priority	Action	Officer responsible	Date for completion	Progress to Date
	<ul style="list-style-type: none"> Produce Annual Business Plans for continuous improvement within the Business Excellence Model Framework incorporating the new Best Value performance indicators and an annual action plan aimed at achieving the performance targets and economic development priorities for the Council within the Herefordshire Plan. 	Adrian Marshall	Annually on 31 st March.	Business Plan produced for 2003/04. Draft Business Plan for 2004/05 will be produced by December 2003.
	<ul style="list-style-type: none"> Produce an annual progress report for the Cabinet member for Economic Development, the Economic Development Programme Panel and the Social and Economic Monitoring Committee on the contribution of the Economic Investment and Development Team to the Herefordshire Plan and achievement of performance indicators. 	Adrian Marshall	31/03/02 and up to 31/03/07	Progress report produced for 2002/03.
	<ul style="list-style-type: none"> Undertake an annual prioritisation day with the Cabinet member for Economic Development and the Programme Panel on the Council's priorities for Economic Development within the Herefordshire Plan as recommended through the IDEA review. 	Geoff Hughes	Undertaken in December 2001 and annually thereafter.	A special meeting of the Economic Development Programme Panel with the Business, Economic Development and Tourism Ambition Group, open to all Members was held in December 2001. The Council's contributions to this Ambition of the Herefordshire Plan were prioritised and emerging priorities built into appropriate Council business plans.
	<ul style="list-style-type: none"> Produce an Annual Economic Development Prospectus based on the outcome of the prioritisation exercise as recommended by the IDEA. 	Geoff Hughes	31/04/02 and annually thereafter	
	<ul style="list-style-type: none"> Review the staffing structure of the Economic Investment and Development Team to reflect the service priorities. 	Adrian Marshall	31/06/02	COMPLETED

Economic Investment and Development Team: Best Value Improvement Plan Progress Report, August 2003

<ul style="list-style-type: none"> • Make recommendations to the Cabinet member for Community and Economic Development. • Any restructuring will be cost neutral and include redirection to service priorities of the efficiency savings as a result of the review of contributions and service level agreements. 		
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Medium priority			
Action	Officer responsible	Date for completion	Progress to date
<ul style="list-style-type: none"> • Undertake six monthly team away days to review the progress of the annual business plan and the Best Value Improvement Plan. 	Adrian Marshall	On-going	Team away days undertaken on 2 nd October 2002 and 7 th April 2003.
<ul style="list-style-type: none"> • Undertake annual customer, stakeholder and staff satisfaction surveys and bench marking exercises to ensure continuous improvement within the business planning process 	Adrian Marshall	31/05/02 and annually thereafter	Customer and stakeholder surveys for 2002/03 undertaken. IDEA Beacon Council economic development bench marking event attended. Property information benchmarking undertaken with Telford Development Agency. Property information forum with other authorities attended on 28 th November 2002. Surveys for 2003/04 yet to be undertaken.
<ul style="list-style-type: none"> • Undertake quarterly joint team meetings with the Local Development and Policy and Commissioning Teams Division to encourage Divisional integration 	Val Pike to organise	31/03/03 and annually thereafter	Individual Team members now attending other Team meetings as observers.

Low priority			
Action	Officer responsible	Date for completion	Progress to Date
<ul style="list-style-type: none"> • Consider delivering the service through a local authority company and market test through an external provider. 	Adrian Marshall	31/03/04	Work to commence in September 2003.

Economic Investment and Development Team: Best Value Improvement Plan Progress Report, August 2003

Planning and Property Services

High priority Action	Officer responsible	Date for completion	Progress to Date
<ul style="list-style-type: none"> Establish a fast-track planning process in partnership with Planning Services for dealing with major employment creating planning applications as recommended through the IDEA review. 	Geoff Hughes	31/03/03	The Council has established a forum to deal with major planning applications. The Team is represented on this forum.
<ul style="list-style-type: none"> Develop a three-year service level agreement with annual review with the Council's Property Services Department to clarify roles and responsibilities with regard to the development, management and marketing of the Council's industrial and commercial property. 	Adrian Marshall	31/03/03 and renewed annually thereafter	Draft agreement produced and circulated in September 2002. Yet to be formalised with Property Services.
<ul style="list-style-type: none"> Establish 95% Occupancy of council owned industrial and commercial property as a joint performance indicator with the Council's Property Services department. 	Adrian Marshall	No longer applicable	As responsibility for industrial and commercial property has transferred to Property Services. This is no longer used as a performance indicator for the Team.
<ul style="list-style-type: none"> Separate the Council's expenditure on Economic and Community Development from the rental income derived from industrial and commercial premises. 	Jane Jones	31/03/03	COMPLETED

Medium priority	Officer responsible	Date for completion	Progress to Date
<ul style="list-style-type: none"> Clarify the relationship between the Community and Economic Development Division and the Planning Department by establishing a code of practice for dealing with economic development proposals and commenting on planning applications. 	Geoff Hughes	31/03/03	COMPLETED. Comments only made on significant applications.
<ul style="list-style-type: none"> Introduce an exit survey for tenants leaving Council owned industrial and commercial premises. 	Adrian Marshall	31/06/02	COMPLETED. Exit survey produced and in use.

Economic Investment and Development Team: Best Value Improvement Plan Progress Report, August 2003

Promotion/Profile of the Service

High priority Action	Officer responsible	Date for completion	Progress to Date
<ul style="list-style-type: none"> The title of the Team was changed from 'Business Development' to 'Economic Investment and Development' in 2001 following customer and stakeholder feedback as part of the Best Value Review 	Adrian Marshall	N/A	COMPLETED
<ul style="list-style-type: none"> Develop and implement an annual promotional action plan to raise the profile of the Team and market its services to customers (businesses and investors) and stakeholders 	Ben Albright	30/09/02 for action plan	Annual promotional action plan produced and implemented.
<ul style="list-style-type: none"> A promotion/marketing specialist may need to be employed/recruited to undertake this, as there is limited staff time and expertise in the Team to devote to this. 			

Medium priority

Action	Officer responsible	Date for completion	Progress to date
<ul style="list-style-type: none"> Prepare twice yearly business newsletters about the activities of the Team County wide and focussed on the Rotherwas Industrial Estate where significant activity is taking place. <p>First Rotherwas newsletter has been produced, countywide newsletter under production.</p>	Adrian Marshall	On-going through duration of improvement plan	Fourth Rotherwas newsletter produced in August 2003. Herefordshire wide newsletter produced and circulated in early 2003.

Economic Investment and Development Team: Best Value Improvement Plan Progress Report, August 2003

Enquiry Handling/ICT

High priority Action	Officer responsible	Date for completion	Progress to date
<ul style="list-style-type: none"> Property Information Officer recruited. Property enquiry service and marketing improved following successful bid for funding from Advantage West Midlands in 2001. Officer contract extended up to 31 March 2004. 	Ben Albright	Review in 2003/2004	COMPLETED. Successful bid for further funding from Advantage West Midlands up to March 2004 completed.
<ul style="list-style-type: none"> Undertake a bid to DEFRA for funding for the recruitment of an agricultural adviser to promote enterprise development within the England Rural Development Programme. 	Clare Wichbold	31/06/02	Discussions between Herefordshire Partnership with NFU regarding support for agricultural facilitator in the county funded by AWM rather than by DEFRA. Feedback on preliminary talks between AWM and NFU resulted in this not being progressed.

Medium priority

Action	Officer responsible	Date for completion	Progress to date
<ul style="list-style-type: none"> Develop and implement an action plan for the delivery of the service over the Internet. If a promotion/marketing specialist is employed. They will be expected to lead on this and web site development. 	Adrian Marshall	31/09/2003	An action plan has been developed and is being implemented. Delivery of the service through the e-gateway is being taken forward.

Contributions/Service Level agreements

High priority Action	Officer responsible	Date for completion	Progress to date
<ul style="list-style-type: none"> Contributions of the service areas to the priorities 	Adrian	31/03/02,	Contributions for 2003/04 were reviewed as part

Economic Investment and Development Team: Best Value Improvement Plan Progress Report, August 2003

<p>within the Herefordshire Plan should be reviewed within the 2002/2003 budgetary processes with a view to pulling out of some activities if they are not contributing significantly to the service priorities for the delivery of the Plan.</p> <ul style="list-style-type: none"> In 2002/03 contributions to Youth Enterprise, the Flavours of Herefordshire awards scheme and Advantage West Midlands for inward investment services will not be required. This will result in efficiency savings of around £24,000 that it is proposed will be redirected to delivering service priorities. Undertake a review of the Business Start-up Grant Scheme to prioritise the targeting of resources. 	<p>Marshall</p>	<p>then on an annual basis.</p>	<p>of the budgetary process.</p>
<ul style="list-style-type: none"> Undertake a review of the Business Start-up Grant Scheme to prioritise the targeting of resources. 	<p>Val Pike</p>	<p>31/04/02</p>	<p>COMPLETED. Review undertaken. Resources now targeted towards the long-term unemployed and those on New deal.</p>

Medium priority			
Action	Officer responsible	Date for completion	Progress to date
<ul style="list-style-type: none"> Co-ordinate the property finding and land and workspace development services with the work of the Business Link property development adviser and the rural property database. 	<p>Adrian Marshall</p>	<p>31/05/02 On-going</p>	<p>COMPLETED. Meeting undertaken with Business Link property development adviser. Rural property database no longer functioning.</p>
<ul style="list-style-type: none"> Through the Herefordshire Business Economic and Tourism Ambition Group establish support for and undertake an annual Investors Forums in Hereford and the market towns. 	<p>Adrian Marshall</p>	<p>31/03/03</p>	<p>Business Link is currently appointing an Investor Development Co-ordinator. It is proposed he/she will establish an Investors Forum.</p>

GENERIC BUSINESS IMPROVEMENTS

1)Service Users					
Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date	
1.1 Need to identify all our current users	1.1.1 Develop and maintain a system that records service users.	Commence development April 2002.	Pilot system by Dec 2002 Set baseline user numbers by March 2003 Show 5% increase by March 05 ONGOING	System for tracking users developed – ready for piloting from 1 st May We recorded 274 contacts during the 2 weeks we monitored all customers in 2002/2003. We have collected this data again for the period 30/06/03 to 04/07/03 and are also collating a database of customers and users by consolidating mail merge lists and database lists from across the team.	
1.2 Need to Identify if other people would use our service if they knew about us	1.2.1 Use User Recording system to identify gaps (either geographic or community of interest) and develop plan to address those gaps (link in with 2.2)	Commence by April 2002	Identify gaps by December 2003. Develop Plan and implement by April 2004 Link to Publicity Plan ONGOING	Have commenced this work by trying to identify profile of current users by including additional questions in the annual customer satisfaction survey Will be using the new customer database to help identify gaps.	
1.3 Investigate ways to publicise the services provided by the Local Development Team	1.3.1 Development and implementation of a publicity strategy	Commence June 2003	Publicity strategy adopted by December 2003 ONGOING	Brief information has already been added to all correspondence templates - including, e-mail. Local Development Team pages added to Intranet and web site Website 'hits' are now tracked by page. Customer list will help identify those customers we're not reaching, which will help with the developing of a strategy.	

LOCAL DEVELOPMENT TEAM: BEST VALUE REVIEW

1.4 Development of formal strategies for involving our users	1.4.1 Consult with known & potential users and develop a strategy (or strategies) as appropriate	Commence April 2002	Adoption of an agreed User Involvement Strategy by April 2003 ACTION REQ'D	Currently investigating other services user strategies No further progress to report.
1.5 Providing feedback on projects and activities to users	1.5.1 Adoption and implementation of agreed procedure for providing feedback	Commence development of procedures January 2003	Procedures adopted and implemented December 2004 ACTION REQ'D	As above
1.6 Evaluation of customer satisfaction	1.6.1 Using Jan 01 results as baseline, carry out annual survey of organisations/ individuals who have used the service over the past 12 months	Annually commencing 2002	Surveys sent out April each year Data by June each year ONGOING	Consultation process completed – analysis currently underway 2002/3 – Cust Satisfaction = 91% 2003/2004 survey being undertaken in July 03, with analysis beginning at the end of August 2003.
2) Equal Opportunities				
Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
2.1 Need to Improve accessibility	2.1.1 Conduct a survey of users and potential users to establish how and when they wish to access the services (Link in with 1.2).	Commence by April 2002	Identify gaps by December 2003. Develop Plan and implement by Dec 2004 Link to Publicity Plan ONGOING	As at 1.6.1 Asked users how they thought we could improve accessibility. Analysis currently underway. More PR needed. See 1.6 and 1.3
	2.1.2 Participate in Councils e-government activity	Commence March 2002	Definition of services that can be delivered electronically by Sept 2002 ACHIEVED	PJ attended Managers Forum Briefing to receive instruction on e-govt compliance. Web pages updated December 2002, and tracking of 'hits' underway. 24 Information Leaflets online. 16 Application Forms online.

LOCAL DEVELOPMENT TEAM: BEST VALUE REVIEW

2.1 Need to Improve accessibility	2.1.3 Put all Local Development forms on a dedicated public folder (for access at all Council offices)	Within 12 months	ACHIEVED	40 documents available on the Council's Intranet system
	2.1.4 Monitor pilot of Flexible Working to establish improvements in access	Commence arrangements April 2002	Evaluation of pilot by Mar 2003 ACTION REQ'D	Consultation with staff by Director carried out. <u>Lack of flexible working space and inspection by CPA has hindered any progress with this</u>
	2.1.5 Ensure compliance with phone diversion guidelines & make sure phones answered in uniform manner	Commence March 2002	All staff trained by Sept 02 Incorporate training into LDT induction Monitoring commenced Sept 2002 ACHIEVED	Guidance given to all staff. Reinforced at team meeting. Also provided as part of Team Induction. Council target = to answer phone within 5 rings (15 seconds). Since monitoring began in April 2002, the team average is 7 seconds. Monitoring period 10 th June to 18 th July – of the 14 staff monitored 100% answered as per guidelines.
2.2 Need to collect statistics on users by ethnicity, disability, gender or age	2.1.6 Install answer phones or voicemail system	Commence June 2002	All phones to be divertible or have voice recording systems in place by Nov 2002 ACHIEVED	All phones compliant
	2.1.7 Develop Local Development page of Council Web site – to include information on services provided, grant criteria and application forms etc.	Within 24 months	Web page developed by Mar 2004 ACHIEVED Identify baseline hit rate by Mar 2005 ONGOING	Web pages updated December 2002, and tracking of 'hits' underway. 24 Information Leaflets online. 16 Application Forms online.
	2.2.1 Inclusion of additional question on application forms and annual survey questionnaires to enable statistic gathering.	Annually	Identify baseline data ONGOING	Equal Ops form to be included with Customer Satisfaction Survey being issued July 2003

LOCAL DEVELOPMENT TEAM: BEST VALUE REVIEW

	2.2.2 Development of system to collate statistical information	By December 2003	System in place	Trial system developed – analysis underway
2.3. Need to use the statistics to improve the service	2.3.1 Carry out Annual Stats Analysis and make appropriate improvements e.g. simplify application forms	Annually from December 2003	Analysis to be included in development of annual business plan ONGOING	Analysis will begin after 2003 Customer Satisfaction Survey forms and attached user statistic form have been returned.
2.4. All officers need to carry out Customer Care Training	2.4.1 Individual SRD training plans to include target for carrying out training	Commence April 2002 after which include in Team's induction training	All staff trained within 12 months of commencing with Team ONGOING	As at 06/08/03 17 staff attended Customer Care 17 staff attended Health & Safety 27/06/03 – Neville Meredith attended team meeting to discuss some Equal Ops issues.
2.5 All officers to attend Disability Awareness Training	2.5.1 Individual SRD training plans to include target for carrying out training		ACTION REQ'D (RE Eq Ops 7 DDA)	
2.6 All officers need to attend Equal Opps. training	2.6.1 Individual SRD training plans to include target for carrying out training			
2.7 All officers need to attend Health and Safety training	2.7.1 Individual SRD training plans to include target for carrying out training			

LOCAL DEVELOPMENT TEAM: BEST VALUE REVIEW

<p>2.8 Awareness of Equal Opps. needs to be monitored</p>	<p>2.8.1 Equal opps. monitoring to be regular item on team meeting agenda. Monitor level of complaints/ comments</p>	<p>Ongoing</p>	<p>Review training requirements annually as part of SRD process</p> <p>ONGOING</p>	<p>Personnel advice sought – awaiting result</p> <p><u>Equal opps is included in induction and recruitment and selection training so can we sort a % figure for those trained from that.</u></p> <p>Induction Info provided by Castle Green as follows:- Lyn Bright – 2001 Dianne Neale = 03/12/02 David Guy 03/09/02 Dawn Turner = 08/06/00 Sara Burch = 04/02/03 Roger Payne = 11/03/03 Nick Webster = 14/12/00 Karen Pigrem = 20/05/02 No other data is held for the other staff. = 42%</p>
<p>2.9 The provision of information in Braille, large print, on audio tape or</p>	<p>2.9.1 Revise stationery to advise that this information is available on request.</p>	<p>Target completion June 2002</p>	<p>All forms complying by June 2002</p> <p>ACHIEVED</p>	<p>All forms compliant - provides advice on whats available to meet individual needs.</p>

LOCAL DEVELOPMENT TEAM: BEST VALUE REVIEW

<p>on audio tape or other languages</p>	<p>2.9.2 Make provision in budget for provision of information in different formats and the use of the translation service (for documents and telephone/face to face enquiries).</p>	<p>ACHIEVED</p>	<p>Costings identified – provision made in 2002/2003 budgets Local Development – 21/06/02 Leo SRB – 30/06/02 South Wye SRB – 02/07/02</p>	
<p>3) Assets and Resources</p>				
<p>Area for improvement</p> <p>3.1 Take account of environmental issues when purchasing goods</p> <p>3.2 Incorporate a fair trade policy</p>	<p>Action to be taken</p> <p>3.1.1 Draft guidelines for all staff to adopt GEM guidelines .</p> <p>3.2.1 Implement Council guidelines on Fair Trade Purchasing policy when adopted by Council</p>	<p>Timetable</p> <p>Completion by March 2004</p> <p>Subject to Council's adoption of policy</p>	<p>Key Milestones</p> <p>Guidelines in place. ONGOING Staff training completed May 2004. ACTION REQ'D ACTION REQ'D</p>	<p>Progress to date</p> <p>PJ attended GEM training course on 25th April 2002</p>

4) Human Resource Information

Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date												
4.1 Need policies for encouraging the staff to become involved in the community	4.1.1 Implement Council policy when adopted	Subject to Council's adoption of policy	ACHIEVED	Dorothy Coleman assisted Young Enterprise scheme.												
4.2 Cross Directorate working	4.2.1 Participate in or initiate Cross-Directorate Working Groups where appropriate.	Ongoing	ONGOING	Level of cross directorate working being monitored As at 22/07/03 (since May 2002) Annie – 2 mtgs Dawn – 2 mtgs Dorothy = 8 mtgs Glyn = 9 mtgs Hannah = 10 mtgs Lyn = 1 mtg Nina = 45 mtgs Sara = 1 mtg Simon = 11 mtg Wayne = 1 mtg												
4.3 Training Funds	4.3.1 Assess need for external training provision (via SRD process) and seek funding sources to accommodate any needs identified	Annually	Information from SRD's to be fed into budget process ACHIEVED	Commenced through SRD process Budget provided annually for external training needs. <table border="1"> <thead> <tr> <th>Year</th> <th>Budget</th> <th>Actual Expenditure</th> </tr> </thead> <tbody> <tr> <td>2001/2</td> <td>£1,000</td> <td>£584.00</td> </tr> <tr> <td>2002/3</td> <td>£1,500</td> <td>£332.50</td> </tr> <tr> <td>2003/4</td> <td>£1,530</td> <td></td> </tr> </tbody> </table>	Year	Budget	Actual Expenditure	2001/2	£1,000	£584.00	2002/3	£1,500	£332.50	2003/4	£1,530	
Year	Budget	Actual Expenditure														
2001/2	£1,000	£584.00														
2002/3	£1,500	£332.50														
2003/4	£1,530															
4.5 Management Support	4.5.1 Together with staff, senior management and Cabinet Member agree prioritisation of workloads.	Annually	Prioritisation on workload to be reflected in annual Business Plan ACHIEVED	Commenced through SRD process												

LOCAL DEVELOPMENT TEAM: BEST VALUE REVIEW

	<p>4.5.2 To provide additional management support introduce a calendar of service specific meetings with staff</p> <p>4.5.3 Investigate with the team, models of restructuring the team that could afford improved management support.</p>	<p>Quarterly</p> <p>Commence August 2002</p>	<p>Calendar of meetings in place</p> <p>ACHIEVED</p> <p>Findings of investigation implemented by April 2003</p> <p>ACHIEVED</p>	<p>Timetable of Service specific meetings arranged and ongoing</p> <p>All staff, Head of Service, Director, Personnel and Cabinet Member consulted. New structure agreed and implemented on 1st June 2002.</p>
<p>4.6 Need to carry out annual staff, customer and stakeholder satisfaction surveys</p>	<p>4.6.1 Liaise with other sections within the division to ensure co-ordination. Conduct annual surveys, analyse results and identify potential areas for improvement. Build improvements into annual business plan</p>	<p>Annually</p>	<p>Surveys completed.</p> <p>Findings built into Business Plan</p> <p>ONGOING</p>	<p>Customer Satisfaction Survey 2002 = June 2003 = July / August</p> <p>Stakeholder Survey 2002 = not undertaken</p> <p>Staff Satisfaction Survey 2002 = authority wide survey in August.</p>

5) Performance Information					
Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date	
5.1 No national performance indicators - need to develop meaningful Local Performance Indicators	5.1.1 Agree Local Performance Indicators for each of the services to feed into the Business Plan	Commence April 2002	Identify baseline by Sept 2002 ONGOING	Local Performance Indicators developed and included in the Team Business Plan	
	5.1.2 Review Local Performance Indicators on annual basis to ensure relevance	Annually	Annual review as part of business planning process ONGOING		
5.2 Need to put systems in place that will permit accurate comparison with other authorities/ organisations	5.2.1 Provide agreed Local Performance indicators to Bench Mark Club authorities.	Provide by Oct 2002	ACHIEVED	Local Performance Indicators passed to Bench mark Club Authorities on 06/11/02	
	5.2.2 Ensure completion of the service area timesheet to enable accurate costings of services to be carried out.	Monthly	Creation of a service area timesheet by July 2002 ACHIEVED	Timesheets introduced May 2002 (with some being backdated to April 2002). 19 staff completing sheets, although not all on a regular basis yet.	
5.3 Need to set measurable service targets	5.3.1 Develop measurable targets for each service area for inclusion in team's annual business plan	Agreed by Oct 2002	Annually ONGOING	Created and included in the Team's business plan	

SERVICE SPECIFIC IMPROVEMENTS					
6) Parish Council Liaison					
Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date	
6.1 Examine whether more time should be assigned to the service.	6.1.1 Monitor hours spent via service time sheets. Monitor level of enquiries to establish whether more time should be assigned to this role	Commence April 2002	Provide report to Scrutiny Cttee by March 2003 ONGOING	Monitoring of calls commenced. Re-allocation of some duties agreed through SRD process.	
6.2 Introduction of Best Practice improvements	6.2.1 Establish what information other authorities provide.	Commence April 2002	Establish baseline information by Oct 2002 ONGOING	Enquiries commenced	
	6.2.2 Carry out survey to establish what information Parish Councils would find beneficial	Annually	ONGOING	Questionnaire due to be issued in Nov/Dec 2003	
	6.2.3 Together with the IT section explore the benefits of introducing a Parish Council section on the Council Web Site	Commence Dec 2002	Live by May 2003 ONGOING	Mtg held with IT on 14/04/03. Advised to wait until E-Gateway established by HIT Programme, before commencing.	
7) Voluntary Sector Liaison					
Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date	
7.1 Need to examine the potential for merging and/or relocating the Voluntary Sector Liaison function	7.1.1 Identify options, relative merits and cost implications and make recommendation	Commence April 2003	Implement recommendations by April 2004 ACTION REQ'D	<u>Annie can you provide any words?</u> No further information available	

LOCAL DEVELOPMENT TEAM: BEST VALUE REVIEW

7.2 Need to Review positioning of CAB Service Level Agreement	7.2.1 Explore how the Local Development Team and Info in Herefordshire's Service Level Agreements with CAB can best be managed	Implement recommendations by April 2004 ACTION REQ'D	Commence April 2003 ACTION REQ'D	Progress to date
7.3 Voluntary Sector Review	7.3.1 Re-examine the Service Level Agreements as part of the wider ranging Voluntary Sector Review 7.3.2 Refine the Improvement Plan in light of the outcome of the Voluntary Sector Review	See 8.2 below ACTION REQ'D		
8) Community Development				
Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
8.1 Need to explore where the Community Development Function Best Fits	8.1.1 Investigate options.	Commence April 2003	Recommendations March 2004 ACTION REQ'D	
8.2 Need to review Service Level Agreements with the Strategic Organisations	8.2.1 Implement recommendations of Voluntary Sector Review	Review underway	Review completed by October 2002 ACTION REQ'D	Review underway – Annie we could do with some words here please No further information available
9) CCTV				
Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
9.1 Community Safety Partnership role	9.1.1 Enter into discussions with the community Safety Partnership to consider their role in the future management of the service	Already underway	Agreement reached by October 2002 ACHIEVED	With effect from 1 st April 2002 responsibility for contract transferred to Property Services, work on slave control room underway. Budget for dedicated monitoring staff in place to enable proactive monitoring.

9.2 Explore alternative delivery	9.2.1 Investigate the option for In-house or Voluntary Competitive Tendering for the service	Subject to above	Subject to 9.1 ACHIEVED	<u>Recommendations passed to Directorate Support Manager who now has responsibility for this service</u>
9.3 Comprehensive Town/City coverage	9.3.1 Investigate the possibilities that modern technology offers particularly to assess the viability of CCTV coverage in Bromyard and Kington and linking Ledbury to the Control Room.	Subject to above	Subject to 9.1 ACHIEVED	Investigations re: new technology opportunities already underway between contractor and property services
10) Town and City and Regeneration				
Area for improvement	Action to be taken	Timetable	Key Milestones	Performance Measure
10.1 Effectiveness of town/city management delivery arrangements	10.1.1 In consultation with local partnerships monitor the effectiveness of delivery arrangements for the service	Consult February 2004	Review of arrangements completed by May 2004 ACTION REQ'D	
10.2. Market Towns Initiative and new funding opportunities	10.2.1 In line with the Countryside Agency guidelines carry out comprehensive Town Health Checks in each of the market towns 10.2.2 Develop, secure funding for and implement Regeneration Action/ Implementation Plans for each of the market towns and the city	Complete Tier 1 and 2 health checks by June 2002 Kington already commenced Bromyard, Ledbury commenced Jun 2002 Leominster, Ross to commence by Jan 2003	Creation of 2 new town partnerships by Oct 2002 ONGOING Action plans approved. Funding secured ACHIEVED	All tier 1 and 2 health checks <u>covering 3 of the county's 5 market towns</u> completed draft reports and action plans published. <u>Health checks for the remaining 2 towns - Ross and Leominster due for completion in July 2003.</u> Implementation plan for Kington developed and applications for funding being appraised. Implementation plans for plans for Ledbury and Bromyard <u>complete</u> <u>Market Towns Initiative funding now secured for year 1 of Implementation plans for both Ledbury and Bromyard</u> Leominster & Ross on Wye to be awarded MTI funding, meaning all 5 Market Towns in the county supported this way – no other county in the region has achieved this.

11) Street Trading				
Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
11.1 Transfer the service from Local Development Team to Environment Directorate	11.1.1 In consultation with the Environment Directorate progress transfer of Street Trading Enforcement duties to Environment Directorate.	Consultation with Environment Directorate commenced Oct 2001	Transfer completed by 1 April 2002 ACHIEVED	Transfer of enforcement responsibilities took place on 29 th April.
	11.1.2 Investigate transferring Street Trading administration duties to Environment Directorate.		Transfer completed by March 2005 ACHIEVED	Agreed Date for transfer 1 st April 2003
12) Christmas Lights				
Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
12.1 Transfer service to the Environment Directorate	12.1.1 In consultation with the Environment Directorate progress transfer of the service to the Environment Directorate	Consultation with Environment Directorate commenced Oct 2001	Transfer completed by 1 April 2002 ACHIEVED	Transfer completed
13) Single Regeneration Budget Programmes				
Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
13.1 Adoption of best practice	13.1.1 Set up a schedule of regular cross SRB programme best practice meetings	First meeting May 2002	Hold bi-monthly meetings ONGOING	Calendar of meetings arranged – first 2 meetings have taken place. Next meeting scheduled for 16.10.02. Group has now decided to hold meetings quarterly. 2002 = 2 May, 10 th July, 16 th October 2003 = 16 th January, 8 th May,

LOCAL DEVELOPMENT TEAM: BEST VALUE REVIEW

13.2 Exit Strategies for SRB programmes	13.1.2 Develop information sheets on transferable best practice guidance e.g. appraisal panels, monitoring workshops 13.2.1 In partnership with the Leominster Regeneration Company Ltd, develop an exit strategy for the Leominster 'Back for the Brink Programme	Commence by March 2003	Guidance notes published ACTION REQ'D	<u>Have any of you done any policy guidance sheets. Nina I know you have a number of roles and responsibility guidelines can you list what is available</u> Advice given to Directors by company solicitors. Consultants have been commissioned by Leominster SRB Company to develop exit (succession) strategy. Strategy due for publication by WM Enterprise in July 2003. Advice given to Directors by company solicitors
	13.2.2 Investigate the incorporation of charitable aims in the memorandum and articles of the Leominster Regeneration Company Ltd (using the South Wye Model)	Simon Smith, Regeneration Co, and Anthony Collins Solicitors	Commenced Feb 2002 ACHIEVED	
13.2 Exit Strategies for SRB programmes	13.2.3 In partnership with the South Wye Regeneration Partnership Ltd, develop an exit strategy for the 'Wye We Can Make it Better' regeneration programme	Commence 2004	Strategy agreed by Sept 2005 ONGOING	Consultants have been being commissioned by South Wye SRB Company to carry out a mid-term evaluation survey and develop exit (succession) strategy

HEREFORDSHIRE TOURISM SERVICE
BEST VALUE REVIEW
IMPROVEMENT PLAN (UPDATED)

August 2003

Tourism Service – Best Value Improvement Plan Update August 2003

HEREFORDSHIRE TOURISM SERVICE
BEST VALUE REVIEW IMPROVEMENT PLAN 2001 - 2006

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
1. MANAGEMENT AND DELIVERY				
1.1 Carry out feasibility for repositioning the service within the Council.	Report detailing options for new structure to reflect opportunities for economies of scale/joint working within the service and to align with service delivery objectives	April 2002 COMPLETE	Not possible to determine at present. Will be resource implications if office relocation costs are entailed.	Directorate re-structure implemented October 2002. Tourism remains within Cultural Services
1.2 Consult partners on models for establishing a Herefordshire Tourism Management Group and on links to the Herefordshire Partnership Tourism Ambition Sub-Group	To call together partners to discuss the feasibility and framework of such a group, and to formalise the constitution if appropriate.	April 2002 COMPLETE	Staff time from existing resources, although the necessary implications for administering such a group would need to be calculated.	Tourism Co-ordination Group established with a first meeting in 28 th April 2003
1.3 Use Business Excellence Model to assess the service & deliver continuous improvement	Service assessment showing strengths & areas for improvement	April 2002 COMPLETE	Staff time from existing resources	Cultural and Community Liaison business plan following Business Excellence model.

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
<p>1.4 Carry out staffing restructure, including specifying new management structure/support and investigating reinstatement of full time Tourism Officer.</p>	<p>New staffing structure, improved focus on service delivery and serving user/stakeholder requirements</p>	<p>Dependent upon other external influences, including other Job evaluation, Best Value Reviews for Policy and Community and Economic Development. Availability of European funding is also a determinant. Resolve Tourism Officer post by December 2001. Staffing restructure complete April 2002.</p> <p>COMPLETE</p>	<p>Costs to be ascertained.</p>	<p>Principal Tourism Officer – in post Dec 02.</p> <p>Objective 2 - 2 new posts in place Nov 2002</p> <p>Permanent Tourism Assistant appointed.</p>
<p>1.5 Identify areas of the service suitable for contracting out and invite proposals.</p>	<p>To incorporate opportunities into Action Planning and Budget setting process.</p>	<p>Group Travel Trade Manual, August 2001 (now produced by external agency)</p> <p>Other Publications and activities throughout the year.</p> <p>ON-GOING</p>	<p>Product development activities and commissions to consultants tend to cost more, since existing staff costs are 'hidden' and already covered. However, there are activities where some of the additional costs can be recovered, as is the case with the Group Travel Trade Manual, whereby additional advertising revenue is generated.</p>	<p>Conference, business tourism, travel trade through APH with Obj 2 funding.</p> <p>Coach tours picked up by private sector.</p>

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
1.6 Review Tourism Unit Office location	Staff satisfaction. Reduced travel time and costs. To be reviewed as part of Council-wide exercise	June 2002 ON-GOING	Office relocation costs	2 team members relocated to Hereford, but has created a split team.
1.7 Develop office procedure manual which details response methods and customer service standards for all aspects of the tourism service.	Production of Office Manual	Commence July 2002, complete Autumn 2002, revised every 2 years. COMPLETE	Existing staff resources. TIC-specific procedures incorporated into Herefordshire TIC Review.	Part of corporate guidelines.
1.8 Review tourism performance indicators in conjunction with National Best Value Working Group	Establish performance indicators to measure performance against national standards.	Annually, questionnaires submitted March 31 st . NOT ACHIEVABLE	Existing staff resources.	No national indicators or tourism produced, therefore local indicators produced, outputs linked to external funding and related to the revision of the Cultural Strategy.
1.9 Participation in National Benchmarking/Baseline Data Exercise to include TIC benchmarking	Participation in questionnaires	September 2001 – new County model of Baseline Exercise. TIC benchmarking March 2002. Annual. ON-GOING / NEEDS RESOURCE	Ca. £200 for Local Authority Baseline Data exercise. Ca £2000 for TIC benchmarking. Additional funding required.	There is limited effective benchmarking. More beneficial would be mystery shopper exercise for the TICs but would cost in the region of £3,000.

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
<p>1.10 Review levels of administrative support for the Tourism Unit to include telephone cover.</p>	<p>Dedicated and knowledgeable responses staff. Personalised service. Improved response levels for users of the service.</p>	<p>Immediate - December 2001 COMPLETE</p>	<p>Additional funding required to replace European funding. Staffing restructure may permit some reallocation of existing administration resources. Purchase costs</p>	<p>Tourism assistant appointed Objective 2 Tourism Enterprise Assistant – in post Nov 2002 Increase admin support in support service. Answering machines purchased in July 2002.</p>
<p>1.11 Explore opportunities for introducing voicemail facility for Tourism Unit staff</p>	<p>Effective use of time. More efficient answerphone service. Assess costs and benefits.</p>	<p>April 2002 COMPLETE</p>		
<p>1.12 Review access to storage facilities for literature and display equipment - to allow regular access by staff and adequate, safe and dry conditions to store equipment.</p>	<p>Easy access storage facility</p>	<p>June 2002 ON-GOING</p>	<p>Lease or on-costs of storage facility</p>	<p>2 staff relocated next to store April 2002. Also, through EU funding have been able to store and distribute publications with a local private company, although that resource comes to an end in 2004.</p>
<p>1.13 Update Health and Safety risk assessment for all staff to include appraisal of manual handling risks.</p>	<p>Organise Manual Handling techniques course.</p>	<p>Autumn 2001 ON-GOING</p>	<p>Training costs and replacement staff to cover TIC attendance.</p>	<p>Report reviewed and implemented Dec 2001. However, needs updating of risk and training.</p>

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
<p>1.14 Review Herefordshire Council's Policy and Service Objectives of the TIC network.</p>	<p>Acknowledge priorities for development of TIC services in conjunction with Info in Herefordshire and other services.</p>	<p>August 2002 COMPLETE</p>	<p>Impact on TIC opening times, levels of service, compatibility with other services, level of retail focus etc. Roles of TIC's as an appropriate issue for the new Tourism Management Group to discuss.</p>	<p>TIC Review completed in August 2003. Plans to develop TIC with INFO in Bromyard Kington and Ledbury.</p>
<p>1.15 Review locations, Lease, running costs and management arrangements at TIC's</p>	<p>Ensure most cost effective arrangements</p>	<p>August 2002 ON GOING AND RESCOURSE REQUIRED</p>	<p>Existing staff resources, liaising with Property Services and Head of Service.</p>	<p>As above. Rents increased in Leominster and Ross-on-Wye with budget allocation increased to meet some of the costs. Hereford TIC rent likely to increase in 2003.</p>
<p>1.16 Review operational arrangements at Queenswood TIC in conjunction with the Countryside Service.</p>	<p>Assess potential for the TIC to extend months of opening and therefore service to the public.</p>	<p>September 2002 COMPLETE</p>	<p>To assess costs through the Review. Budget £9,000 for 2002/03.</p>	<p>Increased sales at the TIC enabled extended opening hours, now Easter to Christmas each year.</p>
<p>1.17 Review operational arrangements at Kington TIC to include costing for a Council-run TIC, and review of Council's grant contribution.</p>	<p>Assess potential for TIC to become networked and extend range of services and months of opening for the public.</p>	<p>September 2002 ON GOING</p>	<p>To assess costs through the Review.</p>	<p>Await outcome of Info in Herefordshire (Kington) Review.</p>

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
1.18 Devise programme of product awareness for all tourism staff, to include marketing packages and individual tourism businesses.	Well-informed staff	Programme established by April 2002. Opportunities ongoing. COMPLETE	Existing staff resources, training budget to be established.	Awareness raised at the Tourism Forums, through Tourism Matters, Open Evenings at the TICs and a staff familiarisation trip once a year.
1.19 Ongoing Customer Care training for all staff, particularly TIC/front line staff.	Improved customer care for users of the service.	Ongoing programme of training COMPLETE	Training budget to be established.	All new TIC staff undertake Welcome Host, Central Induction and Health & Safety.
1.20 Review TIC opening hours to provide consistency of service wherever possible. Review costs for extended opening to cover Sundays and Bank Holidays.	A consistent service.	August 2002 COMPLETE	Cost implications for all TICs. Need to consider local demand variations and customer expectations.	TIC Review. The TIC review will highlight the demands for each area and the staffing requirements.
1.21 Review costs for staffing TIC's with paid staff.	Cost/benefit Analysis as Appendix to TIC Review	August 2002. COMPLETE	Costs to be ascertained through the analysis	Additional resource for staffing enabled paid staff at Leominster and Bromyard, but still with some volunteer support.
1.22 Establish a Volunteer Investment Programme to formalise arrangement between Herefordshire Council and the Volunteers for training, health and safety and service standards.	Formal contract between volunteers and Herefordshire Council. Volunteer Investment Programme – Statement and Action Plan to be developed	December 2002 COMPLETE	Existing staff resources. Links with Herefordshire Council's Volunteer Policy.	TIC Review - to include volunteering guidelines.
1.23 Conduct Job Evaluation exercise on tourism staff to reduce disparity in salary scales, terms and conditions.	Completion of Council-wide Job Evaluation exercise	Autumn 2001 ON GOING	Reappraisal of staffing budget requirements to fit in with Council-wide salary structure.	Dependent on Job Evaluation.

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
<p>1.24 Review staffing levels at TICs, particularly at Leominster and Bromyard.</p>	<p>To provide at least one paid member of staff in each TIC at any point in time, and ensure a minimum of 2 staff on duty.</p>	<p>April 2003</p> <p>ON-GOING</p>	<p>Costs to be advised following Job Evaluation exercise.</p>	<p>As point 1.21 plus additional staff hours at Bromyard through joining the Info development. However, an on-going pressure for all the TICs to cover holiday and sick-leave.</p>
<p>1.25 All tourism staff to receive regular training sessions on Visitor Links.</p>	<p>4 Visitor Links training sessions per annum. Each staff member to attend at least 2 of the 4 sessions.</p>	<p>Training Programme to commence Autumn 2001</p> <p>COMPLETE</p>	<p>Existing staff resources. Delivery and therefore costs via HCT business unit?</p>	<p>On going training provided. TIC training on Visitor Links on a one-to-one-basis.</p>
<p>1.26 To review equipment requirements in TICs</p>	<p>Review equipment as part of TIC Review 2002</p>	<p>August 2002</p> <p>ON-GOING AND RESOURCE NEEDED</p>	<p>TBC</p>	<p>Secured grant from HETB to upgrade TIC IT equipment. However, on-going problem as equipment ages and no budget for replacements.</p>
<p>1.27 To install electronic stock-taking system in all TICs to monitor stock levels.</p>	<p>Time-saving, efficient and accurate method for recording stock, permitting year-round records to be obtained.</p>	<p>As replacements required. Complete by March 2006</p> <p>ON-GOING AND RESOURCE NEEDED</p>	<p>Significant cost, programme of upgrades taking into consideration depreciation costs, leases etc.</p>	<p>3 Systems have been identified but the cost is over and above what funds are available. All centres need to be put on to the system at the same time.</p>

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
2. RESOURCES/				
2.1 Submit Herefordshire Tourism Partnership Programme applications for external funding to support viability of Tourism Unit.	Submit Expressions of Interest and Full applications as required.	Application to Objective 2 by December 2001 Application to RDP by December 2001 COMPLETE	Tourism Promotions budget committed to the Partnership Programme with little flexibility	Objective 2 and funding secured October 2002. Funding ceases in March 2005 with possible extension.
2.2 Review Herefordshire Council contribution and role in the campaign surrounding the Herefordshire & Wye Valley Visitor Guide	To establish long term and exit strategies for the publication in conjunction with APH	January 2002 COMPLETE	Current commitment by Herefordshire Council is £25,000 per annum	Distribution of the guide supported as part of the Tourism Enterprise Programme, with a complete review of the guide in 2003 with APH remaining the lead partner.
2.3 To provide a budget for further investment into ICT development within the Tourism Service	ICT development plan with costings developed in conjunction with Visitor Links	Budget Allocation April 2002 ON GOING	Costs to be confirmed. Year 1 £7,500.	Funding secured through Foot and Mouth recovery and the Tourism Enterprise Programme. However need to address long term resourcing.
2.4 Establish budget for ongoing refurbishment of Herefordshire TICs.	Schedule of works for TIC's as Appendix to TIC Review	Autumn 2002 ON GOING	Increase budget allocation for TIC maintenance and refurbishment.	External funds secured, but an on-going issue.
2.5 To increase income targets for TICs and to permit TICs to reinvest additional income into TIC specific initiatives.	Set new income targets. Establish wish list of projects for achieving income levels.	March/April 2002 COMPLETE	Self-financing	Realign Trading Account to measure and monitor income to reinvest into TIC. However, difficult to monitor considering the seasonal nature of tourism.

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
2.6 To identify further opportunities for raising revenue in TICs to include retail, agency and display income	Opportunities to be identified as appendix to TIC Review	Autumn 2002 ON-GOING	Generation of additional funds will assist in underpinning operational costs. £18,000.	Refurbishment of Ross TIC in 2002 and Queenswood TIC in 2004. Increase sale of window space at suitable TICs.

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
3. CONSULTATION/ COMMUNICATION				
3.1 Conduct annual questionnaire to service users.	Questionnaire to 900 contacts, mailed with 'Tourism Matters' in October	Annual, commencing 2001 (exercise first conducted 2000) ON GOING	Mainly staff resources in processing questionnaire responses.	Annual occupancy survey. 2002 questionnaire linked to Tourism Strategy and 2003 questionnaire planned for November.
3.2 Promote improved inter-departmental contact with other Herefordshire Council services on tourism issues.	Tourism objectives promoted by other Council services. Topic of communication as a regular feature of staff meetings.	Immediate ON GOING	No cost implications.	Regular contact with PROW/Countryside / PR/Archaeology / Heritage / Arts. New publicity plan to be developed with Archives.
3.3 To organise an annual seminar/focus group for Council Members on tourism issues and forward planning	Members who feel well informed about the service.	First Focus Group completed by March 2002 ON GOING	Existing staff resources and nominal venue expenses.	Annual Spring and Autumn Tourism Forums. Tourism Seminar for officer and members planned for early 2004.
3.4 Team exercises for all tourism staff to aid communication/information exchange and contribution to action planning.	Tourism staff to feel confident and competent about their work. To permit staff to take ownership of the culture of change in the service and enable the service to be proactive and forward thinking.	Programme of team involvement to be established by April 2002. COMPLETE	No cost implications.	Annual Tourism Planning Day for staff; Cultural Services Staff Conference; Monthly Tourism Team Brief.

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
<p>3.5 To provide equal access to information and services for people with disabilities.</p>	<p>To investigate feasibility of installing the Loop system into TICs for people with hearing impairments. To investigate the production of visitor information in Braille and large print, liaising with Royal National College for the Blind, Hereford. All TIC staff to attend the 'Welcome All' Disability Awareness training. To incorporate Access information into all promotional material.</p>	<p>Incorporate into TIC Review, August 2002</p> <p style="text-align: center;">ON GOING</p>	<p>Highly desirable action but is onerous in terms of staff time – needs additional staff resources.</p>	<p>Access details for all entries in Attractions Leaflet.</p> <p>On-going access improvements in TICs, still an issue with Ross-on-Wye TIC.</p> <p>Autumn Forum 2002 and Spring Forum 2003 to provide information on DDA.</p> <p>Basic sign-language for TIC in December 2003.</p> <p>Disability Audits and workshop for private sector businesses paid through the Tourism Enterprise Programme.</p> <p>Large print publications available. All new staff attend Welcome All training.</p>
<p>3.6 Improve consultation with interest groups and external agencies, particularly local area Tourism Associations.</p>	<p>Maintain regular attendance at Tourism Association meetings. Involvement in Focus Groups</p>	<p>Ongoing</p> <p style="text-align: center;">COMPLETE</p>	<p>Highly desirable action but is onerous in terms of staff time – needs additional staff resources</p>	<p>Wide representation on the Tourism Co-ordination Group. Plus questionnaires (see point 3.1)</p>

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
3.7 To provide a 'Who's Who' contact list of Tourism staff, detailing areas of responsibility, to facilitate communication links.	List/Fact Sheet produced	December 2001 ON GOING	Existing staff time.	Completed but needs constant updating, including on web site.
4. PARTNERSHIP WORKING				
4.1 (See 1.2 above – Herefordshire Tourism (Management Group))				See 1.2 and 3.6.
4.2 Develop regular links with cross-border destinations (Shropshire, Gloucestershire, Worcestershire, Powys, Monmouthshire) to action matters of joint activity and funding opportunities.	2 Meetings per annum	First meeting held by March 2002 COMPLETE	Existing Staff resources	Attendance at regional meetings and closer working with Shropshire and Worcestershire.
4.3 Renew links with Town Centre Managers/Forums to develop town centre promotions.	TCM attendance at Tourism Team meetings	Monthly, from September 2001 COMPLETE	None	Regular meetings did not prove that effective so regular contact and feed into the Market Towns Plans.
4.4 Improve links with 'Info in Herefordshire' to provide information to users on the service.	Joined up information services. Hold Annual 'Information Providers' meeting (first and only meeting was held by tourism unit in 1998).	Annual Meeting – commence Spring 2002 ON GOING	No costs involved. Staff time only.	In place partnership in Bromyard, and proposed joint sites in Ledbury and Kington.

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
<p>4.5 Maintain partnership interest in tourism training delivery to meet local needs and focus funding.</p>	<p>To respond to local training needs and be in a position to actively promotion careers in the industry</p>	<p>Incorporate training commitment into funding applications, commencing Autumn 2001 and ongoing to 2006 COMPLETE</p>	<p>Establish Tourism Training budget.</p>	<p>Part of Tourism Enterprise Programme, with closer links to other agencies delivering training.</p>
<p>4.6 Establish a Service Level Agreement with the Heart of England Tourist Board in recognition of membership services delivered to Herefordshire Council.</p>	<p>Service Level Agreement</p>	<p>April 2002 ON GOING</p>	<p>None. Continue membership of HETB</p>	<p>Unclear of the future of HETB as a regional tourism agency. Await Regional Tourism Strategy.</p>

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
5. STRATEGY AND POLICY				
5.1 Following on from outcome of the Best Value Review to devise Action Plan to accompany the Herefordshire Sustainable Tourism Strategy	To have a working document to assist in prioritising service activities and assist in action planning and identifying funding.	September 2002 COMPLETE	Staff resources.	Action Plan included in Tourism Strategy – to be launched Dec 2002.
5.2 To promote the inclusion of tourism strategy/policy objectives across other Council and external agency documentation.	Strengthen and crystallise Herefordshire Council's position on tourism policy. Cross-references to tourism objectives in local and regional strategy.	Ongoing ON GOING	Involvement by staff.	Tourism Strategy covers the work of a number of agencies and departments. Input into core strategies and plans.
5.3 To review Herefordshire Council's policy on promoting and conducting bookings in inspected-only accommodation, in conjunction with other regional agencies and other authorities.	To issue a policy statement on the 'inspected-only' policy and review through Cabinet procedure every 3 years.	Report to Cabinet April 2002 Reviewed April 2005 ON GOING	None.	Regionally still a drive to include inspected-only accommodation.
5.4 To raise the profile of tourism services delivered within local government and encourage its development into a statutory service.	For the appropriate Tourism Management or Strategy Group to make representations to DCMS.	TBC. For discussion at the appropriate Forums. COMPLETE	None	F&M and Sept. 11 th have raised the profile of the tourism sector and shown the major economic importance of this industry.

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
6. MARKETING AND INFORMATION				
6.1 Conduct Branding exercise in conjunction with other industry sectors representing Herefordshire. Reinforce distinctiveness.	Organise workshop on branding. Establish new/strong branding and imagery. Review of logos, straplines and identity.	September 2002 COMPLETE	Establish budget for exercise – suggest £2,000 by Tourism Unit. Invite partner contributions.	Branding research completed, and being developed.
6.2 Redesign family of literature	New design material and guidelines on usage.	Promotional literature for 2003. ON GOING	As above.	In process through the Tourism Enterprise Programme.
6.3 To review the role, production and target markets of the Herefordshire & Wye Valley Visitor Guide in conjunction with APH.	To ensure that long term and exit strategies are in place for the Guide and that the Guide links in with all other marketing and development activity.	Focus Group held by February 2002. COMPLETE	None.	Perceptions Research completed with Herefordshire, Worcestershire and Shropshire.
6.4 'Tourism Matters' Newsletter – Review content, distribution and funding support.	Better informed local tourism industry and route to promoting marketing opportunities.	March 2002 COMPLETE	Current budget allocation is Ca. £1,500 + partner contributions and income generated. 6 issues per annum.	New design and format revised from September 2003.
6.5 Review Overseas Marketing Activity and budgets	Targeted promotions conducted by liaison with regional partners.	In conjunction with Objective 2 application. COMPLETED	Enhance budget for overseas marketing.	Budget increased as part of the Tourism Enterprise Programme.

Tourism Service – Best Value Improvement Plan Update August 2003

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6.6 Review Literature Distribution methods	Effective distribution, using market intelligence to target placement.	In conjunction with Herefordshire and Wye Valley Visitor Guide discussions, Spring 2002 ON GOING AND RESOURCE ISSUE	Existing budgets.	New company established as part of the Tourism Enterprise Programme, although funding not on-going.
6.7 Review policy of distribution of English/Welsh literature via TICs in conjunction with Welsh TIC operators.	Policy statement as Appendix to TIC Review	Autumn 2002 ON GOING	None.	Neighbouring English and Welsh TICs invited to attend swap shop in March 2003
6.8 Review support mechanisms for marketing Festivals and Events.	Ensure support for festivals and events organisers and raise profile of the events.	In conjunction with Objective 2 application. December 2002. COMPLETE	Additional staff time.	Production of festivals and events guide through Tourism Enterprise Programme.
6.9 Formalise 'corporate' (i.e. Herefordshire Tourism) presentation style and service standards for staff and partners on exhibition attendance	To develop brand awareness of the 'Herefordshire' brand and to ensure customer care standards are maintained at all times.	September 2002 ON GOING	Additional staff time relating to training.	Part of new branding and family of literature.
6.10 To improve the role of the TICs as 'Herefordshire Ambassadors' in promoting the Tourism Unit's marketing campaigns.	Establish a series of promotional events staged in TICs to coincide with Tourism Unit campaigns.	Commence Easter 2002 COMPLETE	Budget allocated to special promotions for TIC's.	Tourist Information Centres are used to promote Tourism marketing campaigns, e.g. Walking Festival, Oktoberfest.

Tourism Service – Best Value Improvement Plan Update August 2003

KEY TASKS	OUTPUTS & PERFORMANCE MONITORING	TIMETABLE	RESOURCE IMPLICATIONS/ COMMENTS	SIX MONTH UPDATE August 2003
7. RESEARCH AND DEVELOPMENT				
7.1 Improve access to Tourism Unit's research information through production of fact sheets and availability of research data on websites.	Access to Market intelligence to aid the industry in appropriate business development	April 2002 ON GOING	Staff time to research and input onto websites, paper format etc.	Delayed to November 2003. E bulletin information currently being developed and will be included in the redesigned web site.
7.2 To standardise the way in which visitor statistics are collated at Herefordshire TICs to enable a more accurate comparison.	Comparable and accurate information.	April 2002 COMPLETE	None.	TIC Review – final to be completed August 2003.

DETAILED PERFORMANCE INDICATORS

Staff

Performance Indicators 2000/01	2006 Targets	2003 / 4	Indicators
2.66	3	4.5	FTE equivalent staff (Principal Tourism Officer, Tourism Development Officer, Visitor & Promotions Officer, Tourism Project Assistant; Tourism Marketing Officer)
0.5	0.5	1	Contract (Visitor Links Project Manager)
3.5	3.5	2.5	FTE staff paid for through external funding (Tourism Enterprise officer, Enterprise Asst, Tourism Asst (P/T),
31	35	27	TIC staff (paid) of which 5 full time
42	40	38	TIC staff (volunteers)
42.5%	TBC	48%	Paid staff as a proportion of total staff
9162	TBC	8284	Number of hours provided by volunteer staff per annum

Staff turnover

Performance Indicators 2000/01	2006 Targets	2002/3	Indicators
1.98%	1.5%	1%	Average Staff turnover for 12 month period
40	40	37	Average number of staff employed (max. 45 during Summer months)
10	20% turnover	3	Leavers = 25% turnover

Tourism Service – Best Value Improvement Plan Update August 2003

Expenditure (1999/2000)

Performance Indicators 2000/01	2006 Targets	2002/3	Indicators
£319,476	TBC	£548,005.74	Total spend on tourism (includes HETB membership £3,679) – calculation in spend have changed
£1.88	TBC	£3.13	Spend on tourism per head of population
£452,739 (+ Euro projects)	TBC	£830,083.70	Gross expenditure covered by income

Income (1999/2000)

Performance Indicators 2000/01	2006 Targets	2002/3	Indicators
£133,263	£200,000	NA	TIC's (profit is the important element; does not include stock and only commission – therefore different calculation)
£24,650	£35,000	NA	'Marketing Herefordshire' income for 2001 calendar year
£163,106	£150,000	NA	External revenue funding for Marketing (European Grants, RDP etc)*
£54,592	£30,000	NA	External revenue funding for Training (European Grants, RDP etc) (Year 2000)*

Visitors

Performance Indicators 2000/01	2006 Targets	2002/3	Indicators
258,368	300,000	316,126	Visitors to TIC's (in person only – does not include Kington)
51.5p	60p	NA	Average spend per visitor for each TIC

Enquiries

Performance Indicators 2000/01	2006 Targets	2002/3	Indicators
54,222	60,000	36,519	Telephone to TIC's (Year 2000)
4,606	4,800	4,388	Written to TIC's (Year 2000, excludes Queenswood) (include e mail)
1127	1500	-	Local Accommodation Bookings (Year 2000)

Marketing

Performance Indicators 2000/01	2006 Targets	2002/3	Indicators
35.04%	37%	36.01%	Conversion to Bookings rate for main consumer advertising campaign (Year 2000)
£2.79	£2.79	£2.79	Cost per response for main UK consumer advertising campaign
344	380	300	Number of paid accommodation entries in Visitor Guide
55,000	55,000	55,000	Print run – Attractions Map
108	110	116	Number of entries in Attractions map

Training

Performance Indicators 2000/01	2006 Targets	2002/3	Indicators
886	800	64	Number of trainees/beneficiaries, excludes Forums)

Public Access to service/External relations

Performance Indicators 2000/01	2006 Targets	2002/3	Indicators
6	7	6	Number of networked TIC's
35.8	35.8	35.8	Average TIC weekly opening hours
6	6	2	Self-service Visitor Links kiosks
18	18	18	Number of manned Tourist Information Points
19	19	19	Unmanned Tourist Information Points
8	8	6	Newsletters produced to inform local industry
192	200	200	Number of attendees at Tourism Forums

Local Tourism Industry Performance Indicators

The following performance and visitor trend data is also collected as market research in order to guide forward planning and development issues.

Performance Indicators 2000/01	2006 Targets	2002 Visitor Survey	Indicators
£129,077,000	£140,000,000	£129,077,000	Average Visitor Spend
4.56 m	4.56 m	4.56 m	Number of Visitors to the County
50,000	50,000	50,000	Number of Overseas visitors
3450	3500	3450	Direct Jobs
1160	1200	1160	Indirect jobs
9%	9%	5%	Percentage of overseas overnight trips
Source: 1998/9 Herefordshire County Tourism Economic Impact Assessment (PA Cambridge Model)			
50%	55%	51%	Serviced Accommodation Room Occupancy
Source: HETB Serviced Accommodation Occupancy Survey, March 2001			