

A G E N D A

Community Services Scrutiny Committee

Date: **Thursday, 17th July, 2008**

Time: **10.00 a.m.**

Place: **The Council Chamber, Brockington, 35
Hafod Road, Hereford**

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

For any further information please contact:

David Penrose, Democratic Services Officer
Tel:01432 383690
Email - dpenrose@herefordshire.gov.uk

Herefordshire Council

AGENDA

for the Meeting of the Community Services Scrutiny Committee

To: Councillor TM James (Chairman)
Councillor PM Morgan (Vice-Chairman)

Councillors DJ Benjamin, GFM Dawe, BA Durkin, DW Greenow, KS Guthrie, MAF Hubbard, B Hunt, RH Smith and RV Stockton

	Pages
1. APOLOGIES FOR ABSENCE	
To receive apologies for absence.	
2. NAMED SUBSTITUTES	
To receive 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.	
GUIDANCE ON DECLARING PERSONAL AND PREJUDICIAL INTERESTS AT MEETINGS	
The Council's Members' Code of Conduct requires Councillors to declare against an Agenda item(s) the nature of an interest and whether the interest is personal or prejudicial. Councillors have to decide first whether or not they have a personal interest in the matter under discussion. They will then have to decide whether that personal interest is also prejudicial.	
A personal interest is an interest that affects the Councillor more than most other people in the area. People in the area include those who live, work or have property in the area of the Council. Councillors will also have a personal interest if their partner, relative or a close friend, or an organisation that they or the member works for, is affected more than other people in the area. If they do have a personal interest, they must declare it but can stay and take part and vote in the meeting.	
Whether an interest is prejudicial is a matter of judgement for each Councillor. What Councillors have to do is ask themselves whether a member of the public – if he or she knew all the facts – would think that the Councillor's interest was so important that their decision would be affected by it. If a Councillor has a prejudicial interest then they must declare what that interest is and leave the meeting room.	
4. MINUTES	
To approve and sign the Minutes of the meeting held on 18 April 2008.	1 - 8

5. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY	
To consider suggestions from members of the public on issues the Committee could scrutinise in the future.	
6. ANNUAL REPORT ON ECONOMIC AND COMMUNITY SERVICES	9 - 12
To receive a presentation by the Cabinet Member (Economic Development and Community Services) informing the Committee of policy issues affecting this programme area and the main priorities.	
7. COMMUNITY/CULTURAL SERVICES REVENUE OUTTURN 2007/08	13 - 18
To advise the Committee on the final revenue outturn position for Adult Social Care and Strategic Housing for 2007/08 and to outline the agreed budget for 2008/09, highlighting the emerging budget pressures.	
8. ECONOMIC AND COMMUNITY SERVICES PERFORMANCE MONITORING	19 - 24
To report on the performance indicators position and other performance management information for the Environment and Culture Directorate.	
9. CLOSE DOWN REPORT ON ACTION PLANS FOR CULTURAL SERVICES INSPECTION; REVIEW OF HEREFORD CITY PARTNERSHIP; THE 18-35 YR OLDS REVIEW AND THE REVIEW OF MUSEUMS AND HERITAGE CENTRES	25 - 26
To receive a closing report on the implementation of the action plans arising from the Cultural Services Inspection; Review of Hereford City Partnership; the 18-35 Review and the Review of the Museums and Heritage Centres.	
10. BROADBAND ISSUES IN HEREFORDSHIRE	27 - 30
To consider a report on the provision of Broadband services to the County.	
11. TO REPORT THE FINDINGS OF THE SCRUTINY REVIEW OF THE AGREEMENT WITH HALO LEISURE TRUST	31 - 46
To consider the findings of the Scrutiny Review of the Agreement with Halo Leisure Trust.	
12. SCRUTINY REVIEW OF COMMUNITY ENGAGEMENT IN THE HEREFORDSHIRE COMMUNITY SAFETY & DRUGS PARTNERSHIP	
To approve the Chairmanship of the Scrutiny Review of Community Engagement in the Herefordshire Community Safety & Drugs Partnership.	
13. SCOPING STATEMENT FOR A SCRUTINY REVIEW OF HEREFORDSHIRE'S ECONOMIC DEVELOPMENT STRATEGY	47 - 50
To consider a scoping statement for a Scrutiny Review of Herefordshire's Future Economic Policy and to nominate Members to serve on the Review Group.	
14. WORK PROGRAMME	51 - 54
To consider the Committee's work programme.	

PUBLIC INFORMATION

HEREFORDSHIRE COUNCIL'S SCRUTINY COMMITTEES

The Council has established Scrutiny Committees for Adult Social Care and Strategic Housing, Childrens' Services, Community Services, Environment, and Health. A Strategic Monitoring Committee scrutinises corporate 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

PUBLIC INFORMATION

Public Involvement at Scrutiny Committee Meetings

You can contact Councillors and Officers at any time about Scrutiny Committee matters and issues which you would like the Scrutiny Committees to investigate.

There are also two other ways in which you can directly contribute at Herefordshire Council's Scrutiny Committee meetings.

1. Identifying Areas for Scrutiny

At the meeting the Chairman will ask the members of the public present if they have any issues which they would like the Scrutiny Committee to investigate, however, there will be no discussion of the issue at the time when the matter is raised. Councillors will research the issue and consider whether it should form part of the Committee's work programme when compared with other competing priorities.

Please note that the Committees can only scrutinise items which fall within their specific remit (see below). If a matter is raised which falls within the remit of another Scrutiny Committee then it will be noted and passed on to the relevant Chairman for their consideration.

2. Questions from Members of the Public for Consideration at Scrutiny Committee Meetings and Participation at Meetings

You can submit a question for consideration at a Scrutiny Committee meeting so long as the question you are asking is directly related to an item listed on the agenda. If you have a question you would like to ask then please submit it **no later than two working days before the meeting** to the Committee Officer. This will help to ensure that an answer can be provided at the meeting. Contact details for the Committee Officer can be found on the front page of this agenda.

Generally, members of the public will also be able to contribute to the discussion at the meeting. This will be at the Chairman's discretion.

(Please note that the Scrutiny Committees are not able to discuss questions relating to personal or confidential issues.)

Remits of Herefordshire Council's Scrutiny Committees

Adult Social Care and Strategic Housing

*Statutory functions for adult social services including:
Learning Disabilities
Strategic Housing
Supporting People
Public Health*

Children's Services

Provision of services relating to the well-being of children including education, health and social care.

Community Services Scrutiny Committee

*Libraries
Cultural Services including heritage and tourism
Leisure Services
Parks and Countryside
Community Safety
Economic Development
Youth Services*

Health

*Planning, provision and operation of health services affecting the area
Health Improvement
Services provided by the NHS*

Environment

*Environmental Issues
Highways and Transportation*

Strategic Monitoring Committee

*Corporate Strategy and Finance
Resources
Corporate and Customer Services
Human Resources*

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 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.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of Cabinet and 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, Cabinet, 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 (20p per sheet subject to a maximum of £5.00 per agenda plus a nominal fee of £1.50 for postage).
- Access to this summary of your rights as members of the public to attend meetings of the Council, Cabinet, Committees and Sub-Committees and to inspect and copy documents.

Please Note:

Agenda and individual reports can be made available in large print. Please contact the officer named on the front cover of this agenda **in advance** of the meeting who will be pleased to deal with your request.

The Council Chamber where the meeting will be held is accessible for visitors in wheelchairs, for whom toilets are also available.

A public telephone is available in the reception area.

Public Transport Links

- Public transport access can be gained to Brockington via the service runs approximately every half hour from the 'Hopper' bus station at the Tesco store in Bewell Street (next to the roundabout junction of Blueschool Street / Victoria Street / Edgar Street).
- The nearest bus stop to Brockington is located in Old Eign Hill near to its junction with Hafod Road. The return journey can be made from the same bus stop.

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.



Where possible this agenda is printed on paper made from 100% Post-Consumer waste. De-inked without bleaching and free from optical brightening agents (OBA). Awarded the Nordic Swan for low emissions during production and the Blue Angel environmental label.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

FIRE AND EMERGENCY EVACUATION PROCEDURE

In the event of a fire or emergency the alarm bell will ring continuously.

You should vacate the building in an orderly manner through the nearest available fire exit.

You should then proceed to Assembly Point J which is located at the southern entrance to the car park. A check will be undertaken to ensure that those recorded as present have vacated the building following which further instructions will be given.

Please do not allow any items of clothing, etc. to obstruct any of the exits.

Do not delay your vacation of the building by stopping or returning to collect coats or other personal belongings.

HEREFORDSHIRE COUNCIL

MINUTES of the meeting of Community Services Scrutiny Committee held at The Council Chamber, Brockington, 35 Hafod Road, Hereford on Friday, 18th April, 2008 at 10.00 a.m.

Present: Councillor TM James (Chairman)
 Councillor RH Smith (Vice Chairman)

Councillors PGH Cutter, DW Greenow, KS Guthrie, B Hunt, PM Morgan and RV Stockton

Co-opted Members Mrs J Evans (National Farmers Union), Mr PH Hands (Visit Herefordshire), Mr PM McCaull (HALC) and Mr G. Woodman (Hereford and Worcester Chamber of Commerce)

In attendance: Councillors: PA Andrews, WLS Bowen and PJ Edwards

37. APOLOGIES FOR ABSENCE

Apologies were received from Councillors: DJ Benjamin and MAF Hubbard.

38. NAMED SUBSTITUTES

There were no named substitutes.

39. SUGGESTIONS FROM MEMBERS OF THE PUBLIC ON ISSUES FOR FUTURE SCRUTINY

No suggestions were received from members of the public.

40. DECLARATIONS OF INTEREST

Name	Agenda Item	Interest
Councillor PM Morgan	7	Personal – as Board Member of the Visit Herefordshire Trust
Councillor RH Smith	7	Personal – as Council appointed Board Member, Courtyard Centre for the Arts.
Councillor PGH Cutter	10	Personal – through involvement in organising Christmas Lights at Ross.
Councillor RH Smith	11	Personal – Member of Village Neighbourhood Watch Group
Councillor RV Stockton	Generally	Personal – as former Cabinet Member.

41. MINUTES

On considering the Minutes, a general comment was made that the Committee expressed its reservations concerning the quality of reports submitted for consideration in the Agenda.

42. REVIEW OF TOURISM WITH SPECIFIC REFERENCE TO TOURIST INFORMATION CENTRES

Councillors PM Morgan and RH Smith declared a personal interest in this item.

The Committee received a report on the Review of Tourism in the County with Specific Reference to Tourist Information Centres. Councillor RH Smith, on behalf of the Tourism Review Group, presented the paper. By reference to the Desired Outcomes, Key Questions and the Scoping Statement, he took the Committee through the report and highlighted in particular the following issues:

- That the review had been undertaken as a result of an Audit Commission report that had highlighted the need for a way of measuring the effectiveness of tourism in the County, and ensuring value for money from its Tourist Information Centres (TICs);
- The review had been undertaken in line with the scoping statement attached as Appendix 1 to the document;
- That value for money from the TIC model was a key consideration. Tourism West Midlands were in the process of developing key performance indicators to measure tourism volume and value throughout the region;
- That the management and delivery of tourism information services should remain under the Council's control;
- That the County should establish at least one exemplar TIC that would be able to stand comparison with the best in the Region, provided that this could be achieved at no extra cost.
- That the TIC structure should be changed to a 'hub and spoke' concept. Such a structure would have no impact on costs, but would offer gains in efficiency and hence value for money.

In the ensuing discussion, the following points were made;

- Councillor BA Hunt, Ward Member for Bromyard, recording his minority view on the Review Committee that while he would like the facility at Bromyard to be treated the same as the other Market Towns, he accepted the suggestion that the current facility should be upgraded.
- Concern was expressed by a Member about a proposal to move the Ross-on-Wye TIC to the library in Ross-on-Wye. This would move the TIC from one end of the town to the other, which might prove to be to its detriment.
- Mr Hands concurred with a comment from a Member that the cost of exhibiting at the World Travel Market at the National Exhibition Centre, Birmingham had proved prohibitively expensive. It was for the same reason that Visit Herefordshire had also decided not to attend the Bristol Travel Show. He added that he was delighted to see the proposal that the Kington TIC should remain in its present location.
- That consideration might be given to relocating the Hereford TIC to a retail outlet that did not incur such high costs. The Old House was put forward as a suggested alternative location. The Committee endorsed the suggestion in the report that, should a Tourist Information Point be established within the Edgar Street Grid development, this should be subsidiary to the City Centre TIC.
- Visits undertaken as part of the Review had found that the Shrewsbury TIC had featured Herefordshire in its displays, and that the Ludlow TIC had been similarly knowledgeable about Herefordshire. Mr Hands pointed out that it

was the policy of the TICs that they should cover an area around them to a thirty mile radius. They were likely, therefore, to overlap county boundaries.

- The Cabinet Member (Economic Development and Community Services) thanked the Committee for a thorough report and all the hard work that had been put into the review. He said that new figures had been worked up using the Scarborough Model, which meant that the estimates of the total tourism contributed to the economy of the County could be revised from £291 million as outlined in item 4.1 of the report, to £335 million. The Head of Economic and Community Services reported that this model had been chosen as it was much more locally focused than the Cambridge model that had previously been used. The latter gave a greater emphasis to national figures. Referring to Appendix 4 at Agenda page 29, it was noted that the Destination Management Partnership spent approximately £105,000 on promoting the County.
- The Cabinet Member went on to say that the Hereford TIC had an important role to play in the regeneration of the City Centre, and consideration was being given as to where it should be placed. Care would have to be taken to preserve the heritage offer if the Old House were to be used, as this was a well preserved historic building. Responding to comments concerning the display of out of County literature, he agreed that whilst the emphasis should be on Herefordshire, under reciprocal arrangements, other should also be displayed.
- It was agreed that the sentence on page 19, item 8.3 of the report: 'a TIC may be co-located with an "Info in Herefordshire" office but that the two should never be combined' should be altered to read, 'but that the two should not be combined'.

RESOLVED

- THAT**
- (a) the findings of the Tourism Review Group be submitted to Cabinet;**
 - (b) that subject to the Review being approved, the Executive's response to the Review, including an action plan, be reported to the first available meeting of the Committee after the Executive has approved its response;**
- and;**
- (c) a further report on progress with respect to the Review should be made after six months with consideration then being given to the need for any further reports to be made.**

43. MONITORING OF 2007-08 COMMUNITY SERVICES DIVISION REVENUE BUDGET TO PERIOD 12

The Economic and Community Services Accountant presented the report on the monitoring of 2007-08 Community Services Division Revenue Budget to Period 12:

- Economic Development would transfer £79,266 in order to repay prudential borrowing for the RRZ Enterprise centre within the capital programme. The whole amount would be repaid in the current year, to avoid any risk to budget in future years;
- There was a forecast variance outturn of an overspend in Community Leisure and Halo of £208,665. This was as result of the settlement of the job evaluation amount which saw an amount of £67k net due for 2006-07 and an additional £140k over the available budget due for 2007-08;

- The current overspend in Parks and Countryside resulted from issues arising over the Hereford City Council contributions (£137,815) towards parks and open spaces that was still being attributed as an income. This was currently not reflected in the forecast variance outturn and would be funded through central budgets for 2007-08;
- IT Service Level Agreement charges would be charged to the services during period 13 and it was forecasted that the estimated outturn for Libraries would show an overspend of £73,921. This related primarily to charges estimated at £68k from the IT Service in relation to the maintenance cost of PC's used for public Internet access in the Libraries. This was not allocated within the budget when the fee was increased;

In reply to a question, the Head of Economic and Community Services said that the expected outstanding funds from the City Council which had resulted in an overspend on the Countryside and Public Rights of Way budget was a result of a decision of the City Council to redirect its support for the capital fund for parks and countryside which are proving very successful. This obviously had an impact on Herefordshire Council's expected income for the revenue budget as the works still needed to be commissioned. The agreement that had been in place between the two Authorities had come to a natural end and had not been breached by neither party.

A councillor remarked that the nature of Libraries was changing with regard to their IT provision. In light of the overspend in that area, it would be appropriate to show the costs of that provision as a separate heading.

RESOLVED: That the position on the revenue budget set out in the monitoring report be noted.

44. ECONOMIC AND COMMUNITY SERVICES PERFORMANCE MONITORING

The Committee considered the report on Economic and Community Services Performance Monitoring. The following areas of key consideration with regard to the Performance Indicators were highlighted by the Head of Economic and Community Services:

- Disappointingly the target for the reduction in violent crime in Herefordshire, which stood at 2,553, was likely to be exceeded, with a projected out turn of 2,979. However a down turn in the figures was indicated in the third quarter. A number of schemes were in place to further reduce the crime rate.
- The target percentage of users satisfied with libraries had not been met. It had been shown that Ledbury and Hereford libraries were the poorest performing; there were plans to improve the site in both locations. She added that in order to improve the out-turn for the target for the number of library visits per 1,000 population a "passport" scheme had been implemented since January in order to increase usage by children and adults.
- Whilst the indicator for the percentage of residents engaged in volunteering work was below target, this was being addressed by an ongoing publicity campaign and investment in training opportunities for volunteer coordinators in the Voluntary Sector. The result did reflect a national trend.
- The indicator for the percentage of footpaths and rights of way that were easy to use by the public was no longer a national performance indicator. However, it was likely that local indicators would be introduced.

The Vice-Chairman pointed out that the overall direction of travel of the indicators

was not positive. The Head of Economic and Community Services replied that she shared his concern that the indicators were not as positive as they could be, but added that PI's were just one measure of how well a service was performing.

In the course of the discussion, the following principal points were noted:

- That the County's libraries provided an excellent service, but that there was an issue as to how the service could reach out to the young in the County. A new approach would have to be sought.
- In conjunction with local parish councils, consideration could be given to prioritising the County's most popular footpaths.
- That the current library indicators did not include mobile libraries, but that the new national indicator would.
- The Committee noted a comment that West Mercia Constabulary might be prevailed upon to extend the hours they policed the City. A Member also pointed out that support by the Community Service Officers was not available after 10 pm.
- The Committee noted a comment that whilst local crime statistics might not be high, there was a feeling of vulnerability in the villages, especially amongst the elderly. The Director of Adult and Community Services stated that a strategic plan for community safety had been produced. The point was also made that the problem had arisen as much as a result of negative reports in the national media as in the local press. In the short term, there had been an increase in a visible police presence, as well as proactive provision of positive stories about Council initiatives to the local media. The Social and Economic Regeneration Manager added that the new three year plan was now on the website.

The Cabinet Member (Economic Development and Community Services) stated that the local crime statistics were low, and that Herefordshire was a very safe place to work and live. Work was being undertaken in regenerating the city centre, and care should be taken that the Council should be positive in its portrayal of the County to instil confidence in future business and economic growth. Whilst outside the Terms of Reference of the Committee, the Chairman referred to the adverse publicity that the Council had received over taxi licensing. The Cabinet Member replied that he had had a rewarding dialogue with the drivers.

RESOLVED: That the report be noted

45. ARRANGEMENTS FOR CHRISTMAS LIGHTS IN HEREFORDSHIRE

Councillor PGH Cutter declared a personal interest in this item

The Committee were advised of the Arrangements for Christmas Lights and associated events in Herefordshire. The Head of Economic and Community Services reported that the decision to withdraw £3,000 of funding to the five market towns had not been taken lightly. Considering other pressures on the Council's overall expenditure, it was not in a position to sustain this funding. Arrangements for Hereford were different, as £10,650 was provided from the Environment Directorate towards the fixtures, fittings and operation of the lights, the rest of the cost was met by Hereford City Council and its partners.

In the discussion that followed, the following points were made:

- The decision to withdraw funding from 2008, could create public relations damage that would far outweigh the advantages of any savings;

- That the lights in the market towns were undoubtedly a tourist attraction for the area, and were of great benefit to the retail sector within the towns. Attempts to pass costs on to the retailers had proved to be unsuccessful;
- The Committee noted that a significant proportion of the budget was spent on erecting the lights. Recent stringent changes in Health & Safety regulations had significantly increased costs. It was suggested that the public should be made aware of the various safety and budget implications of providing Christmas Lights.

RESOLVED: That the report be noted

46. BROADBAND ISSUES IN HEREFORDSHIRE

The Committee received an update on Broadband issues in Herefordshire.

The Senior Economic Regeneration Officer highlighted a number of issues in his presentation:

- Advantage West Midlands (AWM) funded the upgrading of the outstanding exchanges in Herefordshire in 2006 as it had the power to assist in the provision of a sustainable long-term service where there was perceived to be a clear market failure;
- There were still problems with broadband in rural areas despite the enabling of exchanges. These were associated with line-sharing devices used by BT to allow more lines into small rural exchanges. As a result, many residents and businesses within the County were still not able to get a satisfactory broadband service;
- The Community Access Point project had provided good broadband access in a number of rural communities, but did not deliver directly into homes and businesses;
- The Rotherwas industrial estate was affected both by distance from the exchange, and by cabling issues, and companies were, on the whole, able to receive only a very limited service. A wireless service arranged by AWM was not marketed on to new companies coming onto the site, and the contract had been terminated on 31 March 2008 as the provider had not realised sufficient returns;
- BT had proved repeatedly unwilling to improve the infrastructure to Rotherwas, as the financial returns were not sufficiently attractive. A good broadband service was key to the success of the Rotherwas Futures objectives. An option was being explored whereby some of the Council's infrastructure might be used to provide sufficient data bandwidth into the estate;
- It was suggested that consideration might be given to a survey of the County to find out what issues residents had with their broadband service.

Mr Woodman reported that the Chamber of Commerce had been consulting with businesses on this matter. The preferred option would be to use BT as a provider, and the Chamber of Commerce would support and work with the Council to provide evidence. He believed that it might be appropriate for the Council to put pressure on BT and OFCOM on this matter.

The Cabinet Member (Economic Development and Community Services) stated that the County would stand still without an efficient broadband network, which was vital to its economic regeneration. A high level meeting would be arranged with BT to discuss the matter further.

Following a debate the Committee emphasised the need for Cabinet to establish what levels of broadband were provided throughout the County and to urgently pursue its provision to the Rotherwas Estate and the County as a whole.

RESOLVED:

That

- (a) **Cabinet be urged to urgently address the issue of broadband provision to the Rotherwas Estate and the County, and acknowledge that this is of a high priority to the County;**
- (b) **That Cabinet consider initiating a survey to establish the actual current level of provision in the County.**

47. SCOPING STATEMENT FOR A REVIEW OF COMMUNITY ENGAGEMENT OF THE HEREFORDSHIRE COMMUNITY SAFETY AND DRUGS PARTNERSHIP

Councillor RH Smith declared a personal interest in this item

The Committee considered the Scoping Statement for the Review of Community Engagement in the Herefordshire Community Safety and Drugs Partnership.

RESOLVED:

That:

- (a) **the scoping statement for a Review of Community Engagement in the Herefordshire Community Safety and Drugs Partnership appended to the report be agreed;**
- (b) **Councillors: PGH Cutter, DW Greenow, KS Guthrie and RH Smith be appointed to the Review Group;**
- and;**
- (c) **Councillor RH Smith be appointed as Chairman of the Review Group.**

48. EXCEPTION REPORT ON ACTION PLANS FOR CULTURAL SERVICES INSPECTION; REVIEW OF HEREFORD CITY PARTNERSHIP; THE 18-35 REVIEW AND MUSEUMS AND HERITAGE CENTRES REVIEW.

The Committee considered the Exception Report on Action Plans for Cultural Services Inspection, Review of Hereford City Partnership; The 18-35 Review and Museums and Heritage Centres.

The exception report listed progress against those actions which remained outstanding.

RESOLVED: That the report be noted and in the future update reports on Action Plans following a Scrutiny Review be by exception report.

49. COMMITTEE WORK PROGRAMME

The Committee considered the Work Programme.

RESOLVED: That the work programme be approved and reported to the Strategic Monitoring Committee.

The meeting ended at 12.15 p.m.

CHAIRMAN

ANNUAL REPORT ON ECONOMIC AND COMMUNITY SERVICES**Report By: Cabinet Member for Economic and Community Services****Wards Affected**

Countywide

Purpose

To share with Members current issues and priorities for the next 12 month period.

Background

1. For information the portfolio covers:
 - Cultural Services - libraries, arts, creative industries, tourism, heritage, sports development and the Courtyard contract;
 - Community Regeneration – Leader+ programme, South Wye regeneration, voluntary sector liaison, support for social enterprises, parish and rural services, grants (advice and distribution);
 - Economic Development – inward investment and infrastructure, support for business, area based development – north and south, redundant building grants;
 - Life Long Learning – family learning, adult community learning, address worklessness;
 - Community Safety and Drugs Partnership – CCTV, reassurance and marketing, drugs intervention programme, crime prevention and intervention;
 - Parks, Countryside and Leisure Development - public rights of way, parks, play areas, countryside access, commons, Halo contract, leisure provision at Kington and Wigmore.
2. As part of the restructure of the Council the services are now located within two directorates – Cultural Services and Parks, Countryside and Leisure Development are within the Environment and Culture Directorate, whilst the remaining services are within the Regeneration Directorate along with Strategic Housing, Planning and Transportation. Both will be subject to restructure arrangements to take into consideration changes of management and focus of the services.

Herefordshire Council base budget for service area	£ (2008/9)
Cultural Services (includes the Courtyard)	£4 million
Parks, Countryside and Leisure Development (includes Halo)	£3.5 million
Economic Development (includes ESG)	£1 million
Community Safety (match fund for external funding)	£117,000
Community Regeneration (includes grants to external groups e.g. Citizen's Advice, Community First, HALC)	£1 million
Life Long Learning (match fund for external funding)	£46,000
Total	£9.7 million

Summary of Achievements

- Herefordshire as the regional capital for Enterprising Britain Award.
- Rotherwas Relief Road completed by the end of June 2008.
- Retail developer selected for Edgar Street Grid.
- Delivery of 23 Redundant Building Grants totalling over £800,000, which will ultimately create over 270 jobs.
- Increased completion of public path orders (5 orders made in 2006/07 compared to 46 completed in 2007/8).
- Completion of the Museum Resource and Learning Centre, Royal Opening in April 2008.
- Completion of Phase 2 of Aylestone Park.
- 6 new schools acquiring Arts Mark gold.
- Herefordshire Compact in place to promote and support partnership working between the Voluntary and Community Sector and public bodies.
- 2 new mobile library vehicles with access to the library catalogue.
- More accredited sports clubs who have achieved 'clubmark' with 32 in the County and working with another 12 clubs for 2008/09.
- Sports Referral Project nominated for the Midlands 'Power of Sport' award.
- 95% of the babies and young children population receiving book start packs.
- 500 children taking part in 30 events in libraries in the summer holiday, and 1,345 children involved in the Summer Reading Challenge.
- Completion of a new £500,000 Joint use artificial turf pitch in Ross on Wye.
- Two new fitness suite extensions at halo centres and refit of Fitness Suite at Kington Leisure Centre.
- £180,000 parks infrastructure investment funded by Hereford City Council.
- Doubled the number of visitors to the annual Food Festival to 8,000.
- A successful Herefordshire Business Conference.
- The incorporation of Visit Herefordshire to lead the promotion of tourism in the County.
- Developing a vision and strategy for Hereford City Centre with the Hereford City Partnership.
- Herefordshire is being approached by Advantage West Midlands to run the Rural Development Programme England across the Region.
- Taking forward the development of a new business park at Model Farm, Ross-on-Wye.

Key Service Issues, Challenges and Opportunities

3. **Contingency Plan for Reductions in External funding** – a number of schemes and services are reliant on external funding; this includes the Herefordshire Community Safety and Drugs Partnership, the Leader programme, Life Long Learning and projects within arts and tourism e.g. the Food Festival. It is also important to recognise the need for private sector funding.
4. **Customer Demands** – customer demand is constantly changing and increasing. A key requirement is to be flexible with opening hours, specifically libraries and TICs where people want access to information at all times of the day, seven days a week.
5. **Planning Gain** – new guidance has changed to include funds for libraries, community centres, public art and heritage centres. This compliments existing focus on parks and countryside services and CCTV.

6. **EU funding** – there is potential to access the new round of EU funding in learning, economic development and access to services.
7. **ICT requirements** - there are also a number of ICT pressures that need to be addressed in 2008/9 which have become critical to running the services. These include replacement of servers to operate library service; self-serve PC booking and print management system; improved Broadband at Rotherwas linked to Herefordshire Council provision.
8. **Sub-National Review** of National Economic Development and Regeneration – this document suggests a change in relationship with regional development agency, with far greater delegation of delivery and funding to local authorities.
9. **Pressure local services** – whilst there is a stronger focus nationally on working with neighbourhoods and communities, there is pressure on sustaining communities e.g. withdrawal of post offices and telephone boxes.

Priorities and Schemes

- **Grange Court, Leominster** – part funded by Government's Community Assets Transfer Fund this project will see the building dedicated for community use
- **Library Developments** – new library building in Ledbury, and development of Ross-on-Wye Library to incorporate Info Shop
- **Edgar Street Grid** – development of 100-acre site north of Hereford City Centre, that also includes a Civic Quarter and Library
- **Rotherwas Futures** – major infrastructure project to increase the viability of employment land in Hereford
- **New plan for Herefordshire Community Safety and Drugs Partnership** – new approach, priority, targets, funding for community safety and drugs intervention for the county covering the next three years
- **Regeneration of Hereford City Centre** – working with partners to identify actions and funding to develop the city
- **Revise the TIC network** – to take forward plans to revise TICs
- **Access to local services** – explore ways of retaining and enhancing local services such as post office functions
- **Live Work and Home Working** – forward plans in Ross on Wye to establish Live Work units as a pilot scheme for the region and explore ways of supporting home based working
- **Regeneration Strategy for Herefordshire** – establish a whole county strategy that supports economic growth
- **Address worklessness** – provide support mechanisms for people to enter employment who have been out of work for more than a year

Expected Decision before Cabinet

10. Review of TIC and Tourism by Community Services Scrutiny Committee.
11. Review of Management Agreement with Halo by Community Services Scrutiny Committee.
12. Major Schemes – decisions regarding ESG; Rotherwas Futures; library facilities.
13. Update on the future of Post Office Services in Herefordshire.

Service and financial performance

14. In summary the Crime and Disorder PIs show the number of burglaries and reported domestic violence incidences have reduced in Herefordshire. However, poor performance in violent crime and criminal damage has led to an overall worsening of the crime and safety picture.

15. For Cultural Services performance in relation to the percentage of people satisfied with museums and galleries has improved on last years figure and has reached the predicted target for 2007. However, the performance in relation to the number of pupils in organised school trips visiting museums and galleries has fallen.
16. The performance of libraries continues to be below the national comparative position with only 69% of all residents being satisfied with libraries; however the Herefordshire Satisfaction Survey 2007 reported that 84% of users were satisfied with libraries.
17. The performance on the percentage of footpaths and rights of way which are easy to use has declined since last year. Internal discussions are ongoing to improve performance.
18. A key indicator for economic regeneration is the average (median) weekly earnings in Herefordshire compared to the average in the West Midlands and this continues to be low. However through the implementation of our Economic Strategy, particularly through up-skilling the workforce, the Council aspires to drive up average earnings in Herefordshire.
19. Consistently 79% of residents of Herefordshire are satisfied with the local community as a place to live however, the target for 2007 of 87% was not met. The number of people volunteering an average of 2 hours per week or more increased in 2007 however, the target of 22% was not achieved.
20. With the implementation of the white paper Strong and Prosperous Communities, the Comprehensive Performance Assessment will be replaced by the Comprehensive Area Assessment from 2008/09.

Transformation Programmes and External Inspections

14. **Ofsted Inspection of Adult Learning** – In April 2007 the Council's Adult and Community Learning provision was Ofsted inspected. The effectiveness of the provision was deemed 'good', with programmes found to be flexible in meeting the needs of the learners, with the guidance for learners on programmes being particularly good. Key areas for improvement were the use of initial assessment and the need to include stakeholders in the self-assessment process.
15. **Cultural Services Inspection** – In February 2007 the Audit Commission inspected the cultural service operated or funded by Herefordshire Council. The service was deemed to be a "*fair service that has promising prospects for improvement*".
16. A key area of transformation identified in 2007/8 was the re-engineering of Parks, Countryside and Leisure Development. This has resulted in:
 - Organisation of the management structures in Parks and Countryside
 - Address the back-log of public path orders, with an increase in performance
 - A more flexible approach to addressing the mixed needs of the service, with officers diversifying their skills to take on new areas
 - A joining of functions between PROW and Parks and Countryside.
17. Another area of transformation was the remodelling of the Tourist Information Centres. The Scrutiny Committee has produced a review of tourism including TICs and Ledbury TIC has moved to the Masters House creating a rent saving.

RECOMMENDATION

THAT the report be noted.

BACKGROUND PAPERS

- **None identified**

**COMMUNITY/CULTURAL SERVICES REVENUE
OUTTURN 2007/08****Report By: Director of Resources****Wards Affected**

County-wide.

Purpose

1. To advise Members on the final revenue outturn position for Economic and Community/Cultural Services for 2007/08, the agreed budget for 2008/09, and the position at the end of period 2 and to highlight any known budget pressures.

Financial Implications

2. These are contained in the report.

BackgroundFinal Outturn 2007/08

3. The total expenditure for the Economic and Community/Cultural Services was £12,997,494 against a budget of £12,653,479, resulting in an overspend for the year of £344,015. A summary of the final revenue outturn for 2007/08 is detailed in Appendix 1.
4. Cultural Services over spent by £138,264. The main reason for this was a Library Service overspend of £87,586 due to the IT SLA charge for public access computers in the county's libraries, where costs have increased over and above the original budget allocation.
5. The Tourism overspend of £103,019 included £40,000 related to The 'Flavours of Herefordshire' festival, where income targets were below anticipated budget and resulted in a £40,000 overspend. Planned savings of £28,500 from the relocation of the Ledbury Tourist Information Centre were not achieved.
6. These overspends were mitigated by underspends within Heritage of £20,448, and Leisure services of £32,160, where extra income above budgeted targets was achieved.
7. Economic Development under spent by £27,767. This was due to the unexpected receipt of rental income received at the end of the financial year and this income was then used to offset known overspends within other areas of Community Services. Similarly Community Regeneration under spent by £12,095, due to additional income at the year end from administering the Youth Opportunities fund and this money was also directed to offset overspends elsewhere within the services.
8. Community Leisure incurred an overspend of £247,860. The majority of this relates to the settlement of the Halo job evaluation, which was in excess of available budget.

2008/09 Budget

9. The 2008/09 full year budget and actual expenditure and profiled budget to the end of period 2 (May 2008) are set out in Appendix 2.
10. The combined service areas show an underspend of £544,693 at the end of period 2, against a budget of £2,140,545. It should be noted that this relates to a timing issue rather than being a projected outturn.
11. The largest element of the underspend at the end of period 2 is within Leisure and relates to the provision for the 2007/08 job evaluation settlement. The detailed costs have been recently received from Halo Leisure services and being reviewed for accuracy and approval for payment.
12. Other variances to budget for period 2 are explained in Appendix 3.
13. The main areas of budget pressure for 2008/09 continue to be that of the ICT provision to Libraries and the Halo job evaluation settlement. To address the ICT issue the Libraries service is currently in dialogue with the ICT division. The Halo budget was sufficient at the time of calculation in 2004, but the regrading of staff under job evaluation has meant that staff progress through the grade and it is this additional cost that is creating the shortfall. The staffing information has been thoroughly reviewed by Halo and Herefordshire Council to establish an accurate on-going cost. Halo has been requested to provide forecasts for 2008/09 and 2009/10 urgently so that the extent of this pressure can be fully established.

RECOMMENDATION

THAT the position be noted.

BACKGROUND PAPERS

- None identified.

APPENDICES

Appendix 1 – Summary of Final Revenue Outturn 2007/08.

Appendix 2 – Full Year Budget 2008/09 and Actual Expenditure and Profiled Budget to end of Period 2.

Appendix 3 – Other Variances to Budget for Period 2.

Final outturn 2007/08		Community Services		
	Full Year Budget	Final Outturn	Overspend (Underspend)	
	£	£	£	
Arts	606,794	613,064	6,270	
Cultural Services Staff	259,784	253,781	(6,003)	
Heritage	762,452	742,004	(20,448)	
Leisure Services	258,998	226,838	(32,160)	
Library Service	2,668,553	2,756,139	87,586	
Tourism	591,344	694,363	103,019	
Total for Cultural Services	5,147,925	5,286,189	138,264	
Community Leisure	22,000	19,559	(2,441)	
Leisure	1,961,505	2,209,365	247,860	
Total for Community Leisure + Halo	1,983,505	2,228,924	245,419	
Countryside	2,098,575	2,072,357	(26,218)	
Prow	610,862	631,106	20,244	
Total for Parks Countryside & Prow	2,709,437	2,703,463	(5,974)	
Total for Cultural Services	9,840,867	10,218,576	377,709	
Economic Regen	982,458	954,691	(27,767)	
Community Safety	(320,093)	(324,487)	(4,394)	
Community Regen	1,261,518	1,249,423	(12,095)	
Life Long Learning	94,660	106,534	11,874	
Total for Social & Economic Regeneration	2,018,543	1,986,161	(32,382)	
Total for Management	794,069	792,757	(1,312)	
Community Services Total	12,653,479	12,997,494	344,015	

2008/09

	Full Year Budget	Actual to period 2	Budget to period 2	(Underspend / overspend	Forecast Outturn Variance Overspend (underspend)
	£	£	£	£	£
Arts	591,837	165,852	208,646	(42,794)	
Cultural Services Staff	215,155	41,482	35,859	5,623	
Heritage	582,844	96,610	97,141	(531)	
Leisure Services	185,577	67,308	30,929	36,379	
Library Service	1,886,433	280,981	314,406	(33,423)	90,000
Tourism	464,550	79,342	77,425	1,917	
Total for Cultural Services	3,926,396	731,575	764,406	(32,831)	90,000
Community Leisure	34,140	(7,093)	5,690	(12,783)	
Leisure	1,336,036	333,012	576,006	(242,994)	200,000
Total for Community Leisure + Halo	1,370,176	325,919	581,696	(255,777)	200,000
Countryside	1,520,545	50,449	175,884	(125,435)	
Prow	598,817	112,448	99,803	12,645	
Total for Parks Countryside & Prow	2,119,362	162,897	275,687	(112,790)	0
Total for Cultural Services	7,415,934	1,220,391	1,621,789	(401,398)	290,000
Economic Regen	935,226	315,718	342,046	(26,328)	
Community Safety	117,016	115,061	86,853	28,208	
Community Regen	1,024,420	(93,190)	40,380	(133,570)	
Life Long Learning	45,902	7,111	7,650	(539)	
Total for Social & Economic Regeneration	2,122,564	344,700	476,929	(132,229)	0
Total for Management	250,960	30,761	41,827	(11,066)	0 *
Cultural / Economic and Community Services Total	9,789,458	1,595,852	2,140,545	(544,693)	290,000

*

Arts

Grants that have been committed have as yet still to be paid. A review of the timing of payment of these grants is currently under review to realign the profile of the budget.

Tourism

Although tourism appears slightly overspent this is due to the value of stocks at 31st march 2008 This stock is brought forward as cost in 2008/09 awaiting corresponding income from sales.

Leisure Services

Leisure services includes a public health secondment for which income will come from external income sources being the NHS

Countryside

The underspend reflects grounds maintenance work completed last year by Amey services that has yet to be billed to the service

Community Safety

The community safety partnership is predominantly funded from external funding sources and any current overspend will be funded from these sources.

Community Regeneration

The underspend relates to grants that have been committed but as at the end of period 2 yet to be paid. Reprofiting of the timing of payment of grant currently being reviewed.

ECONOMIC AND COMMUNITY SERVICES PERFORMANCE MONITORING**Report By: Director of Environment and Culture and Director of Regeneration****Wards Affected**

Countywide

Purpose

1. To report on the performance indicators position and other performance management information for the Economic and Community Services Division within the Regeneration Directorate and Cultural Services functions within the Environment and Culture Directorate.

Financial Implications

2. No direct implications.

Background

3. The Performance Improvement Framework of the Council requires reporting to Scrutiny Committee at 4, 6, 8, 10 and 12 months. This report covers the performance indicator out-turns as at the end of year 2007-08. This report includes final out-turn figures rather than forecast figures, along with direction of travel and status, which are defined as:
 - ◇ Direction of Travel (**DoT**) – indicates whether the current position demonstrates improvement against the previous year's out-turn. If there is no movement on the PI this is seen as a negative DoT.
 - ◇ Status – indicates (using traffic lighting) whether the current position demonstrates progress in line with the agreed target – G = Green, A = Amber, R= Red.
4. The indicators, as listed here, are either Best Value Performance Indicators (BVPIs are nationally set indicators) or Local Area Agreement indicators (LAA) agreed as specifically important to the County. These are not all the indicators for the services, but a broad range which reflects the spread of services. The indicators, where data is available, are benchmarked against national standards.
5. The table in Appendix One includes details of the performance indicators.

In summary:

6. This report includes actual, end of year out-turn data. The end of year out-turn information shows that of the 43 performance indicators reported 18 reached target or exceeded the target set. 19 of the indicators show a positive Direction of Travel – improvement year on year. Of the indicators that did not reach target six of them still showed an improvement year on year. The indicators that did not have a positive improvement year on year included six that out-turned at a level equal to 2006-07.

7. A few of the indicators have only marginally missed target. For example, BVPI 220, active borrowers as a percentage of population missed target by 0.15%; BVPI 119, % satisfied with sports and leisure facilities missed by 2%; and % finding easy access to shops selling fresh fruit and vegetables missed by 1%.

Crime and Disorder

8. Almost half of these indicators reached target, with reductions in burglaries, robberies and vehicle crime, although an increase in violent crime. Fear of crime has increased for a range of indicators, although there is a reduction in relation to speeding traffic. The British Crime Survey findings did not manage to reach target, although there was a positive improvement compared with last years out-turn.
9. Cultural Services -half of these indicators reached target. Highlights include, the percentage of 5-16 years olds engaged in high quality PE, which out-turned at 5% above target; and satisfaction with parks and the countryside reached target and remains significantly better than the national comparators – out-turning at 69% compared with the national position of 54%.
10. Economic Development – the number of people employed in technology and knowledge intensive industries significantly exceeded target, by more than 10% - out-turning at 10,923 against a target of 9,900.
11. Community Regeneration – although none of these indicators reached target, a year on year improvement has been achieved for three of the indicators. Number of adults engaging in formal volunteering has increased from 15% to 17%; easy access to shops selling fresh fruit and vegetables and easy access to cultural and recreational facilities have both improved on 2006-07.

National Indicator Set (NIS)

12. There are a new set of performance indicators as part of a national framework. None of the current indicators stay in the current form, with different ways of counting results. Some indicators have been dropped completely including satisfaction with cultural facilities and PROW access.
13. The national indicators relevant to Economic and Community Services will be reported in the next Scrutiny Report.

Recommendation

- THAT (a) the report on performance be noted;**
- and**
- (b) areas of concern and exception continue to be monitored.**

BACKGROUND PAPERS

- New indicator set

REF	Key PIs	National Comparative Position	2005-06 Actual	2006-07 Actual	2007-08 Plan	2007-08 Actual	Status	DoT
Crime and Disorder								
BV126	Domestic burglaries per 1,000 household (low good)	10.9	4.9	4.2	4.2	3.9	G	↑
BV127a	Violent crime per 1,000 population (low good)	17.76	14.7	15.1	14.7	15.6	R	↓
BV127b	Robberies per 1,000 population (low good)	0.61	0.2	0.4	0.4	0.2	G	↑
BV128	Vehicle crime per 1,000 population (low good)	11.83	5.5	5.1	5.1	5.0	G	↑
BV225	Action against domestic violence	58.64%	63.6%	81.8%	81.8%	81.8	G	↓
BVPI126	Record no more than 600 domestic burglaries (low good)	N/A	376	327	600	299	G	↑
BVPI128	Record no more than 1086 vehicle crimes (low good)	N/A	973	904	1,086	890	G	↑
LPSA2	Reduce violent crime in Herefordshire (low good)	N/A	2621	2706	2,553	2782	R	↓
LPSA2	Reduce incidences of criminal damage (low good)	N/A	2690	3095	2,101	2696	R	↑
LPSA2	Monitor fear of crime: a. speeding traffic is a problem	(wmc 72%)	80.6%	70%	76.6%	74%	G	↓
LPSA2	Monitor fear of crime: b. vandalism, graffiti and other deliberate damage to property or vehicles is a problem	(wmc 60%)	59.8%	52%	56.8%	61%	R	↓
LPSA2	Monitor fear of crime c. people using drugs is a problem	(wmc 58%)	59.7%	60%	56.7%	61%	R	↓
LPSA2	Monitor fear of crime d. people dealing drugs is a problem	(wmc 50%)	52.8%	53%	50.2%	55%	R	↓
LPSA2	Monitor fear of crime e. drunken disorder in public places	(wmc 55%)	52.7%	51%	50.1%	54%	R	↓
LPSA2	15% reduction in overall British Crime Survey comparator recorded crime (low good)	tbc	5988	6533	5,873	6444	R	↑
Cultural Services								
BVPI118c	% library users who were satisfied with the library service overall	92%	88% (2003/4)	90%	90%	90%	G	↓
BVPI119b	% satisfied with libraries	72%	64%	70%	72%	69%	R	↓
BVPI220 C2b	Aggregate schedules opening hours per 1,000 population for all libraries	128	115	118	118	119	G	↑
BVPI220 C2c	Number of library visits per 1,000 population	6300	4690	4480	4480	4301	R	↓
BVPI220C3a	% of static libraries providing access to electronic information	100%	100%	100%	100%	100%	G	↓
BVPI220 C4	Active borrowers as a % of population		17.80%	18.52%	19%	18.85%	R	↑
BVPI220 C11b	Annual items added through purchase per 1,000 population	216	148	160	160	160.3	G	↑
BVPI220 C13	Cost per visit (libraries)		£2.67	£3.00	£3.00	£3.55	R	↓
BVPI119d	% satisfied with theatres and concert halls	50%	52%	48%	54%	48%	R	↓
BVPI220 C16	% of 5 to 16 year olds in school sports partnerships engaged in two hours a week minimum on high quality PE and school sport within an beyond the curriculum (School sport and club links survey)	new	88%	88%	89%	94%	G	↑

REF	Key Pls	National Comparative Position	2005-06 Actual	2006-07 Actual	2007-08 Plan	2007-08 Actual	Status	DoT
BVPI220 C17	% of adults participating in at least 30 minutes moderate intensity sport and active recreation on three or more days a week (Active people survey)	new	24%	20%	23%	TBC	G	↑
BVPI220 C18	% of population volunteering in sport and active recreation for at least one hour per week (Active people survey)	new	6%	17%	20%	TBC	G	↑
BVPI 220 C19	% of population that are within 20 minutes travel time (urban areas by walk; rural areas by car) of a range of three different sports facility types, of which one has achieved a specified quality assured standard (Active places database)	new	68%	68%	69%	TBC	G	↑
BVPI119c	% satisfied with museums and galleries	46%	42%	45%	46%	TBC	G	↑
BVPI170a	Number of visits to/usage of museums per 1000 population	1869	774	876	880	749	R	→
BVPI170b	Number of those visit that were in person per 1000 population	887	693	689	720	680	R	→
BVPI170c	Number of pupils in organised school trips visiting museums and galleries	15072	3810	6491	6500	4467	R	→
BVPI119e	% satisfied with parks and open spaces	54%	66%	69%	69%	69%	G	→
BVPI178	% of footpaths and rights of way easy to use by the public	78.8%	52%	49%	50%	39%	R	→
BVPI119a	% satisfied with sports and leisure facilities	57%	49%	58%	58%	56%	R	→
Economic Development								
LAA	Average (median) weekly earning in Herefordshire compared with the average in the WM	£402.50 West Mids	£351.20	-	£394.57	£384.40	R	↑
LPSA2	Number employed in technology and knowledge intensive industries	N/A	9,339	-	9900	10923	G	↑
Community Regeneration								
LAA	% of adult residents satisfied with their local community as a place to live	N/A	80% (2005)	79% (2006)	87%	79%	R	→
LAA	% of adult residents reporting that they have engaged in formal volunteering for an average of two hours or more per week	N/A	17% (2005)	15% (2006)	22%	17%	R	↑
LAA	% of respondents finding it easy to access a: Local Shop	N/A	89%	89%	91%	88%	R	→
LAA	% of respondents finding it easy to access: b: post office	N/A	84%	85%	86%	79%	R	→
LAA	% of respondents finding it easy to access: h: shops selling fresh fruit and veg	N/A	80%	80%	82%	81%	R	↑
LAA	% of respondents finding it easy to access: n: cultural and recreation facilities	N/A	55%	47%	57%	52%	R	↑

<u>NI No</u>	<u>Definition of indicator</u>
NI 4	% of people who feel they can influence decisions in their locality
NI 6	Participation in regular volunteering
NI 7	Environment for a thriving third sector
NI 8	Adult participation in sport
NI 9	Use of public libraries
NI 10	Visits to museums or galleries
NI 11	Engagement in the arts
NI 15	Serious violent crime rate
NI 16	Serious acquisitive crime rate
NI 18	Adult re-offending rates for those under probation supervision
NI 20	Assault with injury crime rate
NI 26	Specialist support to victims of a serious sexual offence
NI 28	Knife crime rate
NI 29	Gun crime rate
NI 30	Re-offending rate of prolific and priority offenders
NI 31	Re-offending rate of registered sex offenders
NI 32	Repeat incidents of domestic violence
NI 33	Arson incidents
NI 34	Domestic violence - murder
NI 38	Drug-related (Class A) offending rate
NI 39	Alcohol-harm related hospital admission rates
NI 40	Drug users in effective treatment
NI 42	Perceptions of drug use or drug dealing as a problem
NI 49	Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks
NI 143	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence
NI 144	Offenders under probation supervision in employment at the end of their order or licence
NI 151	Overall employment rate
NI 152	Working age people on out of work benefits
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods
NI 161	Learners achieving a Level 1 qualification in literacy
NI 162	Learners achieving an Entry Level 3 qualification in numeracy
NI 163	Working age population qualified to at least Level 2 or higher
NI 164	Working age population qualified to at least Level 3 or higher
NI 165	Working age population qualified to at least Level 4 or higher
NI 166	Average earnings of employees in the area
NI 171	VAT registration rate
NI 172	VAT registered businesses in the area showing growth
NI 173	People falling out of work and on to incapacity benefits
NI 174	Skills gaps in the current workforce reported by employers
NI 187	Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating

**CLOSE DOWN REPORT ON ACTION PLANS FOR
CULTURAL SERVICES INSPECTION, REVIEW OF
HEREFORD CITY PARTNERSHIP; THE 18-35 REVIEW AND
MUSEUMS AND HERITAGE CENTRES**

Report By: Head of Economic and Community Services

Wards Affected

Countywide

Purpose

1. To inform Members of the outstanding issues regarding action plans arising from the Cultural Services Inspection, Review of Hereford City Partnership, the 18-35 Review and Museums and Heritage Centres in order to close down reports to Scrutiny Committee.

Financial Implications

2. Financial implications are based with action plans.

Background

3. This report relates to action plans agreed following Scrutiny Reviews and external Audit reports regarding the following:
 - Cultural Services Inspection - the Audit Commission inspectors were on site between 5th and 9th February, 2007.
 - The Community Services Scrutiny considered the 18-35 Review on the 26th March, 2007.
 - The Community Services Scrutiny presented a report on the "Review of the Hereford City Partnership" on the 26th March, 2007.
 - The Community Services Scrutiny presented a report on the "Review of the Support for Museums and Heritage Centres" on 20th December, 2006.
4. The Scrutiny Committee has received regular reports monitoring the implementation of each of the Action Plans. All of the actions agreed have now been implemented or incorporated into action plans of agreed strategies. It is therefore no longer appropriate to continue providing regular monitoring reports.

Recommendation

**THAT the report be noted with no further reports on these action plans
submitted to Community Services Scrutiny Committee**

BACKGROUND PAPERS

- Cultural Services inspection report for Herefordshire.
- Review of How can Herefordshire retain 18-35 year olds in the County and attract them to it?
- Review of Hereford City Partnership.
- Review of Museums and Heritage Centres.

BROADBAND ISSUES IN HEREFORDSHIRE**Report By: Senior Economic Regeneration Officer****Wards Affected**

Countywide

Purpose

1. To update the Scrutiny Committee on broadband issues in the County.

Financial Implications

2. The Council is not in a position to fund any improvements to broadband provision directly but Advantage West Midlands (AWM) may be able to assist in the provision of a sustainable long term service where there is clear market failure. However, state aid rules make it difficult for AWM to provide funds directly to BT to improve the infrastructure, and any solution needs to include some form of competitive procurement.

Background

3. Issues with rural broadband availability and the problems at Rotherwas were highlighted to the Scrutiny Committee at its last meeting. Since then there have been public meetings relating to a wireless broadband service in the centre of Hereford and the development of a faster broadband service in and around Ross-on-Wye. The meeting at Ross was followed by a meeting with Ian Binks, BT Regional Manager, Gary Woodman from the Chamber of Commerce and Councillor Blackshaw.
4. Suggestions for a wireless service in Hereford and Ross are being proposed by local organisations as a way of improving footfall in the town centres, and thereby increasing local trade.
5. The meeting with BT provided some background to the problems experienced in rural areas. When the UK telephone network was set up the expectation was that only 50-60% of homes would want a telephone. Currently there is an average of 1.3 phone lines per home, and as a consequence the exchanges are struggling. BT are required to provide a "metal" link to every home that wants one under a "universal telephone provision" act but is not required to provide broadband. However, all new cabling is being installed with a bigger gauge of copper wire to enable a good quality broadband service to be provided, other factors permitting.
6. The upgrade of BT exchanges that is now taking place will result in all exchanges moving to a digital basis, giving them greater capacity. For end users the benefits should be a possible doubling of available bandwidth, but the reach of broadband will not be significantly affected so those currently without it may not be helped. The Hereford exchange is due for upgrade in August this year. Part of the upgrade programme, known as 21st Century Network, will involve removing DACS devices and line concentrators which are currently preventing some homes from being connected, so there may be some benefits for residents.
7. The attached map produced by the Research Team, based on post code queries to BT's broadband checker website, shows the grey areas where broadband connection is unlikely. (colour copies of the map will be available at the meeting). This was discussed with BT's Ian Binks and it was apparent that BT have identified their own list of "not spots" where there is no connection to broadband, and that they have a programme to address these. However, this

programme is prioritised on the numbers of residents affected and cost of resolution, and we do not know how many “not spots” are in Herefordshire, or their priority. Ian Binks agreed to check on providing this information to the Council, although he believed there might be some confidentiality issues. Given the high cost of replacing infrastructure he felt that some other technology, such as wireless, might prove to be a cheaper solution to problems in rural areas.

8. The Rotherwas Industrial Estate is affected by distance and cable quality issues and as a result the broadband service there is limited to 512Kb bandwidth for most firms, with a few nearer the bridge able to achieve 1Mb. A wireless broadband service on the estate, providing a higher bandwidth service, ended on 31st March 2008. As a result businesses have had to “bond” lines or take leased lines, to give them the capacity they require. This issue has been discussed with BT, most recently in May, but it is unlikely BT will take steps to improve broadband there.
9. Alternative services for Rotherwas are being actively explored, including the use of the Council’s infrastructure to provide sufficient data bandwidth into the estate. Discussions are ongoing on this approach, and with other private sector companies, with a wireless service being the most likely solution for distribution on the estate. The chosen solution should provide a resilient, competitively priced, high capacity broadband service to all companies on the estate. New infrastructure introduced as part of Rotherwas Futures will include the necessary trunking to allow a wired or fibre service to new buildings when the opportunity arises.
10. To progress the broadband issues around the county a survey of residents and businesses is being considered for the September issue of Herefordshire Matters. This should establish who has experienced problems and what they were, and help us to take forward the issue with BT. In parallel with this the whole telecommunications industry is continuing to develop, and it is expected that mobile phone companies may become actively involved in providing higher capacity broadband services. The radio frequencies that can be used to provide a high quality wireless broadband service are also due to be auctioned this autumn, and this may also result in new products becoming available. As a result the next few years may see the emergence of more alternative solutions for broadband in rural areas.








Recommendation

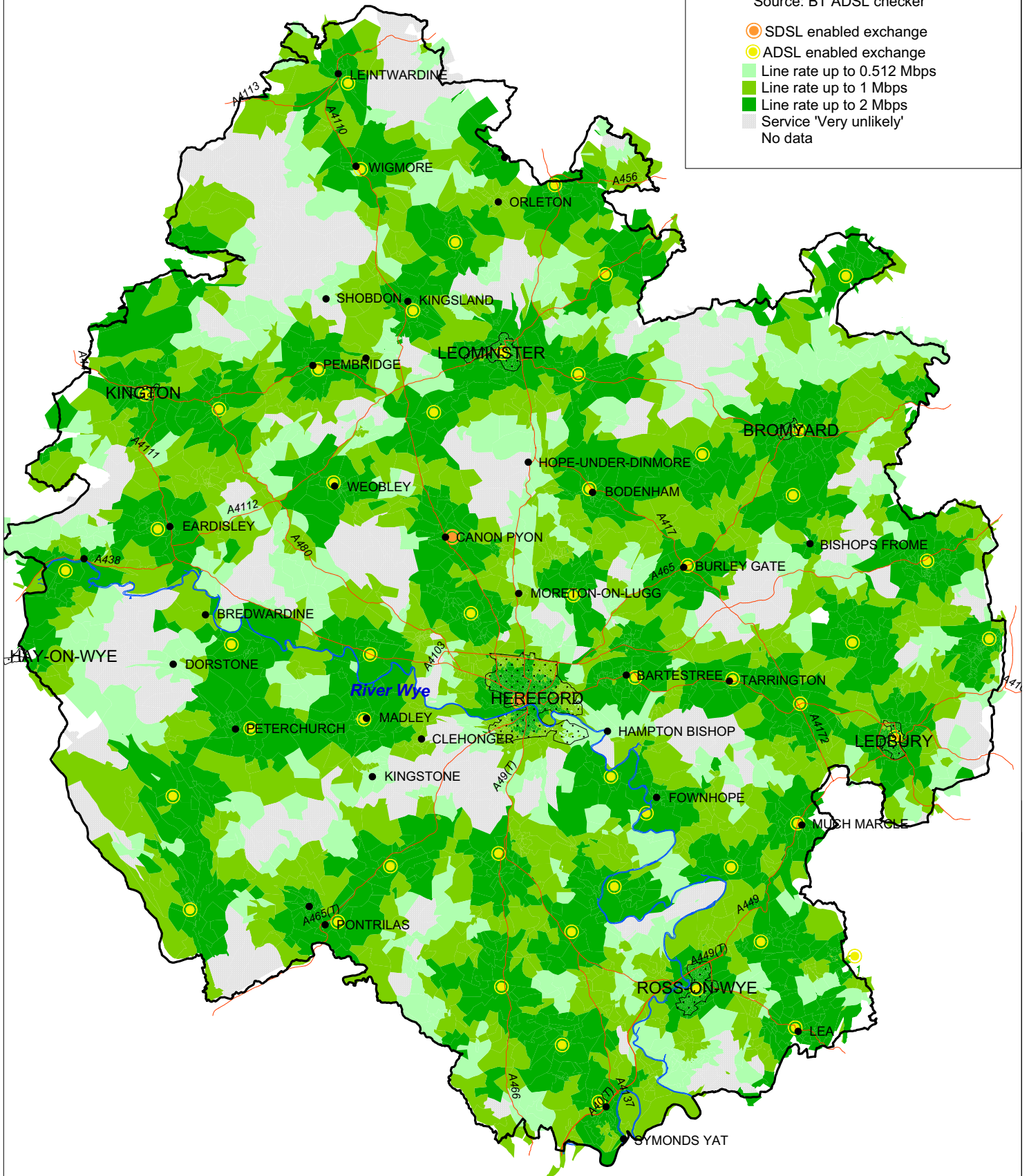
THAT the report is noted.

Background Papers

Herefordshire in Touch Programme Forward Strategy May 2007

Broadband availability as of May 2008
Source: BT ADSL checker

-  SDSL enabled exchange
-  ADSL enabled exchange
-  Line rate up to 0.512 Mbps
-  Line rate up to 1 Mbps
-  Line rate up to 2 Mbps
-  Service 'Very unlikely'
-  No data



Broadband availability in Herefordshire by postcode
Source: BT ADSL broadband checker



SCALE 1: 286,000

Herefordshire Council
Research Team
PO Box 4, Plough Lane
Hereford, HR4 0XH
Tel.: (01432) 260000
E-mail: researchteam@herefordshire.gov.uk

REVIEW OF MANAGEMENT AGREEMENT WITH HALO LEISURE TRUST

Report By: Scrutiny Review Group

Wards Affected

County-wide

Purpose

To consider the findings of the Review Group in relation to the Review of the Management Agreement with the Halo Leisure Trust.

Background

At the meeting of the Community Services Scrutiny Committee of 2nd July 2007 it was agreed that a Review Group be established to look at the Council's Management Agreement relating to the Halo Leisure Trust. A scoping document was approved as the effective Terms of Reference for the Review. This is provided as Appendix 1 of the Report.

The Review has been undertaken, and the Committees attention is drawn to the Recommendations on page 6 of the attached report.

RECOMMENDATIONS

- THAT (a) the Committee considers whether it wishes to agree the findings of the Review of the Agreement with Halo Leisure Trust for submission to Cabinet;**
- (b) Subject to the Review being approved, the Executive's response to the Review including an action plan be reported to the first available meeting of the Committee after the Executive has approved its response;**
- and**
- (c) A further report on progress in response to the Review then be made after six months with consideration then being given to the need for any further reports to be made**

BACKGROUND PAPERS

- Agreement for the Management of Council Owned Leisure Facilities – County of Herefordshire District Council and Herefordshire Community Leisure Trust (March 2002)



Review of the Management Agreement with Halo Leisure Trust

Report by the Scrutiny Review Group April 2008

**For presentation to the Community
Services Scrutiny Committee on
17 July 2008**

- ...Putting** people first
- ...Promoting** our county
- ...Providing** for our communities
- ...Protecting** our future

Quality life in a quality county

Community Services Scrutiny Committee

Review of Management Agreement with Halo Leisure Trust

1. Introduction

- 1.1 At its meeting on 20th December 2006, the Community Services Scrutiny committee resolved to add a review of the Management Agreement with the Halo Leisure Trust to its work programme.
- 1.2 A scoping statement for the Scrutiny Review (Appendix 1), including terms of reference was approved by the Community Services Scrutiny Committee at its meeting on 2nd July 2007. It was agreed that the Review Group would comprise of six Members: Councillor TM James (Chairman); Councillor P Cutter; Councillor K Guthrie; Councillor C Bartrum; Councillor D Benjamin; and Councillor D Greenow.
- 1.3 The Review took place between 13th September 2007 and 13th March 2008. This report summarises its findings concluding with its recommendations to the Community Services Scrutiny Committee and Cabinet.
- 1.4 The Review Group would like to express its thanks to the officers who presented verbal and written evidence to the Review Group and to those other Organisations that assisted in making their facilities available to Members for visits which helped to inform the process. Finally, thanks should also be expressed to Sandwell Borough Council for providing Officer and written representation in the capacity of critical friend.

2. Method of Gathering Information

- 2.1 The Review Group collected their information from the following sources and meetings: -
 - 2.1.1 Meeting of Thursday 13th September 2007
Information provided:
 - i) Scoping statement for the Review
 - ii) Audit Commission Inspection Report of Cultural Services
 - iii) Draft Action Plan in response to Audit Commission Inspection
 - iv) Management Agreement between the Council and Halo Leisure Trust

This was supplemented by introductions from the Lead Officer for the Review Mr G Cole and the Service Manager Mr A Featherstone on the background to the establishment of the Trust in 2002.
 - 2.1.2 Meeting of Friday 5th October 2007
This meeting consisted of a number of site visits which included the following facilities:
 - i) Ledbury Leisure Centre
 - ii) Ledbury Swimming Pool
 - iii) Ledbury Rugby Club (not under Halo management)
 - iv) Ross-on-Wye Swimming Pool
 - v) Ross-on-Wye Sports Centre
 - vi) Hereford Leisure Pool
 - vii) Hereford Leisure Centre
 - 2.1.3 Meeting of Tuesday 16th October 2007
This meeting consisted of a number of further site visits which included the following facilities: -
 - i) Lady Hawkins Community Leisure Centre (not under Halo management)
 - ii) Mortimer Leisure Centre (not under Halo management)
 - iii) Bridge Street Sports Park
 - iv) Leominster Leisure Centre
 - v) Bromyard Leisure Centre

- 2.1.4 Meeting of Tuesday 30th October 2007 at Leominster Leisure Centre
The Review Group received a presentation on the work of the Trust over its first 5 years by the chief Executive Officer of Halo, Mr J Argent.
- 2.1.5 Meeting of Monday 26th November 2007 at Brockington Offices
This meeting consisted of three formal presentations by Officers of the Council which outlined the key underpinning elements of the Agreement. These were: -
- i) The Background and Content of the Legal Agreement – Mr K O’Keefe, Legal Practice Manager
 - ii) The Financial Arrangement (to include the transfer position) – Mr G Evans, Management Accounting Manager
 - iii) Property Management Arrangements and Lease Provisions – Mr C Birks, Operational Property Manager
- 2.1.6 Meeting of Thursday 13th March 2008 at Plough Lane Offices
This meeting was dedicated to a presentation from Mr M McDonald, Commissioning Manager, Leisure Services, Sandwell Metropolitan Borough Council who advised the Review Group of Sandwell’s experience of setting up its Leisure Trust. The Sandwell Trust had been in operation for a broadly similar length of time to Herefordshire and held a comparable portfolio of built assets.

3. Background to the formation of the Leisure Trust and the format of the Management Agreement

- 3.1 When formed in 1998, Herefordshire Council inherited a portfolio of built leisure facilities from each of the four outgoing District Councils. These were in varying states of repair and in the case of the Leominster Sydonia swimming pool the facility was beyond its useful life and unable to be economically repaired.
- 3.2 At the time the council was still subject to Compulsory Competitive Tendering (CCT) legislation in respect of its leisure facility management function. It did however receive an exemption from this process until 18 months after vestment of the new Council.
- 3.3 One of the first tasks facing the authority was to undertake a full condition survey of the centres ahead of the production of the tendering documents for eventual market testing. Early indications from the surveys quickly identified a maintenance backlog of many hundreds of thousands of pounds and that most facilities were non compliant with Disability discrimination legislation. It was quickly concluded that it was neither in the interest of the Authority or a commercial partner to continue with the exercise.
- 3.4 In order to comply with the CCT legislation, the Council sought a six month exemption from the legislation to formulate a plan to manage out its obligations. It also agreed with the then Department of the Environment to undertake a fundamental review of its leisure management function. This was carried out in late 1999 and reported in early 2000. By this time the CCT legislation had been repealed and replaced with a new duty of Best Value.
- 3.5 The fundamental review concluded that the only sustainable option for the retention and improvement of the Council’s leisure facilities was to transfer the management of the assets to a charitable Trust which was also a company limited by guarantee. This decision was arrived at following an exhaustive options appraisal which considered the Trust option alongside those of an improved in-house model and private sector partner. The Council’s decision making process in respect of this option was subsequently tested by both the District Audit and the Audit Commission

by means of a pilot Best Value Review, which concluded that it was a fair service with likely prospects of improvement. In 2001 a project team was appointed to oversee the transfer. The transfer to the Herefordshire Community Leisure Trust took place on 1st April 2002.

- 3.6 The Management Agreement that formed the principal transfer document set out a number of areas: the duration of the term, the objectives for the service, the sites to be included, the conditions of transfer, the monitoring and planning framework, the rights of the Trust in terms of assignment and subcontracting, the dispute mechanisms and the procedures in the event of termination.
- 3.7 In addition to the Management Agreement, the Trust entered into individual leases for each site occupied, a number of short term Service Level Agreements for service continuity of critical functions and signed a Memorandum of Agreement to cover a number of contingencies which were deemed to best sit outside the headline management (such issues included an indemnification for the Trust against potential losses incurred from the implementation of the Job Evaluation and Single Status exercise).
- 3.8 Other than an amendment for the outcome of the Job Evaluation and Single Status exercise, a realignment of responsibilities for grounds maintenance at sites, the addition of the Bridge Street Sports Centre to the portfolio and the redevelopment of the footprint of two centres, no material changes have taken place to the Agreement since its execution. This review takes place following the fifth anniversary of that Agreement.

4. Sites included in the Agreement

1. Hereford Leisure Pool
2. Hereford Leisure Centre
3. Ledbury Leisure Centre
4. Ledbury Swimming Pool
5. Ross Swimming Pool
6. Ross Sports Centre
7. Bromyard Centre
8. Leominster Leisure Centre (and Swimming Pool)
9. Bridge Street Sports Centre

5. Findings

- 5.1 Observations made from site visits
 - a) It was clear that since the formation of the Trust, the profile and quality of the leisure offer provided at the centres had significantly improved.
 - b) Although significant reinvestment had occurred in both front and back of house, there was a realisation that this investment needed to be better planned, incremental and more strategic in nature.
 - c) Where Joint Use arrangements with schools occurred, it was perceived that there were significant differences in the added value accruing from those relationships. Whereas the operation at the Minster College, Leominster was deemed to be working well, there were strong concerns regarding the long-term benefits of the arrangement at the John Masefield High School, Ledbury. Members also noted with interest the success achieved through local partnership working, which was observed at the Lady Hawkins Community Centre Kington, but were mindful that this scheme currently sat outside the Halo portfolio.

- d) In terms of sport specific facilities, the Members were interested in the major achievements that had been made by the voluntary management of the Ledbury Rugby Club at the John Masefield High School playing fields site at Ledbury. After viewing the facility, it was considered that this form of management vehicle might be better suited to that of the Ross Sports Centre at Wilton Ross-on-Wye which was currently being managed on an outreach basis by Halo from the Ross Swimming Pool.
- e) There was a growing awareness that what was considered to be the traditional leisure and sporting offer through public leisure facilities was changing. Increasingly it was noted that sport specific use and participation (excluding at specialist facilities e.g. indoor bowls, athletics and swimming) was now largely being picked up and developed by the voluntary sector. It was seen that in order for participants to realise their true sporting potential, a club structure offering high level coaching and competitive opportunities was essential. On the whole these were best delivered outside publicly controlled facilities. Alternatively, however, this change in market demand was creating an exponential rise in the interest to undertake activities of a health and fitness related nature. The upshot of this trend was the need to invest in commercial infrastructure and flexible use space to cater for changing market preferences. Some of the structural constraints of the existing buildings do not readily lend themselves to the optimisation of benefits from this movement in demand.

5.2 Observations from officer interviews

a) Finance

Whereas members broadly understood the basis for the management fee, they were less clear as to what specific service they were receiving for their annual investment. There was also some lack of clarity as to where the benefit of the National Non Domestic Rate (NNDR) savings lay.

b) Property

Whereas it was understood that the interim Service Level Agreement over property and facility management services had now ceased, some members remained unclear as to what the delegated emergency repairs and servicing budget actually covered and to how it was being effectively monitored and measured. They were generally in favour of an enhanced and more robust monitoring regime for this delegated function. It was also noted that there were significant benefits appearing as a result of shared involvement in the design, planning and implementation of capital investment facilities.

c) Legal

The Legal Practice Manager took the review group through the framework of the Partnership Management Agreement. He made members aware of the limitations of Local Authority control over a charitable body and explained that in practice, operational management responsibility sat wholly with the Trust. The Council's Officer and Member role was to inform strategic direction and ensure that local priorities were featured in the service planning objectives of the Trust. When asked what he felt needed changing in the present agreement, the Legal Practice Manager advised that he still considered it highly relevant and fit for purpose and that it continued to offer the Council (and Halo) maximum flexibility in determining the future direction of the service. This view was largely accepted by the Review Group.

d) Halo

The Members accepted that the Halo Trust was marginally funded and that there was little room for manoeuvre in respect of its operating finances. Whereas it had always been accepted that Halo would be a vehicle to facilitate further capital investment in the facility stock, the economic climate of late had significantly curtailed their ability to deliver this in the medium term. Members

understood the significant impact of rising utility costs, interest rate rises and increased competition on the viability of the business and recognised the need to secure long term planned investment to offset these risks. It was accepted that Section 106 monies might be a means of supporting this investment.

Halo's success in continually improving its scores on the UK quality standard for sports and leisure management was also noted. Members congratulated the Trust on its status of attaining results that placed it in the top 14% of operators in the UK.

e) Sandwell experience

Members welcomed the offer of Sandwell to share with Herefordshire their experience of a similar operating model with broadly similar portfolio of facilities. On the whole, the Management Agreement was found to be broadly similar to that of Herefordshire. Notable exceptions were that in Sandwell, no Joint Use sites were included in the agreement and that provision for inclusion of the Sport Development Service was made. It was advised however that the Sports Development Service in the Sandwell Borough was very different from Herefordshire in that it was hands-on operational as opposed to strategic and enabling in the context of this County. The other major consideration was that this Council's level of financial support to the Trust was just over £1m pa compared to £4.2m in Sandwell.

6. Consideration

- 6.1 Whereas it was recognised that Halo had managed to secure very significant increases in both income and usage at all of its managed centres, it was also noted that the physical capacity to continue this growth was being exhausted. Any dramatic improvements would only be secured by increasing capacity in terms of acquiring new facilities or partnering with third parties with mutual objectives e.g. schools and the PCT.
- 6.2 To this end, Halo had begun to support some High Schools in the delivery of both the extended schools and alternative vocation curriculums. Although resource intensive at inception, this work was now starting to bear fruit, and was proving to be a very strong model to role out with other educational partners. Based upon the partnerships forged at Kingstone, Wyebridge and John Kyrle, it is suggested that this arrangement should be supported where possible but that it sits outside of the headline management agreement. Any proposals which may seek to provide Halo with any security of tenure in relation to Council owned school sites should be subject to the formal approval of the Head of Asset Management & Property Services and relevant Executive Members.
- 6.3 In respect of the specific technical expertise and competence within Halo, it is suggested that, in view of their impressive work on project management of capital schemes, consideration should be given to further partnership ventures with the Council's Property Department to secure mutual gains. Energy management through the Salix Grant Scheme is a particular example. Engagement in providing solutions to the future delivery of school swimming programmes across LEA provision and Halo managed sites is a further example of cross organisational sharing of professional expertise.
- 6.4 The future of Halo as a high quality service provider held up at national level as a best practice model will depend on its ability to develop beyond a marginal enterprise. It must always be remembered that its viability will continue to remain tenuous as long as its income barely covers its expenditure. At current levels of trading, it is unlikely that further gains can be afforded without a fundamental rethink of purpose. The ability to absorb real term cuts to funding against rising costs is unsustainable. One opportunity for greater efficiencies may be in the formation of a wider Trust vehicle for the delivery of other cultural or Council services e.g. other Council owned leisure centres at Kington and Wigmore that are not currently

managed by Halo. The potential for increased sharing of support and technical services may then be realised.

- 6.5 It is becoming increasingly the case that leisure management vehicles such as Halo are being used by Local Authorities and their strategic partners to deliver major longitudinal programmes aimed at improving the health and wellbeing of the area's residents. One notable example of this is in Rochdale. Although there has been a longstanding partnership over the LIFT Scheme, other initiatives have been slow to be established and none receive substantial funding across the partnership. Given Herefordshire's unique relationship with its PCT, it is suggested that the opportunities for joint working be further explored bearing in mind the benefits that have been seen to accrue elsewhere in the UK. Such an initiative could help to broaden the client base of the Leisure Trust and hence its long term viability.

7. Conclusions

- 7.1 The current Management Agreement is 5 years old. Given the achievements that have accrued over that time, it can be deemed to have been largely fit for purpose. It is now recognised however that the content needs to be updated to reflect very rapidly changing commercial and public sector environments. Whereas the framework has facilitated greater investment in ailing facilities and continuous improvement in the attainment of quality scores, it is now seen as less than adequate as a commissioning tool for the procurement and performance management of the service.
- 7.2 The setting up of The Herefordshire Community Leisure Trust (Halo) is to be viewed as a long term strategic commitment by the Authority to ensure the betterment of its leisure facilities and services for residents and visitors. In order for this commitment to be fulfilled, a much more strategic approach to service planning needs to be established. Under such an approach both asset management and service direction need to be agreed by senior management and elected members of both organisations and endorsed by a wider stakeholder community.

8. Next Steps

- 8.1 The Review Group anticipate that, if approved by the Community Services Scrutiny Committee, this report will be presented to Cabinet for consideration.
- 8.2 The Review Group anticipates that if the report is approved, the Council and Visit Herefordshire would act in concert upon the recommendations and suggestions made in the report.
- 8.3 The Review Group would also expect the Cabinet to report back to the Community Services Scrutiny Committee in six months time with a detailed action plan reporting on activity taken upon the Review Group's recommendations.

9. Recommendations

The following recommendations have been proposed to respond to the Terms of Reference in the original scoping document.

- 9.1 *Address recommendations and comments of the Cultural Services Inspection specifically in terms of establishing a new agreement with performance indicators, transfer of risk, and long term planning.*

That a) a rolling 3 year, annually reviewable Commissioning Agreement, similar to that currently used in respect of The Courtyard by formulated. This would supplement the existing Management Agreement and Leases and would cover those detailed aspects of service delivery and performance

management that are not appropriate to be included in the more general aforementioned headline agreements.

- b) That any transfer of risk proposals shall be via a detailed report to the Joint Halo/Council Vision Group (to meet bi monthly). If agreed these shall be subject to formal cost/benefit scrutiny by both professional Officers and Members and that where deemed necessary, specialist independent advice should be sought. Depending on the extent of the proposal, a view of the District Auditor may also be deemed prudent.
- c) That long term planning shall be the responsibility of the Joint Halo/Council Vision Group. This group should also be made aware of any papers (other than those of a confidential nature) that are being prepared for the Halo Board. In respect of any substantive decisions, it is recommended that certain appropriate reports be jointly authored by the Trust and the Council (such an example might be the decommissioning or modification of a facility).

9.2 *Assess financial position including cost per head of user and resident, cost per centre, income opportunities, pricing and efficiency savings.*

- That*
- d) the 'Value for money template' (attached as Appendix 2) be utilised for the purpose of reporting on these performance criteria.
 - e) although creating income opportunities and pricing considerations fall outside of the responsibility of the Council (these being largely operational issues), it is suggested that any substantive changes which may result in an impact on the Council's service delivery priorities should be discussed with the Council's Authorised Officer at programmed monthly meetings.

9.3 *Assess current monitoring and measuring arrangements, reporting mechanism and relationship.*

- That*
- f) the following arrangements be agreed: -
Strategic – Bimonthly Joint Halo/Council Vision Group
Membership: Halo Chair, Halo CEO, Council Director, Council Authorised Officer, Appropriate Cabinet Portfolio Holder, Council Elected Members who have seats on Halo Board.
Secretariat: Herefordshire Council.

Reporting mechanism: Bimonthly financial and performance reports.

Commissioning – CEO of Halo and/or appropriate Officer Representatives with Council Head of Service and/or Authorised Officer.

Reporting mechanism: Commissioning Agreement performance criteria.

Operational – CEO of Halo and Authorised Officers to attend as appropriate to consider issues such as financial property and service delivery.

Reporting mechanism: Action points noted at monthly meetings.

All other contact on operations issues to be as and when required.

9.4 *Assess long term buildings and capital programme for facilities*

- That*
- g) these issues form part of the stand and agenda of the Joint Halo/Council Vision Group. All proposals generated by this group shall be forwarded to the Council's Corporate Asset Strategy Group and its relevant sub groups

for initial consideration. Any decisions shall be subject to both Halo Board and Council Executive and Member Scrutiny.

9.5 *Links with other leisure facilities not operated by Halo*

All leisure facilities not currently operated by Halo are subject to formal legal framework agreements which predate the formation of Halo. The Council is only one party of many to these agreements.

That h) it is recommended that wherever possible Halo should be encouraged to enter into dialogue with these organisations to investigate opportunities for joint working, improved efficiency through the promotion of shared services and cross organisational learning. Only where there is mutual agreement between both Halo and the relevant third parties should merger be considered. A rigorous cost benefit analysis of any such merger both in qualitative and quantitative terms should always be undertaken.

9.6 *Assess the potential of Halo contributing to the corporate priorities of the Authority, especially services for older people and people with learning disabilities*

That i) these issues shall be subject to ongoing review as part of the development of the commissioning agreement. It is recommended that Halo be regularly appraised of the emerging Local Area Agreement and Comprehensive Area Agreement discussions and that they should be encouraged to engage in the long term visioning around emerging priority setting.

REVIEW:	Review of Agreement with Halo Leisure Trust	
Committee:	Community Services Scrutiny Committee	Chair: Cllr TM James
Lead support officer:	Geoff Cole	

SCOPING

Terms of Reference

This review will cover:

- Address recommendations and comments of the Cultural Services Inspection specifically in terms of establishing a new agreement with performance indicators, transfer of risk, and long term planning;
- Assess financial position including cost per head of user and resident, cost per centre, income opportunities, pricing and efficiency savings;
- Assess current monitoring and measuring arrangements, reporting mechanism and relationship;
- Assess the long term buildings and capital programme for facilities;
- Links with other leisure facilities not operated by Halo;
- Assessment the potential of Halo contributing to the corporate priorities of the authority, specially services for older people and people with learning disabilities.

Desired outcomes

- Establish new agreement with Halo Leisure Trust, with outcomes and timescales
- Assessment of future life of the facilities linked to customer trends
- Assessment of financial arrangements, needs and efficiencies of Halo
- Create a system of benchmarking financial and no-financial performance indicators
- Understand potentials for increase community based activity and activity for target groups

Key questions

- What are the customer trends effecting the delivery of leisure, and local opportunities and threats?
- What should be included in a new agreement?
- What are the costs for delivering the service, broken down by centre?
- What are the results of value for money comparisons when benchmarked with other methods of service delivery in other areas?
- What are the current performance measures and is there scope for additional measurements?
- What is the potential of increasing the market to people with learning disabilities and older people?
- What are the key pressure points around the leisure facilities operated by Halo and other public sector parties?
- What is the potential to linking with other services and facilities?

Corporate Plan Priorities

Economic Development, community well being and enterprise, thriving communities

Timetable (some of the facilities are only open seasonally and will influence the time table)	
<i>Activity</i>	<i>Timescale</i>
Agree approach, programme of consultation/ research/provisional witnesses/dates	September 07
Collect current available data	September / October 07
Analysis of data	October 07
Final confirmation of interviews of witnesses	October 07
Carry out programme of interviews	November and December 07
Final analysis of data and witness evidence	January 08
Prepare options/recommendations	February 08
Present Final report to Community Services Scrutiny Committee	March 08
Present options/recommendations to Cabinet	April 08
Cabinet response	May 08
Implementation of agreed recommendations	July 08 onwards

Members	Support Officers
Cllr TM James (Chair of Review)	Geoff Cole (Lead Officer for Review)
Cllr CM Bartrum	Tony Featherstone, Parks, Countryside and Leisure Development Manager
Cllr DJ Benjamin	Jenny Goldsbury, Directorate Services Manager
Cllr PGH Cutter	Democratic Services (Tim Brown)
Cllr DW Greenow	
Cllr KS Guthrie	Colin Birks, Property Services Manager

VALUE FOR MONEY BENCHMARKING DATA

HALO CENTRES

	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Management Fee	£1,033,500.00	£1,035,000.00	£1,000,000.00	£1,061,974.00	£1,085,000.00	£1,085,000.00
Attendance	1,122,002	1,088,551	1,177,926	1,342,368	1,456,685	1,486,453
Per User	£0.92	£0.95	£0.85	£0.79	£0.74	£0.73
Resident Pop Estimate	175,300	176,100	176,800	177,300	177,800	177,800
Subsidy per Resident	£5.90	£5.88	£5.66	£5.99	£6.10	£6.10

**SCOPING STATEMENT FOR A SCRUTINY REVIEW OF
HEREFORDSHIRE'S ECONOMIC DEVELOPMENT POLICY**

Report By: Head of Economic and Community Services

Wards Affected

Countywide

Purpose

1. To outline the scope of a Scrutiny Review of the Economic Development Strategy for the County.

Financial Implications

2. There are no direct financial implications.

Background

3. Members of the Community Services Scrutiny Committee have agreed to conduct a review of the Herefordshire Economic Development strategy. The current strategy runs until 2025 there are however a number of regional changes that may affect local strategy and developments locally that can feed into future planning. The Scoping Statement for the Review is attached as Appendix 1.

Recommendation

THAT the Economic Development Strategy review starts in September 2008.

THAT the Committee:

- a) **approve the attached scoping statement as a basis for undertaking the review of Herefordshire's Economic Development Strategy;**

and

- b) **appoint a Chairman and members to serve on the Review Group.**

BACKGROUND PAPERS

- Scoping document for the future Economic Development Strategy.

REVIEW:	Economic Development Strategy for Herefordshire	
Committee:	Community Services Scrutiny Committee	Chair: tbc
Lead support officer:	tbc	

Scoping

Terms of Reference

This review covers:

- To examine the current economic development strategy published in 2006 and its delivery mechanisms.
- To consider local, regional and national policy in relation to the current strategy, specifically in relation to the local development framework, changing relationship with Advantage West Midlands and Local Area Agreement.
- Recommend ways forward in the delivery of the future economic development strategy.

Desired outcomes

- To assess the current Economic Development Strategy to ensure it is fit for purpose in meeting changes in local, regional and national policy.
- Recommend a way forward to the future revision of economic development strategy for the county considering resource requirements.

Key questions

- What are the emerging requirements of the Local Development Framework and does the current strategy meet those requirements?
- How does the current strategy meet local requirements of Hereford City, Market Towns and rural areas?
- Does the current strategy fulfil the requirement of the Local Area Agreement?
- How are the aims of the strategy delivered, and is this effective in working with partner organisations?
- What should be the future composition of a future strategy and how will that be resourced?
- How could a strategy further fulfil the needs of businesses, employees, and investors?

Corporate Plan Priorities

Economy and Enterprise

Timetable (some of the facilities are only open seasonally and will influence the time table)	
<i>Activity</i>	<i>Timescale</i>
Agree approach, programme of consultation/research/provisional witnesses/dates (first meeting with members)	September 2008
Assess strategy and Government guidance / reports	September and October 2008
Conduct small selection of interviews	November 2008
Pull together findings in a draft report with recommendations	December 2008
Report presented to Scrutiny Committee	January 2009
Present options/recommendations to Cabinet	February 2009
Cabinet response	March 2009
Implementation of agreed recommendations	April 2009
Members	Support Officers
tbc	

COMMITTEE WORK PROGRAMME

Report By: Head of Legal and Democratic Services

Wards Affected

County-wide

Purpose

- 1 To consider the Committee's work programme.

Financial Implications

- 2 None

Background

- 3 A report on the Committee's current work programme will be made to each of the scheduled quarterly meetings of this Scrutiny Committee. A copy of the outline work programme is attached at Appendix 1.
- 4 The programme may be modified by the Chairman following consultation with the Vice-Chairman and the Director of Regeneration and the Director of Environment & Culture in response to changing circumstances.
5. Should any urgent, prominent or high profile issue arise, the Chairman may consider calling an additional meeting to consider that issue.
6. Should Members become aware of any issues they consider may be added to the scrutiny programme they should contact both the Director of Regeneration and the Director of Environment & Culture or Democratic Services to log the issue so that it may be taken in to consideration when planning future agendas or when revising the work programme.

Recommendation

THAT subject to any comment or issues raised by the Committee the Committee work programme be approved and reported to the Strategic Monitoring Committee.

BACKGROUND PAPERS

- None identified.

Community Services Scrutiny Committee

Work Programme as presented for consideration on 17 July 2008.

6th October 2008	
Items	<ul style="list-style-type: none"> • Budget • Performance Monitoring • Parish Agreement (as recommended by SMC) • Edgar Street Grid – Update • Consider the Executive's response to the Scrutiny Review of Tourism • Action Plans Monitoring
Scrutiny Reviews	<ul style="list-style-type: none"> • Herefordshire's Future Economic Policy • Scrutiny review of Community and Safety Drugs Partnership
12th December 2008	
	<ul style="list-style-type: none"> • Budget • Performance Monitoring • Edgar Street Grid – Update • Consider the Executive's response to the Scrutiny Review of Tourism • Action Plans Monitoring
Scrutiny Reviews	<ul style="list-style-type: none"> • Herefordshire's Future Economic Policy • Scrutiny review of Community and Safety Drugs Partnership

Further additions to the work programme will be made as required.

