

# A G E N D A

## Social & Economic Development Scrutiny Committee

Date: **Friday, 11th June, 2004**

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Time: **10.00 a.m.**

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Place: **The Larruperz Centre, Grammar  
School Close, Ross-on-Wye.**

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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, M.R. Cunningham, Mrs. S.P.A. Daniels, J.G.S. Guthrie, B. Hunt, D.C. Taylor, P.G. Turpin and A.L. Williams

Co-opted Members – Ms. C. Jones (Chamber of Commerce), G. Jones (Tourism Sector), Mrs. E. Newman (HALC), P. Thomas (NFU).

	Pages
<b>1. CHAIRMAN AND VICE-CHAIRMAN</b>	
To note the reappointment at Council of Councillor A. C. R. Chappell as Chairman and Councillor J. Stone as Vice-Chairman.	
<b>2. APOLOGIES FOR ABSENCE</b>	
To receive apologies for absence.	
<b>3. NAMED SUBSTITUTES (IF ANY)</b>	
To receive details any details of Members nominated to attend the meeting in place of a Member of the Committee.	
<b>4. DECLARATIONS OF INTEREST</b>	
To receive any declarations of interest by Members in respect of items on the Agenda.	
<b>5. MINUTES</b>	5 - 8
To approve and sign the Minutes of the meeting held on 15th April, 2004.	
<b>6. FESTIVALS REVIEW - PROGRESS REPORT</b>	9 - 10
To update Members on the progress on the recommendations of the Festival Review.	
<b>7. SOUTH WYE SRB - FORWARD STRATEGY</b>	11 - 12
To advise Members of the regeneration initiatives being undertaken in the South Wye area of Hereford City, through the Single Regeneration Budget Scheme (SRB) and the need to have a forward strategy in place for when the scheme ends in March 2006.	
<b>8. ADULT LEARNING INSPECTORATE RE-INSPECTION</b>	13 - 14
To inform the Committee of progress towards the Adult Learning Inspectorate re-inspection of the Council's Learning and Skills Council's (LSC) funded Adult and Community Learning (ACL) provision in 2004.	

<b>9. POLICY AND COMMUNITY DIRECTORATE 2003/04 PERFORMANCE MONITORING (OUTTURNS)</b>	15 - 32
To inform Members of the performance of the non-corporate functions of the Policy and Community Directorate against their national and local performance indicators for 2003/04, to detail the main areas of activity undertaken by those services during the two months since the last report, and to summarise the main achievements and obstacles of the year for each service.	
<b>10. HEREFORDSHIRE PLAN AMBITION GROUPS</b>	33 - 40
To consider recent progress in relation to the Herefordshire Plan Ambitions relevant to the Policy and Community Directorate.	

## **PUBLIC INFORMATION**

### **HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES**

The Council has established Scrutiny Committees for Education, Environment, Health, 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

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- Inspect agenda and public reports at least five 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.
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If you have any questions about this agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning the officer named on the front cover of this agenda or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford





COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

**MINUTES of the meeting of Social & Economic Development Scrutiny Committee held at Council Chamber, Brockington, 35 Hafod Rd. Hereford. on Thursday, 15th April, 2004 at 10.30 a.m.**

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

**Councillors:** M.R. Cunningham, Mrs. S.P.A. Daniels, J.G.S. Guthrie, B. Hunt, P.G. Turpin and A.L. Williams.

**Co-opted Members:** G. Jones, (Tourism), Mrs E. Newman (HALC), Mr. I. Howie (NFU).

**In attendance:** Councillors Mrs. P.A. Andrews, Mrs. E.M. Bew, G. Jones, Mrs. M.D. Lloyd-Hayes, Mrs. E. Newman and R.V. Stockton (Cabinet Member – Community and Social Development).

**57. APOLOGIES FOR ABSENCE**

Apologies were received from Councillor H. Bramer, Councillor G. V. Hyde, Councillor Mrs R.F. Lincoln, Mrs C. Jones and Mr P. Thomas.

**58. NAMED SUBSTITUTES (IF ANY)**

Councillor G. Lucas substituted for Councillor H. Bramer. Mr I. Howie substituted for Mr P. Thomas.

**59. DECLARATIONS OF INTEREST**

Councillor Mrs S.P.A. Daniels declared a personal interest as the Council's appointed representative on the HALO Ltd Management Board.

**60. MINUTES**

The Committee noted that in minute No 52 – Update On Progress Of The Community Youth Services Towards New Standards – the reference to a 'low resident youth population' in the opening paragraph of Mrs Lloyd-Hayes address to the Committee should be amended to read a 'high resident youth population'. The Cabinet Member (Community and Social Development) briefly reported that a business case had now been received from Close House, Hereford, and the Council would now be looking at ways of supporting the service offered by Close House.

**RESOLVED:** That subject to the substitution of "high" for "low" in minute No 52 as referred to above the meeting held 5th February, 2004 be approved and signed by the Chairman.

**61. POLICY AND COMMUNITY DIRECTORATE 2003/04 FIRST TEN MONTHS PERFORMANCE INDICATORS**

Members were informed of the performance of the non-corporate functions of the Policy and Community Directorate against their national and local performance

indicators for the first ten months of 2003/04, and received details of the main areas of activity undertaken by those services during the two months since the last report.

Information on those key local indicators, and any national Best Value indicators, where actual performance varied from the target significantly (more than plus or minus 10%) was detailed in Appendix 1 to the report.

During the course of discussion the following principal points were noted:

- The Committee noted that the Council's input to accredited learning would be subject to inspection by Ofsted. While many of the systems under the Youth Service Framework were in place, due to staff shortages the service was unlikely to achieve the accredited learning target. A number of Members commented about the increased administration (record keeping) the services now had to undertake.
- The Committee noted that Leominster and Ross-on-Wye were in the process of submitting their strategic action plans, which also included their local 'health check', to enable them to access further funding for regeneration projects. Funding was supported by both Advantage West Midlands (AWM) and the Countryside Agency.
- Performance had been exceeded in relation to the 'number of pupils visiting in organised school groups' to the Heritage Service. The Committee briefly discussed the range of displays now in museums and their relevance to the school curriculum.
- The Director of Policy and Community reported that the Directorate were working with the Environment Directorate on a co-ordinated approach to funding proposals to regenerate Hereford City centre.
- The Committee noted that work had commenced on the Aylestone Park Site. However, due to the discovery of heavy metals in the silt of the former Hereford to Gloucester canal, work had temporarily stopped while the discovery was investigated. The Director reported that an update on the position would be issued to Ward members.
- The Committee was pleased to note the official opening of the new Bromyard Centre incorporating the Customer Service, Library and Information service, and the resultant increase in both membership and the number of items issued.

**RESOLVED: That the report be noted.**

**62. MONITORING OF 2003/2004 SOCIAL AND ECONOMIC DEVELOPMENT  
REVENUE BUDGETS PERIOD 1-11**

The Committee were advised of the actual revenue expenditure against budgets for Social and Economic Development services areas to period 11 of the financial year 2003/04.

The Director of Policy and Community referred to the agenda report and the appended monitoring report.

In the course of scrutinising the revenue budget report the following principal points

were noted:

- The proposed change to the programmed ground maintenance budget in 2004/05 would assist with budget forecasting. However, problems still existed concerning the level of commuted sums for the maintenance of land adopted under planning obligations.
- Interviews were currently under way to fill various vacant posts in the Youth Service.
- In answer to a question regarding the provision of a new Library for Hereford the Director of Policy and Community reported that the library co-occupied the building in Broad St. Hereford, with the Museum Services. While the development of a Heritage Store at Friars Street, Hereford had alleviated some of the cramped conditions at Broad St. Hereford, it was still the Council's vision to have a new library for the County. However, such a scheme would require significant additional resources being identified within the Council's capital programme.
- In response to comments regarding the possible use of under spends on youth related projects, the Director reported that the current underspend in Economic Development would be carried forward to 2004/05 to alleviate anticipated shortfalls in funding streams due to end in that period. The expected underspend in the Youth Service budget was committed to projects that would now start in 2004/05.
- The Committee noted that while there was an expectation that certain types of projects should be community led e.g. the provision of skateboard parks, this may not be the case where communities were not easily identifiable e.g. in the City. In such cases it may be expected that the Council would act as a facilitator. Issues also arose concerning maintenance costs for community facilities.

**RESOLVED: That the report be noted.**

### **63. SCRUTINY COMMITTEE WORK PROGRAMME 2004/2005**

The Committee considered a draft work programme for 2004/2005.

During consideration of the proposed work programme, copies having been circulated before the meeting, the following amendments were suggested:

- June 2004 –
  - The Chairman proposed that the meeting be held in Ross-on-Wye with the date, time and venue to be confirmed.
  - That following the report by the Festivals Review Group, considered by the Committee at its meeting on 27th November, 2003, and the subsequent submission to the Cabinet Member (Community and Social Development), the Committee should receive an update report concerning key festivals in the County. It was suggested that representatives of the festivals reviewed by the Review Group be invited to address the Committee on their proposals and any problems they envisaged for the forthcoming festival season.
  - The Chairman also proposed that the three Programme Area Cabinet Members (Community and Social Development; Economic

Development, Markets and Property and Rural Regeneration and Smallholdings) each be invited to present an annual report on their work over the last 12 months and their vision for the future.

- The proposed report on the 'Herefordshire Plan – ambitions monitoring' be delayed to the September 2004 meeting.
  
- September 2004 – It was proposed that the Committee receive a report on the Creative Industries Programme and Tourism Programme external funding exit strategies.

**RESOLVED: That subject to the inclusion of the above proposals the suggested 2004/05 work programme be adopted.**

The meeting ended at 11.32 a.m.

**CHAIRMAN**

## FESTIVALS REVIEW – PROGRESS REPORT

Report By: Director of Policy and Community

### Wards Affected

County-wide.

### Purpose

1. To update Members of the progress on the recommendations of the Festival Review.

### Financial Implications

2. Advance payment and loan to Ross-on-Wye International Festival.

### Considerations

3. At its meeting on 27th November 2003 this Committee considered the report from the Festivals Review Panel and accepted the key finding and recommendations contained in the report. The report was then submitted to the Cabinet Member (Community and Social Development) for consideration who accepted that all the recommendations should be pursued. The progress to date in pursuing the recommendations is itemized below.
  - 3.1. Subject to scaling down of the Ross-on-Wye International Festival to ensure its long term viability, with specific concentration of its production and management costs, that an appropriate amount of funding should be considered for its survival. That could be combined with exploring alternative ways of managing the Festival.

Progress: An interest free loan of £30,000 was made to the festival to be paid back over three years. Half of the 2004/5 Service Level Agreement was paid in January 2004 as an advance payment (£10,000). Councillor H. Bramer was nominated as a voting member of the Festival Board of Trustees to oversee the key recommendation of scaling down the Festival.

- 3.2. Encourage Town Council involvement and support for festivals, specifically in Ross-on-Wye.

Progress: Ross-on-Wye Town Council has committed additional funding to the Festival. Leominster/Bromyard Market Towns Officer is working with Bromyard Town Council and festival co-ordinators on how to support festivals in the town. Leominster Town Council and Ledbury Town Council continue to be supportive of their festivals.

- 3.2 That formal, regular meetings between the festivals are facilitated by Cultural Services to address options of shared resources in areas such as marketing, box office and administration, and to exchange ideas and share good practice – including extended invitation to Hay Literature Festival.

Progress: First meeting scheduled for 25<sup>th</sup> May. Hay Literature Festival invited and interested, but unable to attend due to the time (the Festival is taking place).

- 3.3 To establish with the festivals common performance indicators and measures of success based on qualitative and quantitative data, to enable benchmarking and ability to assess impact of the festivals.

Progress: A set of indicators created for the revised Cultural Strategy has formed the basis of indicators for all arts organisations receiving a Service Level Agreement (including Ross-on-Wye International Festival and The Three Choirs Festival).

- 3.4 All of the festivals under review to be funded by the local authority on three-year service level agreements, as opposed to annual community grant funding.

Progress: Being considered as part of the Best Value Review of Community Grants.

- 3.5 That advancement is made to the Cabinet Members for Economic Development and Environment to support the infrastructure on which festivals depend – e.g. a direct rail link from Birmingham Airport to Hereford, increase public transport schemes to support festivals.

Progress: Copy of review sent to Cabinet Members.

## **RECOMMENDATION**

**THAT the report is noted and a further progress report be presented after the festival period (November 2004).**

## **BACKGROUND PAPERS**

- Festivals Review Report November 2003.

## **SOUTH WYE SRB – FORWARD STRATEGY**

**Report By: Director of Policy and Community**

### **Wards Affected**

Belmont, St Martins and Hinton wards.

### **Purpose**

1. To advise Members of the regeneration initiatives being undertaken in the South Wye area of Hereford City, through the Single Regeneration Budget Scheme (SRB) and the need to have a forward strategy in place for when the scheme ends in March 2006.

### **Considerations**

2. The South Wye area covers the former wards of Belmont, Hinton and St Martins, together with the Rotherwas Industrial Estate. Representatives from the local community and local businesses, together with those from the public and voluntary sectors set up the South Wye Regeneration Partnership in 1998 to address the clear need and demand for a regeneration programme in South Wye. Herefordshire Council, on behalf of the Partnership submitted a bid for SRB funding which was successful in 1999. An overall funding package of £13.5 million was agreed, of which £4.3 million was SRB funding.
3. Since that date over 50 projects have been supported, worth £7.5 million investment in the area. The scheme is built around four separate but interlocking themes: Jobs, Education and Training; Housing, Transport and Environment; Quality of Life and Community Facilities. Feedback from local residents and local stakeholders, such as the Police, the Learning and Skills Council and the Primary Care Trust as well as local Councillors, indicates the SRB scheme is having a significant impact in addressing the needs and demands in the area.
4. However, the SRB funding ends in March 2006. There is growing concern within the local community about the future of the South Wye area, after this date and the consequent reduction in regeneration activity. The South Wye Regeneration Partnership shares this concern and has set up a Forward Strategy Working Group to examine the issues that still need to be addressed and the options to continue to deliver regeneration in South Wye.

### **RECOMMENDATION**

**THAT: (a) the initiatives that the South Wye Regeneration Partnership has supported in South Wye and the impact that the overall scheme has had be noted;**

**and**

**(b) the implications of the end of the SRB scheme in South Wye also be noted.**

**BACKGROUND PAPERS**

- None identified.



## ADULT LEARNING INSPECTORATE RE-INSPECTION

Report By: Director of Policy and Community

### Wards Affected

County-wide.

### Purpose

1. To inform the Committee of the progress towards the Adult Learning Inspectorates reinspection of the Council's Learning and Skills Council's (LSC) funded Adult and Community Learning (ACL) provision in 2004.

### Financial Implications

2. None.

### Considerations

3. A report was submitted to the Social and Economic Development Scrutiny Committee in February 2004 outlining the anticipated processes required to meet the proposed Adult Learning Inspectorates (ALI) re-inspection of the Herefordshire Council Adult and Community Learning provision.
4. The report identified the likely re-inspection period to be between September and December 2004 and that the nominated ALI lead inspector would visit on a quarterly basis to review progress of the Council's Post Inspection Action Plan addressing weaknesses identified within the report published by the Adult Learning Inspectorate in its inspection of January 2003.
5. The report further proposed that issues arising from the Lifelong Learning Development Unit's (LLDU) annual stakeholder meeting, together with the current situation regarding funding be included in a report to a future meeting of the Social and Economic Development Scrutiny Committee.
6. The ALI's lead inspector carried out his first official monitoring visit on 29<sup>th</sup> March 2004. In reviewing the Post Inspection Action Plan and the supporting evidence the view of the inspector was that in most of the identified areas of weakness some or good progress had been made. It was recognised that staffing appointments following the restructuring of the LLDU would enable further progress against two areas in which it was felt there had been limited progress.
7. A key identified weakness of the 2003 inspection was the insufficient resources for expansion of provision. The inspector recognised the work that had been carried out by the LLDU to address this, albeit that further funding had not as yet been secured. The current position is discussed later on in this report.
8. The indications are that the re-inspection is likely to be in late November or December 2004.

9. The LLDU held its annual Stakeholder meeting on 24<sup>th</sup> February at which a range of organisations to whom the Unit contracts its provision along with a number of representatives from relevant community organisations and other council services were present. The meeting affirmed the aims and objectives of the Council's Adult Community Learning Provision and in addition raised issues around Equality of Access and Funding. Providers were invited to participate in a further session at the end of the main meeting to provide them with information on the ALI re-inspection process.
10. With respect to the funding situation there have been a number of activities which impact on the resources available to the service.
11. The LSC recently proposed that funding available to Local Authorities in support of their adult and community learning provision would change to a formula-funding model for 2004/05, similar to that in place in the further education sector. Officers of the Council have made representation along with local LSC officers to highlight both the particular situation that Herefordshire Council has with respect to the low level of ACL funding, and of its concerns of the potential negative impact that changes in this regime may have on future funding levels. In addition it was stressed that there needs to be a recognition of the need of a core, minimum level of funding for a service to operate effectively.
12. The LSC response to this and representation from other Authorities has been to delay the implementation of formula funding subject to further consultation. Officers of the LLDU are responding to a request to provide information by June 30<sup>th</sup> 2004 identifying and quantifying elements of its activities within adult and community learning which do not fit within a formula-funding model.
13. In recognition of the facilitation and support of the Herefordshire Learning Partnership by the LLDU and of key work of the unit in developing the LSC's objectives in widening participation, the local LSC financially supports some core staffing of the LLDU from its Local Initiative Development fund. This is currently negotiated on an annual basis, and is given subject to performance against the Learning Partnerships Development Plan. There is an indication that in future years this may be negotiable for a three-year term.
14. Funding of £50,000 each year for two years has been accessed by the local LSC under the Widening Participation Access fund and has been made available to the LLDU to develop activity to support widening participation in rural areas of the county. It is one of four authorities to benefit from this fund in the West Midlands area. Initial discussions have focussed on developing activity in the golden Valley area with a view to engaging new learners at basic introductory level and to move them into mainstream adult and community learning.

## **RECOMMENDATION**

**THAT the progress of the Council's post inspection action plan be noted.**

### **BACKGROUND PAPERS**

- Post Inspection Action Plan

## **POLICY AND COMMUNITY DIRECTORATE 2003/04 PERFORMANCE MONITORING (OUTTURNS)**

**Report By: Directorate Support Manager**

### **Wards Affected**

Countywide.

### **Purpose**

1. To inform Members of the performance of the non-corporate functions of the Policy and Community Directorate against their national and local performance indicators for 2003/04, to detail the main areas of activity undertaken by those services during the two months since the last report, and to summarise the main achievements and obstacles of the year for each service.

### **Financial Implications**

2. All expenditure in respect of performance indicators/targets is from approved budgets.

### **Considerations**

3. As reported previously, Service Managers across the Policy and Community Directorate are providing information on sets of key local indicators for their services. Information on those key local indicators and any national Best Value indicators, together with comparison data where available, is detailed in Appendix 1.
4. As previously, Members also have an overview of the wider performance of individual service areas, as each Service Manager has provided a narrative that summarises the key activities/achievements of their service during the months of February and March 2004 and an overview of the main opportunities and threats of 2003/04.
5. It is proposed that the report be read in conjunction with the 2003/04 Guide to Performance Indicators which has been published under pilot status as an attempt to provide Members with meaningful background information to this report and its appendix. The guide has been issued separately to Members of the Committee.

### **RECOMMENDATION**

**THAT the Directorate's 2003/04 performance indicator information be noted, subject to any comments, which Members may wish to make.**

### **BACKGROUND PAPERS**

- None identified.



Detailing: February and March, 2004 and putting the performance of 2003/04 in to context

# Service News

*Incorporating full details of the year's Performance Indicators*

**A reminder of some of the 2003/04 projects:**



Improvements to play area at The Grange, Leominster



City of Hereford flowerbed replanted



Sport England funded drainage work on the football pitches at Newton Farm



Work commences on the replacement Leominster Swimming Pool



Newton Coppice with new paths, info board and benches

## Parks, Countryside & Leisure Development Service's year end

During this period the Service's main activities included:

North Herefordshire swimming pool contract let and work commenced on the 16 month build programme.

Work began on Aylestone Park Project, Hereford (pathways, site security, fencing

and further planting schemes)

Completion of pitch restoration and landscaping at the replacement sports changing rooms on the King George V Playing Fields.

Completion of Newton Farm Playing Fields pitch drainage project.

## Performance Indicator Outputs in context

Performance Indicator	2003/04 Target	2003/04 Output	Comparison Information	Details
Council owned play areas achieving compliance with ROSPA standards	100%	100%	Top quartile nationally = 90%	This figure is net of Council owned skate parks
Percentage of developments which lead to enhancements in open space	80%	100%	New indicator for this year - no comparisons available	All major developments that were eligible for open space enhancements were secured. Further 106 agreements in negotiation.
Percentage of Council owned countryside sites which exhibit signage and interpretation material compliant with legislation and is also available in electronic format	95%	93% compliant 85% in electronic format	Top quartile nationally = <90%	Action plan - to replace non compliant signage within 2 years (subject to Countryside Service budget allocation) and maintain at 100%



Aylestone Park, work on the Canal



Planting of terrace at new changing rooms, King George V Playing Field

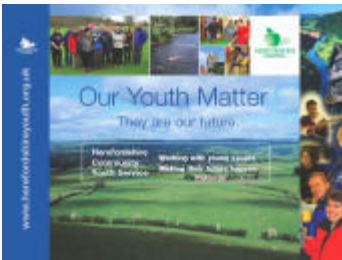


Children at the WildPlay Nightwalk held at Queenswood during the Easter period

## QUICK GUIDE TO THIS ISSUE:

Parks, Countryside & Leisure Services	1
Community Youth Service	2
Economic Investment & Development	4
Cultural Services	6
Heritage Services	8
Community Regeneration	9
Herefordshire Partnership Support Services	10
Libraries	12
External Liaison	14

### Community Youth Service spend time preparing ....



Example of Youth Service publicity material

During February and March the Youth Service:

Made preparations to implement the changes in its staffing structure, approved by Cabinet in January. Staff were involved in two large recruitment campaigns.

Incorporated new DfES guidance and definitions, received in late December,

into the 2004/05 Service Plan. The required amendments will impact on the key performance indicators and their related targets reported to this Committee during 2004/05.

In response to the increased monitoring and tracking requirements under the new definitions, the service has adopted a

new MIS system for 2004/05. The system is part of a national system that the majority of youth services are adopting.

The two new full time trainee youth workers located in Kington and Ross-on-Wye took up their posts.

### Overview of the Year

High staff vacancy rates were the major limiting factor for the service throughout the year. In response to this, the Service was restructured to increase career progression routes and salary ranges. The two major recruitment drives in the final quarter of the year reduced staff vacancies from 14 to 6. A dedicated website was launched ([www.herefordshireyouth.org.uk](http://www.herefordshireyouth.org.uk)) to help both with recruitment difficulties and

provide increased information about the Service.

In spite of short staffing, the Service continued to deliver youth work in all areas. However the range and number of sessions was reduced in those locations where staffing was a major issue (Ross-on-Wye, Bromyard, Ledbury and Hereford City North).

Bromyard Youth Centre moved to the new

Bromyard Centre. Ross-on-Wye Youth Centre took major steps towards becoming a 'Creative Learning Centre' through promised grants and changing its name to Yzone. New youth clubs were created in Dilwyn and Wellington through partnerships with the Voluntary Sector.

The Youth Times got its premises and editorial team up and running and



Young people from Bromyard on their activity residential



Attendees at the H.Y.P.O. event 2003



Leominster band 'Toasted Egg Sandwich' in rehearsal

launched the on-line magazine ([www.insitemag.net](http://www.insitemag.net)) produced entirely by young people. The New Roots programme provided a range of activities and events including DJ ing, rehearsal and recording opportunities.

D of E programmes were

expanded through the work of the Development Officer. One particular success was the set-up of summer holiday canoeing courses, which were very well attended.

Dinedor Youth Camp was transferred to the newly established Herefordshire

Outdoors Trust.

The Service had a very complimentary outcome from its GEM audit.

Central staff moved to the Plough Lane Offices in Hereford.

PERFORMANCE INDICATOR	2003/04 TARGET	2003/04 OUTPUT	COMPARISON DATA	DETAIL
<b>BV33</b> Youth Service expenditure per head of population in the Youth Service target age range (13-19 years)	£69.72	£53.04	<ul style="list-style-type: none"> <li>• Compares to £68.02 in 2003/04</li> <li>• Lowest amount in our Unitary Benchmarking Group (total 9)</li> <li>• Fifth lowest in West Midlands (total 14)</li> <li>• 14th lowest of all Unitary Authorities (total 47)</li> <li>• This years spend is likely to take us even lower in the rankings</li> </ul>	<p>Although this is a national indicator and therefore we are required to collect this information, it is a poor indicator because:</p> <ul style="list-style-type: none"> <li>• Is it better to spend more or less?</li> <li>• It has no quality indication.</li> </ul> <p>The Youth Service has spent below its spending plan for this year due to the high rate of staff vacancies and greater than expected income/ external funding.</p>
Percentage of the total youth population aged 13-19 in contact with the youth service	16% or 2,291 individuals	25.22% or 3,612 individuals	New indicator - no comparative data available	As previously reported, more young people than planned have been in contact with the Youth Service - affecting its ability to deliver its accreditation targets.
Percentage of contact target that undergo personal and social development opportunities that result in a recorded or accredited learning outcome	25% or 572 individuals	16% or 360 individuals	New indicator– no comparative data available	This year The Herefordshire Award Scheme was developed to allow easy access for staff and young people into a range of accreditation routes. This began to impact on the numbers of young people taking up accreditation routes in the second half of the year, but the initial low numbers combined with the staff shortages meant the Service failed to achieve the annual target.
Unit delivery cost (number of individual 13-19 year olds reached divided by the total Youth Service expenditure)	£364.46	£206.14 (provisional pending close of accounts)	Compares to £219.51 in 2002/03	The unit delivery cost continues to be low due to the high number of young people seen and the low net expenditure.
Percentage of total work that actively involves young people in Youth Forums and the management or delivery of a youth project	25%	36%	Compares to 31.5% in 2002/03	A good and steady improvement in this area.

## Economic Investment & Development Team

### During February and March .....

76 enquiries were received under the Redundant Building Grant Scheme, bringing the total for the year to 188.

The grants awarded under this £1.3m scheme during this period brought the grand total for the year to £93,000.

One of the newly completed Twyford Court industrial units was leased, ahead of the official June launch.

During February, the Team assisted Hereford Cathedral to submit a project planning grant application to the Heritage Lottery Fund in an attempt to secure alternative funding for the Cathedral Close regeneration project following the unsuccessful RRZ bid.

68 property enquires were received, which included 23 from

outside the County.

Nine Business Start-up Grants were awarded, bringing the total for the year to 54.

The Team's contributory work to the Pro-Grata Grant Scheme decision-making Panel continued. At the February meeting the panel awarded £66.65k to Herefordshire businesses.

Preliminary work on the next edition of the Business Directory included local newspaper advertising and coverage. As a result, around 50 new businesses were encouraged to include their details in the Directory.

### 2003/04 in Summary and in comparison with 2002/03

#### Infrastructure Development:

Measure	2002/03	2003/04	Detail
Square metres of workspace floor developed	352	2092.5	Completion of the Twyford Road development at Rotherwas resulted in a major increase in the workspace developed compared with 2002/3
No. of Redundant Building Grant enquiries received	New	188	RBG Scheme Manager and Support Officer were appointed. The Scheme has proved very popular since its launch
% of RBG enquiries dealt with in 2 working days	New	94%	

Other major projects managed by the Team during the year were:

- The Leominster Access Road, due for completion in August 2004.
- Internal roads at Rotherwas (Holme Lacy Road to Netherwood Road and Netherwood Road to South Magazine).
- Security measures for the Pontrilas workshop units.

Major obstacles in this work area during the year were:

- Lack of progress on freeing up more land for industrial use in Ledbury. The cost of developing the access to the designated industrial land is preventing its immediate use.
- Refusal of RRZ funding for a new business centre at Rotherwas. Planning for which was well advanced at the time.
- The lack of funding from RRZ for Hereford City projects. However, officers started work in December 2003 on obtaining funding from other sources for a range of projects in the High Street, Eign Gate, Cathedral Close, Castle Green and Victoria Bridge. This work is continuing in 2004/05.



Work on Leominster Access Road, due for completion in August



### Investment Promotion:

The main service in this area is the provision of advice on available commercial properties and land to businesses wishing to move into the area. This service also assists local companies wishing to expand or start up businesses.

Measure	2002/03	2003/04	Detail
No. of Commercial Property Enquiries	432 (117 for inward investment—43 via AWM)	374 (105 for inward investment—65 via AWM)	Overall levels of enquiries have been disappointing reflecting a general business downturn during 2003.
No. of businesses assisted to find premises	38 (resulting in 100 new jobs and 85 jobs safeguarded)	31	Final confirmation of this figure is still being sought.
Enquirers satisfied or very satisfied with the Property Enquiry Service	Not measured	95%	Satisfactory response which will be used to establish baseline for improvement in future years.
No. of Economic Development website hits	New	1705	Website hits counted and compared with the number of property files downloaded. From this it can be estimated that over one third of all website visits relate to commercial property details.

### Supporting Businesses:

Measure	2002/03	2003/04	Detail
No. of Aftercare visits to companies	49	60	Increased marketing of services included Business Roadshows in every market town and more information available on the website.
No. of Businesses Start-up grants awarded	48	54	
No. of general business enquiries	New	246	New time logging system introduced
Business enquiries from public dealt with within 2 working days	New	98%	
Staff cost per enquiry (including Property Enquiries)	New	£17.23	£17.23 (includes complex follow up enquiries. Equates to 1 hr 17 mins per enquiry)

Main developments in this area:

- Establishment of the Pro-Grata fund, set up by Advantage West Midlands to benefit rural small/medium employers. The Team is represented on the selection panel and has been actively marketing the Scheme to relevant companies. 28 of the 36 grants awarded have been to Herefordshire companies with ideas to expand their businesses. This should lead to approximately 100 new jobs in Herefordshire.
- Working in partnership with Advantage West Midlands, the Team has been highlighting the benefits of Herefordshire for inward investors and has been looking at support for some of the larger employers through funding for environmental projects. However, this is a complex area and state aid issues are still being addressed. The Rail Freight Study, managed by officers in 2003/04, is hoped to lead to financial support from AWM for a project which would help a number of companies and reduce road traffic in the County.
- Involvement in managing the project to develop a new Economic Strategy for Herefordshire, which will identify actions to help the development of the Herefordshire economy.



Creative Industries and Tourism Enterprise - the two Cultural Services managed initiatives enjoying regional recognition

## Cultural Services busy celebrating during February and March

February and March were a busy time for Cultural Services in recruitment of new staff, preparation for the tourism season and a time for celebration.

The following positions were successfully filled:

- Combined Arts Development Co-ordinator - an Arts Council funded post to develop arts projects in schools.
- Cultural Services Co-ordinator - working across the Arts, Tourism, Heritage and Archive services, as well as co-ordinating the work of the Herefordshire Cultural Consortium.

- Archivist and Senior Archivist to complete the staffing at the Records Office.
- Creative Industries Assistant - supporting Arts based businesses in the County and funded by regional and E.U. funding.

The Creative Industries Programme run by Herefordshire Council was the West Midlands example of good practice presented at the Arts Council summit in February. The Tourism Enterprise Programme, again lead by the Council but receiving regional and E.U. funding, was presented to the Sub-

Regional Group of local authorities, Government Office and Advantage West Midlands as an exemplary project.

Preparations for Herefordshire's tourism season included taking bookings for the Walking Festival. By the end of March over 40% of places were booked and certain walks were sold out. The 'Flavours' leaflet was produced and distributed along with the 'Caravanning and Camping Guide' and for the second year 'The Bedroom Browser' was produced for display in every Herefordshire visitor bedroom listing the main attractions of the County.

## Looking Back at 2003/04

In terms of targets set for the year, Cultural Services achieved the majority of its aims. However, there was a dip in visitor numbers to the Tourist Information Centres and those visiting the Records Office. Both of these can be explained by the greater popularity of the Internet. People are increasingly researching accommodation and attractions on-line as well as accessing the expanded number of archives available on the web. Even though visitor numbers are down, those who do use the facilities are requesting more detailed information

and support which therefore means more time is required per customer. This reflects a national trend of a more demanding and better informed customer.

Cultural Services did not quite meet its target of achieving 90% of the actions contained within its Action Plan (instead 85.9%). The actions not achieved were due to staff shortages and funding delays.

The revised Cultural Strategy was finalised in March. Based on the results of wide

consultation, which included a questionnaire sent to residents of the County through the citizen's panel, this was the first detailed survey on cultural provision for Herefordshire. The Strategy forms the basis of cultural planning for the next ten years and includes a vision for the future, combined with systems for measuring success.

There were a number of changes within the Archive Service. Sue Hubbard, the long standing manager retired. A small restructure and review was undertaken.

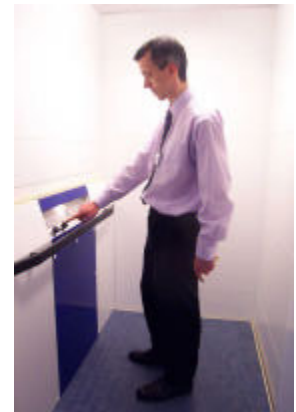


Tourist Information Centre customers have higher expectations.

Identified at an early stage in the review was the need for an increase in trained archivist staff and improvements to the Record Office building. Both of these have been achieved, with the recent appointment of two new

archivists and completion of the enhancements to the building which included redecoration of the public areas and the installation of a lift. The Archive Service is also taking a corporate role in addressing challenges

resulting from the introduction of the Freedom of Information Act in January 2005.



Customer lift - one of the enhancements made to the Records Office

## Performance Indicator Outputs and Comparisons with previous year

PERFORMANCE INDICATOR	2003/04 TARGET	2003/04 OUTPUT	COMPARISON INFORMATION	DETAILS
<b>BV114</b> Cultural Strategy—score against a checklist prescribed by the ODPM	100%	100%	Compares to 83% achieved in 2002/03	The revision of the Cultural Strategy this year enabled the weakness identified in the previous one to be addressed. This related to the level of consultation undertaken in order to inform the Strategy.
Spend per head of population on tourism by the local authority (not including spend from external funding)	£3.00	£3.35	£3.13 2002/03 output	The overspend in tourism is due to additional expenditure on staff cover for sickness and increased mileage costs.
Spend per head of population on arts by the local authority (including grants to external organisations and contribution to The Courtyard Centre for the Arts)	£3.10	£2.98	£2.88 2002/03 output	The under spend of this budget is as a result of a reduction in overhead costs such as postage, mileage and support costs.
Range of support provided for artists, arts groups and related organisations	17 out of 21 (advanced)	16 out of 21 (advanced)	16 out of 21 (advanced) 2002/03 score	This Audit Commission devised appraisal tool was used by the Service for the first time last year to carry out a self-assessment in order to establish a baseline. When the questionnaire was used by the sector itself, the results returned were very slightly lower, but provide essential data to inform future service provision.
Range of support provided for tourism businesses and groups	17 out of 21 (advanced)	17 out of 21 (advanced)	17 out of 21 (advanced) 2002/03 score - based on a self assessment	Score of 17 retained through the running of the externally funded Tourism Enterprise Programme.
Percentage of new users who rate the Record Office overall service and facilities as good or excellent	95%	96%	New indicator—no comparison available	Slightly above target. Satisfaction levels reduced part way through the year due to inconvenience of building works. Recovered once works complete.

## Heritage Services end the year with a Splash



'Creating a Splash' exhibition at Broad Street is hugely successful.

February was a particularly good month for visitor figures at Broad Street Museum. For possibly the first time ever, visitor numbers at Broad Street overtook those of The Old House! Large numbers were attracted to the "Creating a Splash" exhibition, a touring exhibition of Saint Ives painters. Old House may have suffered due to being

covered in scaffolding for repainting. Since the work was completed visitor numbers are on the way back up.

Ledbury Heritage Centre opened for four hours a day during half term week in February. This attracted an astounding 818 visitors. T h a n k s a n d congratulations are very heartily extended to the volunteers who enabled this to happen. The Centre

was refurbished during January which has been very well received by its first visitors and the volunteers.

Bromyard Heritage Centre remained closed during this period to allow for the completion of the adjustments necessary following the departure of the TIC and to meet compliance with the DDA.

## 2003/04 was Heritage-ly Educational



Museum on the Move is one of this years very successful educational services

The Service have either met or exceeded their targets for the year. With notable successes in the areas of educational visits and overall customer satisfaction levels, which have out performed all previous years. The only exception to this is the target for total visits. This requires the addition of

website visits and postal enquiries to the 'in person' numbers. The issue here relates to how the computer statistics are collected and the criteria which describes a hit - this was adjusted by the Audit Commission in February of this year. Due to the necessary recalculation of the years figures, the final

output is not yet available (I.T. at the time of writing were still collating the data). Work however is already underway to improve the website for 2004/05.

PERFORMANCE INDICATOR	2003/04 TARGET	2003/04 OUTPUT	COMPARISON DATA	DETAIL
BV170a Number of visits to/usages of museums per 1,000 population	814	798*	798 = 2002/03 outturn 791.4 = 2001/02 outturn	*excluding number of website hits which were awaited from I.T. at time of writing.
BV170b The number of total visits that were 'in person' per 1,000 population	775	785	771 = 2002/03 outturn 777.4 = 2001/02 outturn	Growth directly attributable to increased educational work and trial of new initiatives.
BV170c The number of pupils visiting museums in organised school groups	3,100	6,471	2,976 = 2002/03 outturn (this was a new indicator that year)	The figures speak for themselves!
Heritage sites rated as good/excellent	60%	89%	53%	Pleasing improvement
Heritage staff rated as good/excellent	79%	89%	61%	Pleasing improvement

## Community Regeneration

On March 23rd, an Open Day was held in Ledbury to give feedback on the work funded by the Market Towns Initiative. The funding for community projects in the town is now in its final year. The day was very successful with 112 people attending.

In Kington, the Skate Park and Play Area project was completed and officially opened on the 3rd April by Herefordshire Council Leader, Cllr Roger

Phillips.

The Voluntary Sector Grants Scheme awarded just over £107,000 to voluntary sector groups in the first round of applications in March.

The LEADER + programme approved two projects during February and March, a Flat Water Feasibility Study and a Water Vole Habitat Survey. To date, £426,000 has been allocated to Leader +

projects (from a total budget of £451,000).

The Voluntary Sector Review, led by the Senior Partnership Policy Officer, got underway. It is anticipated that the report will be published in October, 2004.



Kington Skate Park - one of the projects funded under the Market Towns Initiative

## Performance Indicator Outputs

PERFORMANCE INDICATOR	2003/04 TARGET	2003/04 OUTPUT	COMPARISON DATA	DETAILS
Percentage of customer's rating the service provided by the Local Development Team as good/excellent	93%	80%	91% 2002/03 output (first survey to establish baseline)	A disappointing result, which now analysis of the feedback has been made, is largely due to gaps in staffing during periods of recruitment/secondment. However, it should be noted that the result achieved in 2002/03 was from a much smaller sample and therefore may not have been fully representative.
Percentage take up of community building grant to maximise external funding drawn into the County.	100%	100%	100%	All monies allocated.
Percentage of external funding awarded for the financial year, actually claimed to date	100%	100%	New indicator - no comparison data available	The objective of this indicator is to protect funding secured for local regeneration. Although not all funding was actually spent during 2003/04 in every area (due to delays in projects starting), 100% of funds have been protected by re-profiling any under spends into 2004/05.

## A year in Herefordshire Partnership Support Services



New version Herefordshire Plan which now includes P.I.'s



The interests of Herefordshire promoted

The third review of the Herefordshire Plan was completed. The Plan now includes performance indicators and achievements against each of the ten ambitions.

The interests of Herefordshire were strongly promoted. The team:

- contributed to the Common Agricultural Policy review, and held a successful conference (involving participation from The Department for Food and Rural Affairs (DEFRA), the NFU, local businesses and environmental groups) to explore the impact on Herefordshire.
- contributed to policy work nationally on the new index of multiple deprivation, missing statistics in the agricultural census, and the development (by the Office of the Deputy Prime Minister, DEFRA, and the Countryside Commission) of rural/urban classification.
- influenced the Regional Economic and Housing Strategies to reflect Herefordshire's needs.

The team continued to contribute to research work by Partners - for example survey work by the Ledbury Drugs Forum, of non-users of libraries, of voluntary sector use of IT, and for parish plans.

After 2006 existing European Union funding streams are likely to be less available for Herefordshire. The team began:

- preparing projects to

obtain funding for research, social enterprise, and transnational (working with partners in other EU countries) projects.

- working to ensure funding for projects which meet rural needs (for example the LEADER+ Rivers funding) could be made secure.
- reducing duplication to increase the likelihood of successful bids, via a regional working group.
- increasing networking to improve prospects for transnational funding.
- organising a trade exhibition for Herefordshire at the European parliament.

The team was affected by two of the three posts in the community section being vacant for much of the year. However, work continued to co-ordinate consultation by Partners such as the Police, Health Authority, and the Council. A forward calendar of consultation is being prepared, and eventually a databank of results is planned. Progress will be determined by resources.

The Lifelong Learning service was reviewed and restructured. The Herefordshire Learning Partnership was reviewed in order to streamline its working arrangements. This led to fewer meetings and a clearer leadership role. The team refocused its work to:

- concentrate on facilitating the provision of learning opportunities to

disadvantaged people.

- help develop the work of learning organisations (for example the South Wye Literacy project and the WRVS who have obtained £750,000).
- facilitate the Learning Partnership. Recent events include the holding of a national Education Centre Association conference, themed on learning in a rural environment.

The team again supported all sizes of organisations, seeking funding by:

- holding training events on how to meet the criteria for European funding.
- producing the Funding Directory which identifies where organisations can apply for funding.
- organising the annual Funding Fair.

The team also managed a number of programmes providing direct funding to organisations, for example Community Pride in Kington, Ledbury and Bromyard.

The team continued to review the effectiveness of the working practices of itself and the Partnership by:

- participating in national initiatives by the Office of the Deputy Prime Minister.
- undertaking customer and stakeholder surveys.
- developing performance management within the Partnership.

## The Herefordshire Partnership Support Services Performance Indicators

PERFORMANCE INDICATOR	2003/04 TARGET	2003/04 OUTPUT	COMPARISON DATA	DETAILS
Percentage of people who feel that they have the opportunity to influence important local decisions	9%	Not measured	23% 2002/03 outturn	The decision was taken that this is a weak performance indicator as it does not measure the work directly attributable to the team. Many other factors could influence satisfaction levels in this area. A more robust measure will be introduced for 2004/05.
Percentage of Objective 2 grant claims submitted which are accepted first time	90%	100%	100%	
Percentage of stakeholders satisfied or very satisfied with Herefordshire Partnership Support Services	65% excellent 30% good	16% excellent 47% good	53% excellent 27% good 2002/03 outturn	Action Plan: to follow up and address the issues raised in survey.
No. of enrolments per 1,000 adult population on Adult & Community Learning Courses	13.2	3.95	11.65 2002/03 outturn	The loss of LEA funding this year dramatically reduced the number of courses which could be offered in comparison to previous years. 2004/05 target will have to be revised to reflect this change.

## February and March in Libraries



All are encouraged to celebrate World Book Day

The new Bromyard Centre library continues to go from strength to strength with over 1000 new members enrolled since the opening in January, and book and media issues showing a 70% increase from the old library.

Weobley Library fully reopened after the closure to replace the floor - it is now on a single level and fully accessible for everyone. Further

improvements to the layout and fittings are planned for later in the year.

World Book Day was celebrated at all of the major libraries with children from nurseries, playgroups and schools attending story-times and activities run by library staff.

The Piece of Cake poetry reading group project - run in partnership with Ledbury

Poetry Festival and Creative Industries - continued with 5 week courses at Ross Library and Vowchurch Village Hall.

The divisional integration project teams completed their work and produced final reports which will be presented to senior managers - proposing a very wide range of improvements to services and the organisation.

## Summary of the year .....

### Achievements:

Opened the first new library in the County for 10 years at Bromyard. At 84 hours a week it is open for longer than virtually every other public library in the UK thanks to the unique partnership between the Council and halo leisure at the new Bromyard Centre. The public has responded with over 1000 new library members enrolled in the first three months and a dramatic increase in book and media borrowing.

Completed improvements to the foyer, ground floor layout and public computer provision at the Central Library to provide better access to and promotion of books and media to all visitors.

Launched an improved version of the library website and online catalogue which is available twenty four hours per day.

To help recognise the huge contribution our staff make

to providing a top quality public library service a celebratory luncheon took place in January to honour 12 library staff who together have 362 years' service to the public in Herefordshire.

Over 30 library staff successfully obtained their *European Computer Driving Licence* (ECDL).

DVD and PlayStation 2 collections were introduced for the first time to three libraries. As part of a revised approach to managing stock countywide additional investment was targeted at Large Print books, Spoken Word and a range of media.

### Major Obstacles:

The service spent much of the year planning for and beginning the process of staff restructuring and integrating with the INFO in Herefordshire service. This will ensure it has the flexibility and capacity to

respond to changing circumstances in the short and long term and become more customer-focused. The restructure required a significant amount of staff time at every level. It also meant that a large number of posts were kept vacant and a variety of temporary arrangements required to attempt to maintain services at previous levels. Due to the additional pressure on all staff, many other projects and planned improvements took much longer to complete or were put on hold.

Complementary to this process was the drafting of the first ever long term strategy for public libraries in the county - *An Eye on the Future*. This brought together local circumstances and priorities, the national framework for public libraries and a wide range of government and professional policy and guidance concerning public Libraries.



The new approach Library at Bromyard continues to be well received.



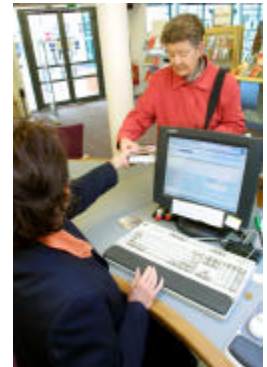
All stakeholders were consulted on the draft and the final strategy will be implemented during 2004 to give the service a clear vision, priorities and an action plan to achieve them.

The overall continuing priority is to increase the number of people using

public libraries. A completely new library brand has been developed which will be launched summer 2004 and rolled out across all libraries. Further extensions to current library opening hours will take place once additional staff have been recruited and restructuring completed.

#### Conclusion:

The service made progress towards meeting more of the national Public Library Standards - notably the total number of opening hours; visitor figures; access to the Internet and the number of new books and media acquired.



Increasing library customers remains the priority.

PERFORMANCE INDICATOR	2003/04 TARGET	2003/04 OUTPUT	COMPARISON DATA	DETAILS
<b>BV117</b> The number of physical visits to public libraries per 1,000 population	4,800	4,522	4,390 = 2002/03 output 4,271 = 2001/02 output  Top Quartile = 6,150	Continuing trend in increasing visitor numbers in the libraries of the County.
Percentage of reservations supplied within 30 days	90%	85%	85% = 2002/03 output	Results continue to be affected with the long fulfilment times for inter library loans (external borrowing). The equivalent Public Library Standard is 85%. It may be unrealistic to exceed this target.
Stock turnover ratio  (Measures the average number of times each item of library stock is loaned)	6.0	4.7	5.53 = 2002/03 output	Suggests that the library customer is changing: Compare the average turnover for fiction stock which was 8.4 and DVD's which had a turnover of 9.48.
Increase in annual issues	+2%	-4%	-3% = 2002/03 output	Reflects national trend in declining item issues.
Percentage of primary and special schools to receive advisory visits during the year	55%	43%	55% = 2002/03 output	92% of primary schools visited this year required supplementary visits as their libraries were poorly maintained. This reduced the total number of schools which could be covered. All 14 secondary schools received a visit, with only one of these requiring further advice. The problems within Primary Schools was further compounded by the uncovered maternity leave of a member of staff responsible for advisory visits reducing the capacity within the Service.
Percentage of projects ready for collection within 4 weeks of receiving request (or for date project required if more than 4 weeks notice given)	99%	99%	100% = 2002/03 output	Due to revised service delivery arrangements to improve services and make better use of resources, it is proposed to change this P.I. To 90% of project requests delivered/made available within 5 working days of the start of the academic term in which they are required.

## External Liaison (non Corporate) during February and March

The section was concentrating on finding alternative funding for the areas identified within External Liaison budget pressures. The South Wye Fitness Project, which has been nationally recognised by the British Heart Foundation as good practice, is in danger of

finishing if alternative funding cannot be secured. This would have a huge impact on the 800 people who have been physically active in the South Wye area through the Project's activities.

The other main area of work during this period was

the implementation of the new staffing structure for the merged Community Safety and Drug Action Teams.



The project that was recognised as an example of best practice by the British Heart Foundation.

## Summary of 2003/04

### LIFT PROGRAMME:

At the start of the year the aims for 2003/04 were;

- Target of new referrals 1200.
- Assist a higher proportion of participants to complete the initial ten week phase.
- Increase the registered referrers.
- Develop new avenues for LIFT outreach in rural Herefordshire.
- Develop new activity opportunities at Halo Leisure facilities.
- Provide a full qualitative analysis of the LIFT scheme.

A decision was taken by the partners to hold a full comprehensive review of the LIFT scheme by an external agency to provide an objective over view to the schemes strengths and weaknesses and opportunities for improvement.

SNAP survey software has been purchased in order to provide full qualitative analysis of the scheme.

### Achievements:

- Targets for assessments were virtually maintained

despite price increases to customers at Halo Leisure facilities.

- Completion rate targets were met.
- Increased utilisation of the scheme by referrers in the North West.
- Increase in water based activities.
- The majority of staff registered with the Register of Exercise Professionals.

### Outreach work:

- The South Wye Fitness Project was awarded best practice recognition by the British Heart Foundation National Centre for Physical Activity.
- New partnerships are developing to introduce LIFT in the Golden Valley area.
- The South Wye footprints routes have been calorie counted in conjunction with the Sport and Exercise Science department at the University of Wales, Aberystwyth.

### The way forward for 2004/2005:

As a result of the review a

number of recommendations have been made and will be implemented over the next twelve months, these include:

- Ensuring that the composition of the steering group is multidisciplinary in nature and includes representation from all partnership bodies.
- Review of the service level agreements negotiated between the participating organisations (discussion required regarding the future funding and charging options).
- Partnerships to be strengthened in particular with Primary Care.
- Exploring widening the physical activity options to include evening and weekend sessions.

### PARTNERSHIP SPORTS REFERRAL PROGRAMME:

The first year of this project has enabled the development of the referral pathway and has identified seven pilot agencies who will be able to refer people to the scheme from April,



LIFT outreach session at Mortimer Leisure Centre, Wigmore

2004. The project is working with a wide range of agencies including Education, DASH and the Youth Offending Team. It will develop exit paths for the clients into local sports clubs and facilities.



Claire Churchill - Sports Referral Co-ordinator promoting the new project at the Herefordshire PE Conference, Minster College

PERFORMANCE INDICATOR	2003/04 TARGET	2003/04 OUTPUT	COMPARISON DATA	DETAILS
Existing LIFT Programme clients completing the course	40%	46%	47% 2002/03 output	Exceeded target and almost maintained 2002/03 level despite fewer overall referrals, staffing difficulties and client complaints regarding increased fees and charges at Halo Leisure Centres. However, as part of the 2004/05 action plan, all recommendations made by the review will be implemented in order to address these issues.
Percentage of agreed outputs met within the first year of the partnership project between Sports Development, Community Safety and Drugs Action Teams.	60%	60%	New indicator—no comparison available	Target agencies made aware of the scheme. Referral packs completed and scheme ready to receive referrals from April 2004.
Percentage of attendees rating the awareness and training events organised through the Community Safety Partnership as useful	50%	100%	New indicator—no comparison available	Youth Action Group Training session held for multi-agency staff. 18 people trained.



## HEREFORDSHIRE PLAN AMBITION GROUPS

Report By: Director of Policy and Community

### Wards Affected

County-wide.

### Purpose

1. To consider recent progress in relation to the Herefordshire Plan Ambitions relevant to the Policy and Community Directorate.

### Considerations

2. The Policy and Community Directorate has overall responsibility for the development and delivery of the Herefordshire Plan for the Council. In addition the Directorate is involved in supporting the delivery of a number of the 10 Ambitions in the Plan. Progress in delivering each of these ambitions is set out in turn below.
3. **Business, Economic Development and Tourism Ambition Group**

“Ambition: To support Business Growth and create more and better paid work in Herefordshire”

### Membership

The Ambition Group includes representatives of Herefordshire Council, Economic Development Service, Herefordshire and Worcestershire Learning and Skills Council, Chamber of Commerce and Business Link for Herefordshire and Worcestershire, Herefordshire Council’s Tourism Service, Advantage West Midlands, Herefordshire Council’s Forward Planning Service, Jobcentre plus, Federation of Small Businesses, and the Voluntary Sector Assembly. The Cabinet Members (Economic Development, Markets and Property) and (Rural Regeneration and Smallholdings) and Cllr Guthrie attend the Ambition Group.

The core Group has met three times since October 2003, with additional sub-group meetings also taking place.

There are also two sub-groups looking at Food and Agriculture and Tourism issues.

William Lyons from the Chamber of Commerce is acting Chair and Gareth Jones, Economic Investment and Development Manager, and Val Pike, Economic Investment and Development Support Officer, from Herefordshire Council facilitate the Group.

### General

#### Economic Development Strategy

Over the past six months the group has maintained its focus on the development of the new Herefordshire Economic Development Strategy, supported by grant assistance from Advantage West Midlands. The group has worked closely with the consultants (EDAW) on the preparation of the Stage 1 economic baseline, identifying key issues and a vision for the County. This work has also included a series of

briefing and consultation events to gain feedback on the findings, and links to other Ambition Groups and their strategies.

Stage 2 of the strategy will be focused around the development of action plans for each of the themes, and detailed delivery plans. This will continue over the next few months, and the Ambition Group will lead on the delivery and monitoring of the strategy once it is completed.

### **How the Group functions**

When the strategy is completed, the Group is planning to review its operations and membership to strengthen its role as the main strategic economic partnership within Herefordshire. It is important that the membership supports the strategy and action plan, to help drive forward their delivery.

### **Sub-Groups**

The Tourism Sub-group is continuing to meet and act as the management role for Herefordshire Tourism and the Herefordshire Tourism project.

The new Sustainable Land Use Group is also meeting, reporting back to both this Ambition Group and the Environment Group. The group organised and held a conference in January on the Common Agricultural Policy reform and what it could mean for Herefordshire, which was very successful and well attended. Speakers included the now President of the National Farmers Union, the Department for Environment, Food and Rural Affairs and University academics.

### **Benefits**

The main benefits to the County from the partnership working engendered by the Group include:

- ❑ A stretching of resources due to avoidance of duplication and competition amongst the providers of economic development services;
- ❑ Leverage of external funding through co-ordinated support for projects;
- ❑ Building capacity and awareness of activities within different organisations and thus increasing the dynamism of staff;
- ❑ Being flexible and innovative in the way partners work together.

## **4. Community Development and Local Services Ambition Group**

“Ambition: Encourage communities to shape the future of Herefordshire”

### **Membership**

The Ambition Group includes representatives from a variety of statutory, voluntary and community organisations from across Herefordshire. The membership includes two representatives from the Voluntary Sector Assembly, and two representatives from the Community Development Workers Forum (Practitioners Group). The group has recently carried out a review of its working practices and membership and has moved to a structure of one core group and four sub-groups, to enable more people to become involved in supporting the development and delivery of the Community Development Strategy for Herefordshire. Wider membership from a range of sectors is currently being sought for these groups. The core group meets bi-monthly.

### **Strategic work**

Now the Community Development Strategy has been finalised, a small sub-group has been formed to agree and lead the implementation of its local priorities through a

dedicated action plan, and identify funding etc. The Group is in the initial stages of its work, which will continue over the forthcoming year.

The Ambition Group and its members contribute to wider strategic work through representation on other groups, such as the Objective 2 Action for Regenerating Communities in Herefordshire (ARCH) programme, Parish Plans and Herefordshire Voice steering groups. The Ambition Group has also contributed to the development of strategies including the emerging Economic Development Strategy, and replied jointly to voluntary/community sector consultations.

### **Community Team**

The new Community Development Co-ordinator is in post, and is providing dedicated support to the Ambition Group and sub-groups. The Group has noted the excellent progress that has been made since the post was filled, and the additional work and achievements that have been enabled as a result.

### **Who's Who 2003 Guide**

A guide to over 180 community workers working in the County was produced at the end of February 2003, and has been well used by community groups and a whole range of organisations. The guide is available in paper version and is on the Herefordshire Partnership website. Work is currently underway to update the guide and improve the layout and content based on users feedback. The updated version will be available by the end of the year.

### **Community Development Workers Forum**

The Community Development Workers Forum continues to meet regularly with very high attendance levels. The aim of the Forum is to increase the awareness of and best practice between workers, improve their knowledge of activities underway across Herefordshire and network with local organisations. Recent meetings have included briefings on external funding available to communities and current research. The Forum will also be holding a "speed dating" session in June, to enable the members to exchange best practice and share ideas, leading to future actions.

### **Network links**

The Ambition Group continues to develop communication and partnerships to deliver the Ambition. The Community Development and Local Services Ambition Group (CDLSAG) continues to support the Herefordshire Rivers Leader+ project, ARCH European funded Programme, Objective 2 Steering Group, Social Inclusion Ambition Group, Herefordshire In Touch Content Group, Herefordshire Information and Research Network, and several steering groups, such as the Countryside Agency/ODPM funded "Bridges project". The group recently nominated a member to represent Herefordshire on the Rural Regeneration Zone Pillar Group for Community Regeneration. This networking ensures that the Ambition Group is making effective linkages across the county in support of its aims.

## **5. Community Safety Partnership**

"Ambition: Reduce crime and disorder and make Herefordshire safer."

### **Membership**

Since the merger of the Herefordshire Community Safety Partnership and Drug Action Team, the membership has been continually evaluated to ensure all relevant partners attend. This has resulted in streamlining the membership to now include Herefordshire Council, the Police, Primary Care Trust, Probation Service, Fire

Brigade, Police Authority, Youth Offending Team, and the Voluntary Sector Assembly. The main Strategy group meets quarterly.

### **Strategic work**

The Partnership has started the process of developing the Crime and Disorder Reduction strategy 2005 – 2008. A researcher has just been appointed to assist in the baselining and research work, and there will be a considerable amount of community consultation undertaken during July and August. The final strategy will be ready by April 2005.

The Partnership has also just completed a Partnership Assessment, with a supporting improvement plan to develop and improve how the Partnership functions over the next year. The assessment is based on the Business Excellence model, and includes recommendations on processes, performance management, financial management and partner engagement.

### **Partnership activities**

#### **The NOISE project**

The project has recently expanded to Leominster, where at the last event over 300 young people were involved in a weekend “clear up” event. A similar event was also held in South Wye, with over 200 young people.

#### **Alcohol Arrest project**

The Alcohol Arrest project has continued to develop with help from Bulmers, and is going live in September. Further work is being undertaken with Bulmers in line with the National Alcohol Strategy.

### **Communication**

The newly merged support team will be facilitating the communication of the Implementation Groups (including alcohol, domestic violence, drugs, anti-social behaviour and road safety groups) up to and back from the main Strategic group. Members of the support team also facilitate links to other groups, such as the Housing Ambition Group, Herefordshire’s Race Equality Group and the Children’s Fund.

## **6. Herefordshire Cultural Consortium**

“Ambition: Develop Herefordshire as an active, vibrant and enjoyable place to be”

### **Membership**

Members of the Herefordshire Cultural Consortium come from a range of backgrounds and organisations to include; Hereford College of Art and Design, The Courtyard Theatre of the Arts, Halo Leisure, Herefordshire Sports Council, Business Link, the Voluntary Sector Assembly, Herefordshire Council and the voluntary sector. The areas covered by the representatives of the Ambition Group are: the arts, sport, libraries, heritage, tourism and recreational countryside. A representative from the Museums Forum has also recently joined the Consortium. The associate membership continues to increase in numbers with more voluntary organisations and individuals becoming involved. The Cabinet Member (Community and Social Development) attends this Ambition Group. The Consortium meets quarterly.

### **Strategic work and research**

The Herefordshire Cultural Strategy was reviewed during 2003, and went through a rigorous consultation and development process. The Strategy is now finalised, and



reflects new opportunities available for people wishing to take part in cultural activities across Herefordshire, and changes to the wider policy arena. The strategy provides a framework for future developments, and is inclusive of arts, tourism, heritage, libraries, sport and recreation in its framework.

The Consortium's Action Plan for 2004/2005 has also been completed, giving a list of key projects taking place in Herefordshire that fulfil the aims of the Herefordshire Cultural Strategy.

Both documents will soon be available on the Herefordshire Partnership website.

### **Communication and disseminating information**

In order to promote effective communication both into the Herefordshire Cultural Consortium and out to organisations and the public, since January 2003 the Ambition Group has produced seasonal newsletters, distributed in hard copy through partner organisations, public buildings and on the Herefordshire Partnership web site. All publications of the Ambition Group, to include the Annual Action Plan, Final Report, and supporting documents and strategies are published on the Herefordshire Partnership web-site.

In addition, members of the Cultural Consortium have shown an interest in visiting Cultural communities across Herefordshire. Members will soon be visiting Bromyard on a tour incorporating: the Bromyard Centre; Conquest Theatre; Heritage Centre; and the Historic Society. The aim of the visit is to see how culture plays a part in and affects local communities, and to identify future needs and opportunities.

### **Network links**

The Herefordshire Cultural Consortium continues to support the Herefordshire Rivers Leader+ project, with members on the Local Action Group and one of the members chairing the Project Appraisal Committee. A member of the Ambition Group sits on the Objective 2 ARCH Steering Group to help identify and prioritise projects in line with the County's Cultural Strategy and Cultural Consortium Action Plan. A member of the Herefordshire Cultural Consortium is on the Parish Plans contact group, with the remit to support the community in compiling their plans, respond to requests for services and make note of trends and needs to re-assess the Cultural Consortium's priorities.

## **7. Herefordshire Learning Partnership**

"Ambition: Provide excellent education, training and learning opportunities in Herefordshire for all ages"

The Herefordshire Learning Partnership is a newly formed group, arising from a merger between the Herefordshire Partnership Education Ambition Group and the Herefordshire Lifelong Learning Partnership. There is a requirement for Learning Partnerships to be in place across the Country.

### **Membership**

Membership of the Learning Partnership includes the Learning and Skills Council, Voluntary Sector Assembly, Early Years Development and Childcare Partnership; Herefordshire Colleges; Herefordshire Schools; Herefordshire Council; Connexions; Jobcentre Plus; Herefordshire Group Training Association; Robert Owen Society; and University College Worcester. The Group meets every 6 to 8 weeks.

The main group is supported by a number of sub-groups where more detailed work is undertaken, including Skills for Life (basic skills), 14-19 age group, special needs, employment based skills, Higher Education, and adult and community learning. Some of these are new groups in the process of being established, and some have already been meeting for some time. There are clear communication lines up to the main group.

Since the first meeting of the Learning Partnership in December, important time has been devoted to ensuring the mechanics of the group are correct, the sub-groups are appropriate and the communication lines are in place. The Partnership is now beginning to focus on development work.

### **Strategic work**

The Learning Partnership has been requested to oversee the Strategic Area Review of Learning (STAR), by the Learning and Skills Council. These reviews are being undertaken across the Country and are formal in nature, needing to adhere to nationally set timetables and standards. They are wide ranging in nature, and effectively review levels of need alongside current learning provision across the County. The review will continue until Spring 2005, with formal consultation periods. It is expected that a set of recommendations and actions will emerge.

The Learning Partnership will then use the STAR findings and recommendations as the base for their Learning Strategy and annual action plan in 2005.

### **Communication and networking**

The Learning Partnership is establishing clear lines of communication with and through its sub-groups, and has published its first newsletter, called "Learning Line", outlining current projects and initiatives. The Learning Partnership has a representative on the Objective 2 ARCH programme and the Rural Regeneration Zone, and is regularly represented at quarterly regional meetings where all twelve West Midlands-based Learning Partnerships are present. This forum encourages regional networking and supports LPs working together on regional projects (eg Rural Regeneration Zone projects).

## **8. Social Inclusion and Anti Poverty Ambition Group (SIAPAG)**

"Ambition: To Reduce Poverty and Isolation in Herefordshire"

### **Membership**

The membership of this Ambition Group includes representatives from service provider and user groups across the voluntary sector and statutory bodies. Facilitation for the group is provided from within the Herefordshire Partnership Support Team and administrative support comes from this team and from the Community Legal Partnership. The Ambition Group has formed a number of task groups, which are addressing specific priority areas.

### **General**

#### **Involving excluded groups in decision making and consultations**

This group is in the final stages of developing a list of accessible meeting rooms and venues, which will be widely available and can help voluntary and community groups as well as statutory agencies.

**Raising Awareness**

This group has negotiated a regular column in the Hereford Journal written by a member of the Ambition Group, giving advice on inclusion issues.

**Identifying and Addressing issues which are particular to Rural People**

This group is working to produce baseline data on rural areas and issues and to provide this in a useful format to decision makers and workers. A leaflet on Rural Social Inclusion in Herefordshire is currently in print, giving information on rural isolation, access to information and services, transport, jobs and money, housing and health and social care.

**Networking**

The group and its support officer make direct links to a number of other groups and networks, often acting as a challenger and to ensure that social inclusion issues have been considered. Current networks include links to the Objective 2 ARCH programme, a representative on the Rural Regeneration Zone Pillar Group for community regeneration, links to the Race Equality Partnership and joint work with the Community Development Ambition Group on community involvement. The group is also looking at how it can strengthen its social inclusion input with other Ambition Groups.

**RECOMMENDATION**

**THAT the report be noted.**

**BACKGROUND PAPERS**

- None identified.

