

# A G E N D A

## Social & Economic Development Scrutiny Committee

Date: **Thursday, 27th November, 2003**

---

Time: **10.30 a.m.**

---

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

---

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

*For any further information please contact:*

*P.R. James tel (01432 260460). e-mail  
pjames@herefordshire.gov.uk*

---

**County of Herefordshire  
District Council**



# AGENDA

## for the Meeting of the Social & Economic Development Scrutiny Committee

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

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

	Pages
1. <b>APOLOGIES FOR ABSENCE</b> To receive apologies for absence.	
2. <b>NAMED SUBSTITUTES (IF ANY)</b> To receive details any details of Members nominated to attend the meeting in place of a Member of the Committee.	
3. <b>DECLARATIONS OF INTEREST</b> To receive any declarations of interest by Members in respect of items on the Agenda.	
4. <b>MINUTES</b> To approve and sign the Minutes of the meeting held on 2nd October, 2003.	1 - 4
5. <b>PRESENTATION BY HALO (THE LEISURE TRUST)</b> To receive a presentation by Jon Argent, Chief Executive of HALO Ltd (the Leisure Trust).	
6. <b>FESTIVALS REVIEW</b> To consider a report from the Festivals Review Panel.	
7. <b>MONITORING OF 2003/2004 SOCIAL AND ECONOMIC DEVELOPMENT REVENUE BUDGETS PERIOD 1-7</b> To note the actual net revenue expenditure against budgets for Social and Economic Development service areas to period 7 of the financial year 2003-2004.	5 - 8
8. <b>POLICY AND COMMUNITY DIRECTORATE 2003/04 FIRST SIX MONTHS PERFORMANCE INDICATORS</b> To inform Members of the performance of the non-corporate functions of the Policy and Community Directorate against their national and local performance indicators for the first six months of 2003/04, and to detail the main areas of activity undertaken by those services during the two months since the last report.	9 - 14

**9. PAYMENT OF INVOICES WITHIN 30 DAYS**

15 - 18

To consider the performance against this performance indicator during the period 1st April, 2003 and 31st October, 2003.

## **PUBLIC INFORMATION**

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

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

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

The principal roles of Scrutiny Committees are to

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

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

# **The Public's Rights to Information and Attendance at Meetings**

## **YOU HAVE A RIGHT TO:-**

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

Please Note:

Agenda and individual reports can be made available in large print, Braille or on tape. Please contact the officer named below 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 bus route to Hampton Park. The service runs every half hour from the hopper bus station at Tesco's in Bewell St (next to the roundabout at the junction of Blueschool Street/Victoria St/Edgar St) and the nearest bus stop to Brockington is 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 Mr Paul James on 01432 260460 or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.

# **COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL**

**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.



COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

**MINUTES of the meeting of Social & Economic Development Scrutiny Committee held at Brockington, 35, Hafod Road, Hereford, on Thursday, 2nd October, 2003 at 10.30 a.m.**

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

Councillors: Mrs P. Andrews, H. Bramer, Mrs. S.P.A. Daniels,  
J.G.S. Guthrie, B. Hunt and P. G. Turpin

**Non-Voting Members** Mrs E. Newman, D. Stevens

**In attendance:** Councillors P.E. Harling, R. V. Stockton (Cabinet Member – Community and Social Development)

**24. APOLOGIES FOR ABSENCE**

Apologies were received from Councillors M.R. Cunningham and Mrs R.F. Lincoln.

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

Councillor Mrs P.A. Andrews substituted for Councillor M.R. Cunningham and Councillor D. J. Fleet substituted for Councillor A.L. Williams.

**26. DECLARATIONS OF INTEREST**

No declarations of interest were made.

**27. MINUTES**

**RESOLVED:** That the minutes of the meeting held on 4th September, 2003, be approved as a correct record and signed by the Chairman.

**28. POLICY AND COMMUNITY DIRECTORATE 2003/04 FIRST FOUR MONTHS PERFORMANCE INDICATORS**

The Committee were informed of the national and local performance indicator information for the first four months of 2003/04 for the non-corporate functions of the Policy and Community Directorate together with details of the main areas of activity underway by those services during that period.

The Committee noted that a 2003/04 Guide to Performance Indicators had been produced, copies had been previously supplied to Members of the Committee, in an attempt to provide meaningful background information to the performance report. The Committee thought the Guide was clear and informative.

In the course of scrutinising the indicators the following principal points were noted:

- Youth Service local target 2 – the Committee were informed that this target related to the number of individuals undertaking accredited learning. In relation to Youth Service funding it was noted that underspends had resulted from the difficulty in recruitment rather than service provision.

- Heritage Service – it was noted that the Children’s play area at the Old House related to the introduction of an activity area. While guidance was given when requested, the museum facilities at Kington and Leominster were not part of the Council’s Service.
- In response to a question concerning the monitoring of leisure centres the Head of Culture, Leisure and Education for Life reported that he anticipated that an update report would be given on the Leisure Contract by the Chief Executive of HALO to the next meeting. The method of monitoring of the contract was also briefly explained.
- Support Unit – the Committee questioned the number of cases handed to the police or prosecutions arising from the CCTV system. It was also suggested that the Committee see the CCTV Control Room in action. The Head of Culture, Leisure and Education for Life reported that 147 incidents had been reported during the first full month of operation. However, it would take time for these to be processed by the police.
- Economic Investment & Development – The Committee expressed some disappointment at the number of enquiries via the Enquiry Service being converted into new business. In relation to the Rail Freight Study it was reported that the study was underway and the potential for site rail/road sites at Bulmers and Moreton-on-Lugg were briefly debated.

**RESOLVED: That subject to the comments above the first four months 2003/04 performance indicator report be noted.**

**29. PROGRESS REPORT ON ACCESS TO SERVICES IN KINGTON AND SURROUNDING AREAS: WESLEYAN CHAPEL**

The Committee received a progress report on the possible refurbishment and conversion of the Wesleyan Chapel, Kington.

The Head of Customer Services and Libraries reported that the draft scheme provided for 4 floors potentially incorporating a new Library, INFO shop, TIC, Registrars Office, Citizens Advice Bureau and commercial office space. A consultation meeting had been held with representatives of the local community including Kington Town Council, neighbouring parishes, local Councillors and Kington Regeneration Partnership.

He further reported that the Council’s Cabinet at its meeting on 4th September 2003, had agreed the recommendation that further development work be undertaken by establishing a partnership based project team to establish funding, develop and implement the scheme. This was now being actioned and external funding opportunities for the scheme were being explored. A public consultation exercise had now commenced.

The Committee noted the position but questioned the validity of a registrars office in a religious building. The Head of Customer Services and Libraries undertook to look into the issue.

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

**30. REGENERATION FUNDING STREAMS WITHIN HEREFORDSHIRE**

The Committee received a report on the funding streams available to Herefordshire Council.

The Policy and Commissioning Manager reported upon the funding streams available and commented that each had its own criteria or focus with clear rules about the type and scale of activity or project it would support. However, there were a number of general criteria and examples were given in the report. Many parts of the County were designated under Objective 2 European funding status. The majority of Herefordshire was also now included in the Rural Regeneration Zone (funded through Advantage West Midlands). Other successful bids had led to Leader+ funding, to support the local natural and historic environment and Market Towns Initiative funding.

An overview of the main funding streams available and their criteria was attached as appendix 1 to the report.

The Committee congratulated the officers on the clear and informative overview and requested that it be supplied to all members of the Council for information, possibly followed by a seminar for members.

The Committee debated the funding streams available and appreciated that to maximise available funding, the Council had to co-ordinate a number of bids into one scheme, particularly where match funding was required. To highlight this aspect information regarding Leominster Access Road and Herefordshire Rivers' LEADER+ schemes was circulated. The currently high levels of European funding were noted. However, it was questioned whether an action plan should be formulated to cover any shortfall in future years.

**RESOLVED: that the report be noted and copies of the overview, together with the examples of the co-ordinated approach, be sent for information to all Members of the Council.**

### **31. HEREFORDSHIRE PLAN AMBITION GROUPS**

The Committee considered recent progress in relation to the Herefordshire Plan Ambitions relevant to the Policy and Community Directorate.

The Committee received a report outlining the Directorate's responsibility for the Herefordshire Plan and the Directorate's involvement and support in the delivery of a number of the ten ambitions in the Plan. Detail of the progress in delivering each of the ambitions was set out in the report.

The Committee briefly debated the composition of the Ambition Groups and questioned in particular the Business, Economic Development and Tourism Ambition Group in relation to the wide remit of the Group and the reporting mechanism of the Tourism sub-Group.

**RESOLVED: That the report be noted and it be recommended to the Partnership that, to facilitate the flow of information, Councillor J.G.S. Guthrie should serve on both the Tourism Sub-Group and the main Ambition Group.**

### **32. STAFFING NUMBERS WITHIN SOCIAL AND ECONOMIC DEVELOPMENT**

The Committee were advised of the staffing numbers within the Social and Economic

Development departments of the Policy and Community Directorate.

The Committee received a report indicating the number and type (full or part time) of staff in the Directorate. A number of posts were externally funded and the report indicated both the various funding schemes involved and the percentage funded, or contribution made by the Council.

The Committee questioned issues around the cost of accommodation, project monitoring etc and were informed that often in addition to match funding, these were a pre-requisite of a number of funding streams. On the whole the benefits greatly out-weighed these support costs.

In relation to the format of the report, the Committee found the report useful and requested that an annual report be made at the end of the financial year, which indicated significant changes in staff numbers.

**RESOLVED: That the report be noted and an annual report be made at the end of the financial year, which also indicated significant changes in staff numbers.**

### **33. REVIEW OF POLICY ON FESTIVALS**

The Committee received a proposal that a review of the policy on Festivals within the Arts Programme supported by Herefordshire Council be undertaken.

The Chairman reported that the Cabinet Member (Community and Social Development) had requested that this Committee undertake a review of festivals. He commented that this was against a background that a number of issues and concerns had been raised by festivals, which took place this year, mainly around funding and investment.

The Chairman proposed that a short and concise piece of work be undertaken which would feed into both the review of the policy on the Voluntary Sector and the general grants programme.

It was proposed that the review panel membership comprise the Chairman, Vice-Chairman and two other members of the Committee. The review would look at a number of festivals in the County. The Review Panel would sit in public to receive evidence and would include an opportunity for representatives of festivals to participate. It was anticipated that the conclusions would be presented to Committee in November 2003 and then reported to the Cabinet Member soon thereafter.

**RESOLVED:**

**That**

- (a) the Festivals Review Panel comprise of the Chairman, (Councillor A.C.R. Chappell), Vice-Chairman, (Councillor J. Stone) and Councillors H. Bramer and Mrs R. F. Lincoln and;**
- (b) The timetable and actions outlined in the report be approved.**

The meeting ended at 12.04 p.m.

**CHAIRMAN**

## **FESTIVALS REVIEW**

**Report By: Cultural Services Manager**

### **Wards Affected**

County-wide

### **Purpose**

1. To consider a report from the Festival Review Group.

### **Background**

2. On 2nd October this Committee, in response to a request from the Cabinet Member (Community and Social Development) established a Festival Review Group to look at the Council's policy towards Festivals.
3. The Group has conducted a review with the objective of giving guidance to the Cabinet Member (Community and Social Development) to find common solutions to investment requirements of festivals taking place in Herefordshire, restricting the review to festivals which receive investment of over £5,000 pa from this Council.
4. The Group's report setting out the Group's approach to its task, its findings, conclusions and recommendations is attached.

### **RECOMMENDATION**

**THAT the Committee considers the report of the Festival Review Group and whether it wishes to endorse the report for submission to the Cabinet Member (Community and Social Development)**

### **BACKGROUND PAPERS**

- None



# **Festival Review**

**By Festival Review Group**

## **1. Introduction**

The objective of the Review is to give guidance to the Cabinet Member for Community and Social Development to find common solutions to investment requirements of festivals taking place in Herefordshire. The task of meeting the objective was met by a specially formed group composed of members for the Social and Economic Development Scrutiny Committee – namely, Councillor A.C.R. Chappell as Chairman, Councillors H. Bramer, Mrs R.F. Lincoln, and J. Stone.

The role of the Community and Economic Development Scrutiny Committee is to scrutinise the decisions made by cabinet members and the Cabinet - to act as the eyes and ears of the public to ensure that within the Policy and Community Directorate's remit that everything is carried out in the best interests of the rate payers of Herefordshire.

Fundamentally, the report is a public document presented to the Cabinet Member for Community and Social Development with recommendations based on research gathered through acquired evidence. Whilst the report aims to address the short-term survival needs of festivals, recommendations are based on long-term requirements that can foster stability and growth.

The Festival Review Group is very grateful for the witnesses who gave evidence, the representatives of festivals who were interviewed, and the officers who supported the process.

This report was presented to the Scrutiny Committee on 27<sup>th</sup> November, the views of the members are incorporated into recommendations. Recommendations are put forward for discussion with the funding partners for festivals – namely the Arts Council West Midlands and the Town Councils, and of course festivals themselves.

## **2. Process**

The process of researching and producing this report was a new approach for Scrutiny in Herefordshire. This process involved elected council members conducting interviews with key witnesses and directly questioning festival representatives, as well as assessing balance sheets and accounts. The key witness interviews were conducted in private as there was possible commercial confidentiality and a need for an honest exchange of views that might have been inhibited if aired in public. However, there was a strong commitment to hold the festival representatives interviews in public, where at all possible in the towns the festivals took place and in the evenings. This allowed public involvement, with those present able to make statements regarding the festivals being scrutinised. The media in Herefordshire were advised of times, dates and venues of the public meeting.

In total 11 interviews took place, with a combination of 62 person-hours. This does not account for planning meetings, preparation work, interim meetings, writing up of notes and the writing of this report.

Appendix 2 gives a full list of people interviewed.

## **3. Festivals**

There are many festivals taking place in Herefordshire and not just concerning the Arts. However, for the purpose of this Review the following criteria were applied:

- Receive investment of over £5,000 from Herefordshire Council in 2003/4
- Receive investment from other public funds
- Generally geographic in focus
- Have an arts focus
- Recognised for the cultural, social and economic impact
- Recognised for their contribution to civic pride
- Contribute to regeneration for the county and region
- Run in the community or by the community

Appendix 3 contains the full list of festivals supported by Herefordshire Council, but in terms of the criteria above the following festivals were interviewed and assessed:

- Ross-on-Wye International Festival



- Exposure – Herefordshire Photography Festival
- Leominster Festival
- Ledbury Poetry Festival
- The Three Choirs Festival

The following assessments of each of the festivals are the key impressions gained by the Festival Review Group through interviews with and statements made by witnesses.

### **3.1 Ross-on-Wye International Festival**

- Dates: 7th to 17th August, 2003
- Turnover: £770,000
- Established: 7 years
- Grant from Herefordshire Council: £20,000 per annum for 2003/4 via a Service Level Agreement
- Other funders: The Arts Council West Midlands; sponsorship; Ross Town Council; EU funding via Tourism Enterprise Programme, Herefordshire Rivers (Leader+).

Ross-on-Wye International Festival is the largest and most ambitious festival in the County. The Festival is primarily focused on the performing arts - drama, dance, comedy, and music - with performances taking place in a marquee by the Riverside. This core activity was enhanced by workshops, free activities, exhibitions, a parade, street entertainment and events in a number of town centre locations. These activities enabled community involvement, introduced people to the Festival and created a link between the town and the riverside site.

The Festival's distinctiveness and added advantage is its international element. This involves presenting performances that may not be seen anywhere else in the UK. It is mainly this element that attracts support from the Arts Council. Whilst its international element is its advantage it is also its disadvantage. The staging of international acts is expensive. The production costs are particularly high in terms of technical and venue requirements, combined with annual salary and support costs.

There is full awareness that this Festival has faced a number of challenges to the extent that a Festival did not take place in 2002. In 2003 the Festival received "Recovery" support from Arts Council England but this is short term financing and is

not available for 2004. Within the original business plan submitted to the Recovery Programme this grant funding was to be replaced with additional income from ticket sales but this is not considered to be realistic, particularly as the Festival failed to reach its target in 2003.

There seems to be a number of reasons for this. A new Festival team started in late 2002 / early 2003 giving little time to prepare for the August event and the Festival changed dates by one week. The ticket income target was not achieved, and it could be argued that it is not achievable. The majority of the audience for the Festival is from the HR9 area and without a larger pool of audience goers, namely visitors from inside and outside the county, ticket income for the immediate future is unlikely to exceed its 2003 achievements to any great degree.

The current funders do not have additional resources to invest in the Festival. Therefore, the Festival is at a key turning point. In short it is a large Festival with a comparatively small secured income, with a high level of risk due to the dependence on ticket sales.

Considering the cultural, economic and community impacts of the Festival (discussed later) members are totally supportive of a Festival taking place in Ross-on-Wye. However, its scale is not viable. Therefore, until the Festival can build its audience base to increase ticket sales there needs to be a scaling down to consider use of alternative venues, a reduction in production and salary costs. This could be supplemented by using annual staff resources to run income generating activities during the year as Hay Literature Festival does through events staged in London. Alternatively, there is strong potential for sharing resources with other festivals and arts venues in the county, or sub-contracting all or part of the running of the Festival.

### **3.2 Exposure – Herefordshire Photography Festival**

- Dates: 4<sup>th</sup> September to 1<sup>st</sup> November 2003
- Turnover: £39,000
- Established: 14 years
- Grant from Herefordshire Council: £5,000 per annum for 2002/3 through Community Grants
- Other Funders: The Arts Council West Midlands, EU via Creative Industries in Herefordshire, business sponsorship.

The Festival's focus is photography, with exhibitions in 2003 in Hereford Art Gallery, The Courtyard, Ross-on-Wye Library, Hereford Cathedral and Herefordshire College of Art and Design. The work on show is from local, national and international photographers which has earned the Festival recognition as the UK's leading photographic festival, acknowledged by the Arts Council with an increase in funding for 2004.

As well as bringing world class photography to Herefordshire, the criteria for selecting exhibitions is based on photographs that address social and cultural issues – often challenging views as well as sharing knowledge of the world. This has resulted in displays of award winning exhibitions, photographs from world events, and work from acclaimed national photo-journalists.

In addition to the exhibitions the festival runs a number of public events – e.g. events in High Town in Hereford, community projects, partnerships with businesses, and activities that support the careers of local photographers such as portfolio days.

The Festival has faced some internal difficulties this year in an attempt to address the long term management options for the Festival. This has led to the Festival being without a director for 2003, with the programme sustained through the work of an administrator, volunteers and commitment from the voluntary board. However, the Festival Review Group was impressed with the enthusiastic approach and motivation to oversee current problems to address the long term, and the Festival should be congratulated on its enterprise and initiative especially in terms of facing an unstable year.

Acknowledged by the Festival Review Group is that whilst people in the photography world may know about the Festival, locally the FESTIVAL is not well known and as a result its value not acknowledged. Therefore, there is potential to raise local awareness, combined with increased profile with its niche visitor market of people interested in photography. This could be addressed through improvement in the management structure and / or closer marketing partnerships with other festivals or arts venues in the County.

A key problem and unique to the festivals being reviewed, is that there is limited opportunity for ticket income. A charge is made to attend the seminars and workshops, but gallery venues where the exhibitions are hung are free for public

entry. Public subsidy is needed in order to finance fees for national and international photographers, plus the associated small level of production and management costs.

### **3.3 Leominster Festival**

- Dates: 4<sup>th</sup> to 13<sup>th</sup> June 2003
- Turnover: £34,357
- Existence: 24 years
- Grant from Herefordshire Council: £5,000 per annum for 2003/4 from Community Grants
- Financial Support: Town Council, local businesses.

Leominster Festival has a diverse programme of performances, talks and some exhibitions that use a number of venues in the town including The Priory Church, Lion Gallery, and Minster School. Out of the festivals being reviewed this is the smallest festival, but in percentage terms of turn-over it receives the largest grant from Herefordshire Council.

The Festival programme offers a diverse menu of events, and the Festival board demonstrates an understanding of its audience and tends to “play safe” in its programme, knowing what is achievable and realistic. Compared to the other festivals there is a low level of risk, with a low level of production as the Festival is totally run by volunteers.

Although some visitors will come from outside of Leominster specifically for a speaker or performance of national repute, generally the audience is local but does cater for Herefordshire and South Shropshire. This localness means that the Festival is manageable by volunteers. Identified by the Festival is the need for an administrator that could be a shared resource with another organisation, to support the work of the volunteer committee. This includes looking at ways of raising additional funding. However, to date this had been a frustrating process, with additional funders not willing to support the Festival due to the “prudent” nature of the programme.

Leominster Festival is a key annual event for the town. However, there is little involvement of young people, although effort has been made. This should be considered in the context that there is little opportunity for young people to be involved in cultural activities in Leominster.

In essence, the Festival Review Group felt the festival offered value for money, utilising venues and human resources to good effect with a solid core of events.

### **3.4 Ledbury Poetry Festival**

- Dates: 4<sup>th</sup> to 13<sup>th</sup> July 2003
- Turnover: £128,000
- Existence: 8 years
- Grant from Herefordshire Council: £5,000 per annum through Community Grants
- Additional funding: business sponsorship; Arts Council West Midlands; EU via Creative Industries in Herefordshire; Market Towns Initiative.

As the name suggests this is a poetry festival that takes place in Ledbury which involves writers performing and talking about their work, with events taking place in a number of venues in the town. However, the Festival has evolved into more of an organisation than an event, with a diversity of activity all year round. This is supported by the employment of a full-time Director who is able to organise events, make connections with writers and form partnerships over 12 months of the year. Out of all of the festivals Ledbury came across as the strongest in terms of its roots in the community. Evidence was given that the Festival had fostered local pride, local involvement and local ownership. This is helped by a range of challenging community initiatives involving young people and people of mental distress.

This is one of the youngest festivals under review, but from small beginnings it has grown significantly to be one of the most respected poetry festivals in the UK. This has been acknowledged by the Arts Council West Midlands with an uplift in funding for 2004 and an improvement in status to become a Regularly Funded Organisation. However, its advantage is that it has kept small, knowing its audience well, combined with low over-heads.

40% of the audience is from beyond a 30-40 mile radius, mainly composed of a niche market of people interested in poetry. It is suggested that those attendees will repeat their visit to Ledbury out of the Festival season, with the Festival acting as an initial attractor. Evidence given also indicates that the Festival is advantaged by the good road and rail links that enables comparatively easy travel to the town.

Ledbury Poetry Festival has all the ingredients for success – rooted in the community, national profile, niche market, low overheads, comparatively low risk, a strong board and visionary director who takes advantage of partnership opportunities. The Festival mirrors the location it is situated in, being small enough to have a close, active community, combined with high, but realistic ambitions. However, their perceived weakness is their lack of long term financial stability specifically funding by the local authority on an annual basis which does not help long term planning.

### **3.5 Three Choirs Festival**

- Dates: 16<sup>th</sup> to 22<sup>nd</sup> August
- Turnover: £460,000
- Existence: 270 years
- Grant from Herefordshire Council: £10,000 per annum through A Service Level Agreement
- Additional funding: business sponsorship; Arts Council West Midlands; Hereford City.

A well established Festival taking place in Hereford every three years, with alternate years in Gloucester and Worcester. The Festival is the only remaining one that places an emphasis on choral music. Its core performances take place in Hereford Cathedral, although other venues are used in Hereford and other parts of the county. There is also a strong Fringe Festival that has an eclectic programme of talks, performances and exhibitions that are often non-arts related. In organisational and programme terms the Fringe is a contrast to the main Festival, and although overseen and supported by the main Festival it is management managed at arms length and receives additional funding from the local authority.

The Festival has major impact on tourism in the county, evident through the lack of bed-space available during the period of the Festival. This has obviously built up over time, with a core following which goes to each of the festivals. Impressive is the number of local people involved – 500 volunteers, 325 amateur performers, with at least 200 professional musicians who come from all parts of the UK.

Management-wise the Festival has a well established structure - Three Choirs Association oversees all three Festivals sharing knowledge, skills and resources. Then each of the geographic Festivals is run by local committees. The Festival's

Artistic Director is the cathedral organist (in each respective city) and is supported by a permanent part-time administrator.

50% of the audience is of retirement age, with the Festival acknowledging that there is not a great deal of young people involvement. However, for 2003 a special community project called the Gathering Wave involved people from 8-80 years old, and this large scale project attempts to build audiences.

As with all the festivals, a balance is needed in terms of organising a vibrant and high-risk programme, with sure sellers that meet the taste of the core audience to achieve ticket income. This therefore reduces the opportunity for presenting new and innovative work.

As the Festival only takes place every three years, there is a problem in retaining local interest and establishing partnerships. A suggestion would be to run small scale events during the non-Festival year and working with other festivals, arts organisations and the local authority to it retain its contact.

#### **4. Impacts**

As part of the evidence gathering process the Festival Review Group asked for evidence regarding the cultural, community and economic impacts of festivals. There is little local hard data on these impacts, but national research has shown that:

- 101 festivals spend £37.4m, resulting in spend elsewhere in the economy in excess of £90m
- 137 festivals employ 3,387 staff, excluding thousands of self-employed artists and technicians who deliver the programme
- In 2000, 4.2m people attended events or took place in activities organised by 95 British Festivals
- A MORI poll showed the adult population who attended or participated in a festival or carnival in the previous 12 months
- 70% of festivals commission artists to make new work

## 4.1 Cultural Impacts

In terms of cultural or artistic impacts the following points were made:

**Challenge** - The festivals through their arts programmes can play a role in challenging views and perceptions, stretch knowledge and experience, for example war photographs as part of the Photography Festival

**Access** – all the festivals bring cultural opportunities to Herefordshire which people would have to travel out of the county to see, for Ross-on-Wye International Festival this is a key element of their programme

**Showcasing** – the festivals give a platform for local artists, often exposing their work to a diverse audience, plus they run events that help support the growth of creative industries

**High quality** – Ledbury Poetry, Three Choirs and the Photography Festival are all recognised for their national significance in their niche market, also Ross-on-Wye for its international element in a rural area.

## 4.2 Economic Impacts

Hay Literature Festival estimates that the economic impact the Festival brings to the area is £6m. These economic impacts can be broken down into:

**Tourism** – there is strong focus on cultural tourism with festivals attracting visitors from outside the area and encouraging longer stays. The Three Choirs Festival is a strong example of this, and a potential market of the other festivals with the right marketing.

**Retailers and suppliers** – with more people in the town the conclusion would be that there would be increased local spend. This is certainly the case for the service sector of cafes and accommodation, but not so clear cut in terms of retail. It can be argued that the money is spent on ticket purchases rather than in shops. However, Ledbury Poetry Festival has built a strong relationship with the shops in the town that participate in poetry competition and the impact is evident. There is also economic impact through a range of suppliers to the festivals from hire of marquees to the purchase of picture frames.

**Sponsorship** – all of the festivals achieve business sponsorship to different degrees. There is a risk of depending on this source of income as it is unreliable, it is time consuming to achieve but valuable to many of the festivals' survival.



### 4.3. Community Impacts

All of the festivals had an element of community involvement, the impacts of these were:

**Involvement** – the arts were used as a way of bringing communities together working towards a common goal, introducing new skills, and addressing the issue of social exclusion. The Gathering Waves run by the Three Choirs Festival was a good example of community involvement.

**New audiences** – building up new audiences for the future is a first step to taking part in future arts and community activities. This can be as basic as raising awareness, for example the Photography Festival running a digital photo event in a night club in Hereford reaching non-traditional festival audiences.

**Citizenship** – one of the witnesses giving evidence quoted a piece of research that indicates there is a direct link between children being involved in arts activity leading to increased citizen involvement in adult life.

**Volunteers** – an amazing number of volunteers contribute to the running of festivals – 500 for the Three Choirs Festival. This adds to a sense of involvement and ownership in the festivals.

**Local Pride** – it was clear from evidence gathered from the witnesses that the festivals, specifically the geographically located ones, add to local pride and belonging. No one wanted to see the festivals cease – this was certainly the message from Ross-on-Wye were there is uncertainty over the future of the Festival.

## 5. Conclusion

All of the festivals are faced with a set of common challenges. These are primarily around:

- Balancing a programme that is challenging but also stable enough to attract a core audience to generate ticket sales
- Making a choice over what type of festival is wanted to what can actually be achieved through the finances available

- The bigger the festival the larger the impact, audience potential and catchment, but the higher the risk
- Herefordshire has a low population base on which to draw audiences and generate ticket sales, therefore there is a reliance on a visitor market that is hard to attract, reach and retain
- None of the festivals can operate at their current level without continued investment from funders, and growth can only be achieved through added investment
- A requirement to balance the needs of the different stakeholders - the local authority might have different priorities from the Arts Council, which is different from what the sponsors want, which is different from what the boards want, etc
- Few of the festivals have staff employed outside the core festival period – this leads to staff retention problems, all year preparation and planning, and sustainability of relationships
- Enthusiasm in paid staff and voluntary boards is essential to see festivals through troubled times
- A festival director needs to have vision for growth that is based in reality
- There needs to be a closeness to the audience to know its capability, balanced with an understanding of potential, future audiences
- An involvement of the local community and community projects generates commitment and ownership, but is costly and time-consuming

## **6. Recommendations**

The key finding from the Festival Review Group is that festivals are valuable for their economic, cultural and social benefit. The current level of funding for all the festivals should be retained, but with the additional recommendations:

1. Subject to scaling down of the Ross-on-Wye International Festival to ensure its long term viability, with specific concentration of its production and management costs, that an appropriate amount of funding should be considered for its survival. That could be combined with exploring alternative ways of managing the Festival.
2. Encourage Town Council involvement and support for festivals, specifically in Ross-on-Wye.
3. That formal, regular meetings between the festivals is facilitated by Cultural Services to address options of shared resources in areas such as marketing, box office and administration, and to exchange ideas and share good practice – including extended invitation to Hay Literature Festival
4. To establish with the festivals common performance indicators and measures of success based on qualitative and quantitative data, to enabling benchmarking and ability to assess impact of the festivals.
5. All of the festivals under review to be funded by the local authority on three year service level agreements, as opposed to annual community grant funding
6. That advancement is made to the Cabinet Members for Economic Development and Environment to support infrastructure on which festivals depend – e.g. a direct rail link form Birmingham Airport to Hereford, increase public transports schemes to support festivals.

## **Appendixes**

1. Terms of Reference of the Festival Review Group
2. List of interviewees
3. List of Festivals Supported by Herefordshire Council



# Appendix One

## Herefordshire Festival Review - Terms of Reference



### Introduction

These terms of reference aim to give an overview of the purpose and scope of a Festival Review conducted by the Social and Economic Development Scrutiny Panel. The review will engage with a number of festivals organisers and stakeholders to evaluate the current impact and future needs of festivals taking place in Herefordshire. The assessment will be made through a process of interviews, group meetings and written statements.

### Objective of the Review

*The Objective of the review is to give guidance to the Cabinet Member for Community and Social Development to find common solutions to investment requirements of festivals taking place in Herefordshire.*

### Scope of the Review

There are a considerable number of festivals and events taking place in Herefordshire during the course of the year. Each has their own investment and development needs. For the scope of this review the following criteria applies:

- Receive investment of over £5,000 from Herefordshire Council per annum
- Receive investment from other public funds
- Generally geographic in focus
- Have an arts focus
- Recognised for the cultural, social and economic impact
- Recognised for their contribution to civic pride
- Contribute to regeneration for the county and region
- Run in the community or by the community

In accordance with the criteria above, the festival representatives to be interviewed are from Herefordshire Photographic Festival; The Three Choirs Festival; Ledbury Poetry Festival; Leominster Festival; and Ross-on-Wye International Festival. As well as specific needs, the testimonies will identify the development and investment requirements of the wider festival sector. This will be supported by contributions from other festival representatives who will be invited to submit written statements.

### Stakeholders

- The stakeholders invited to give evidence to this review are from:
- The Arts Council
- Town Centre Regeneration Partnerships (Ledbury and Ross-on-Wye)
- Advantage West Midlands
- The arts sector
- Staff and trustees of the named festivals

### Members

The membership of the Festival Review Group consists of:

- Councillor Chris Chappell, Chairman
- Councillor Harry Bramer
- Councillor Ruth Lincoln
- Councillor John Stone

Key officers supporting the review will be:

- Mrs Jane Jones, Director of Policy and Community
- Mr Geoff Hughes, Head of Economic and Community Development
- Mrs Natalia Silver, Cultural Services Manager



## WITNESSES INTERVIEWED BY THE FESTIVAL REVIEW GROUP

<b>Arts Council West Midlands</b>	<b>Ms R Robbins – Head of Arts for Arts Council West Midlands</b>
<b>Hay Literature Festival</b>	<b>Ms C Purcell – Festival Officer</b>
<b>Herefordshire Photography Festival</b>	<b>Mr C Smart - Chairman of the Trustees</b>
<b>Ledbury Poetry Festival</b>	<b>Mr P Arscott - Trustee Dr C Bennett – Festival Director Mr D Brooks –Chairman of Board</b>
<b>Ledbury Regeneration Partnership</b>	<b>Mr L Huff – Chairman</b>
<b>Leominster Festivals Committee</b>	<b>Mr A Attwood – Chairman of the Festival Committee Mr D Dickson – Member of the Festival Committee</b>
<b>Leominster Regeneration Partnership</b>	<b>Mr M Thornhill – Chairman</b>
<b>Ross Area Partnership</b>	<b>Mr R Symonds – Chairman</b>
<b>Ross on Wye International Festival</b>	<b>Mr D Bilton – Executive Director Mr B Clare - Chairman of Board</b>
<b>Three Choirs Festival</b>	<b>Mr K Mason – Chairman – Festival Committee Mrs E Pooley – Festival Administrator</b>
<b>Independent Arts Expert</b>	<b>Ms S Harries</b>





## Appendix 3

### Grants for Festivals from Herefordshire Council 2003/4

<b>Festival</b>	<b>Grants per annum</b>	<b>From</b>
Herefordshire Photography Festival*	£5,000	Voluntary sector grants
Ledbury Poetry Festival	£5,000	Voluntary sector grants
Ross-on-Wye International Festival	£20,000	Cultural Services Service Level Agreement
Three Choirs Festival	£10,000	Cultural Services Service Level Agreement
Leominster Festival	£5,000	Voluntary sector grants
Abbey Dore Festival	£750	Voluntary sector grants
H.Art Week	£5,000	Cultural Services budget contribution to Creative Industries
Borderlines Film Festival	-	Creative industries fund – non from Herefordshire Council
Kington Festival	£1,500	Voluntary sector grants
Presteigne Festival	£700	Voluntary sector grants
Three Choirs Fringe Festival	£3,000	Every three years. Voluntary sector grants
MADE festival (music and drama education)	£600	Voluntary sector grants
Kite Festival	£500	Voluntary sector grants
Wye Valley Chamber Music Festival*	£1,000	Voluntary sector grants
Herefordshire Festival of Music and Drama	£500	Voluntary sector grants

Note: The Creative Industries programme is a combination of funding accessed by the local authority from Advantage West Midlands, EU, Business Link and Herefordshire Council.



## **MONITORING OF 2003/2004 SOCIAL AND ECONOMIC DEVELOPMENT REVENUE BUDGETS PERIOD 1-7**

**Report By: Principal Accountancy Manager**

### **Wards Affected**

County-wide

### **Purpose**

1. To note the actual net revenue expenditure against budgets for Social and Economic Development service areas to period 7 of the financial year 2003-2004.

### **Financial Implications**

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

### **Considerations**

3. The monitoring report for period 7 is attached as Appendix 1 for Members consideration. The report shows the revised budget, including carried forward over and underspends from 2002-03, with actual expenditure, variances and projected out-turns for the main service areas within Social and Economic Development.
4. The carried forward overspend of £172,000 in respect of Parks and Countryside resulted from a combination of inflationary increases in contracts over the level applied to council budgets and the additional costs of maintaining adopted land. This has been identified as an on-going revenue budget pressure for a number of years. For 2003-04 onwards the shortfall has been partially mitigated by a base budget increase of £45,000, however this is still not sufficient to meet the in-year deficit in full.
5. As was the case in 2001-02, the £172,000 overspend has now been written off with a transfer from the commuted sums reserve.
6. The carried forward underspend of £48,000 previously indicated under the Management and Administration heading has been vired to the Policy and Finance area, to meet costs relating to the restructure of the Directorate Support Unit.
7. The accumulated deficit from the operation of Leisure Facilities prior to the HALO (Leisure Trust) externalisation continues to be the subject of negotiations. The deficit will be reduced during 2003-04 and will be cleared in full by 2005.

8. For 2003-04 the budgets for some major items of expenditure such as grant payments to the Courtyard and the management fee to HALO have been profiled to closer reflect the planned payment timescales. All other budgets to date are split into 1/12's. Further re-profiling will be undertaken as more consistent expenditure patterns are identified.
9. Cultural Services has a significant overspend for the period, this is due to grants to The Courtyard and partnership funding contributions being paid ahead of the profiled budgets.
10. The final Herefordshire Commercial Services settlement for Parks & Countryside grounds maintenance has been paid. Charges raised by Herefordshire Jarvis Services have yet to be allocated to specific service headings whilst new payment and coding procedures are developed, consequently a significant service underspend currently exists.
11. It is anticipated that the overspend on grounds maintenance will continue in the current year for the same reasons as outlined in paragraph 4 above, albeit mitigated by the base budget increase.
12. The budget profile for the Leisure Client heading anticipated payment of the second instalment of the HALO management fee in September. The invoice was not received until late October so the cost will not feature until period 8, consequently there is a significant underspend for period 7.
13. The Youth Service is significantly underspent at present; a large amount of grant income has been received which will be matched with expenditure when projects are delivered. The carried forward underspend has been committed on several projects which have not yet fully commenced. There are several vacancies causing an underspend on employee budgets.
14. The Library Service received several new budget allocations for initiatives to assist in meeting library standards. These initiatives have not been fully implemented yet, consequently expenditure is behind the budget profile.
15. Heritage Services have received several grants in advance, which will be spent in full. A revenue contribution to capital in relation to the Friar Street project will be made at year-end.
16. Economic Development shows a significant underspend for the period. The carried forward underspend from 2002-03 has been vired to the Management heading as a temporary measure, pending decisions on its final allocation.
17. The budgets for Economic Investment and Local Development include provision for several grants and partnership contributions that are still to be paid. Herefordshire Plan support includes several grants in advance that are yet to be spent in full.

## **RECOMMENDATION**

**THAT the position be noted.**

## **BACKGROUND PAPERS**

- None

Appendix 1

**Social & Economic Development Budget Monitoring Report for Period 6 2003-04**

	Total Budget	Carry Forwards	Revised Budget	Actual to date	budget to date	variance	Estimated Outturn	variance
	£	£	£	£	£	£	£	£
<b>Social Development</b>								
Management and Administration	463,347		463,347	193,030	270,285	77,255	463,347	0
Cultural Services	1,162,207	-108	1,162,099	892,073	758,470	-133,603	1,162,099	0
Parks & Countryside	1,016,598	-172,015	844,583	354,481	492,673	138,192	974,583	-130,000
External Liaison	229,389	0	229,389	129,911	133,809	3,898	229,389	0
Leisure client	1,345,220	0	1,345,220	603,930	881,608	277,678	1,345,220	0
Youth Service	858,381	56,505	914,886	311,769	533,683	221,914	914,886	0
Library Services	1,848,880	-2,337	1,846,543	1,006,648	1,077,150	70,502	1,846,543	0
Heritage Services	501,561	17,532	519,093	280,149	333,651	53,502	519,093	0
Archives Unit	205,872	0	205,872	112,129	120,092	7,963	205,872	0
Leisure Contracts Deficit	0	-138,213	-138,213	52,720	-80,624	-133,344	-120,000	-18,213
<b>Total Social Development</b>	<b>7,631,455</b>	<b>-238,636</b>	<b>7,392,819</b>	<b>3,936,840</b>	<b>4,520,797</b>	<b>583,957</b>	<b>7,541,032</b>	<b>-148,213</b>

7

**Analysis of Variances**

**Management & Administration:** Includes budgets for Director and IT recharges which will be made at year end.

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

**Parks & Countryside:** The final HCS settlement has been made, but charges from HJS have yet to be allocated at service level.

**Leisure Client:** The final instalment of the HALO management fee will be paid shortly. Other costs such as leasing and maintenance are incurred regularly through the year.

**Youth Service:** Significant grant income has been received over and above income budgets. There are a number of vacancies causing employee budgets to be underspent.

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

**Heritage Services:** Elements of the revenue budget will be redirected towards the additional storage costs that are part of the Friar St capital scheme.

**Outturn Estimates**

Parks and Countryside are anticipated to overspend, however the overspend will be limited to the in-year costs, now that the brought forward overspend from 2002-03 has been written off against the committed sums holding account. The final outturn is dependent on the settlement figure with HCS and the cost for work undertaken by HJS. At this time a reasonable estimate would be in the region of £140,000.

The carried forward deficit position for Leisure Contracts is being reduced through negotiations with HALO - it is anticipated that the deficit will be cleared in full by 2004-05.

Appendix 1

Social & Economic Development Budget Monitoring Report for Period 6 2003-04

<u>Economic Development</u>	Total Budget £	Carry Forwards £	Revised Budget £	Actual to date £	budget to date £	variance £	%	Estimated Outturn £	variance £	%
Management and Administration	201,178	121,960	323,138	75,388	188,497	113,109	60	203,138	120,000	37
Herefordshire Plan and Support	508,055		508,055	240,211	296,365	56,154	19	508,055	0	0
Economic Investment and Development	404,837	28,040	432,877	146,249	252,512	106,263	42	432,877	0	0
Local Development	965,375		965,375	396,385	563,135	166,750	30	965,375	0	0
<b>Total</b>	<b>2,079,445</b>	<b>150,000</b>	<b>2,229,445</b>	<b>858,233</b>	<b>1,300,509</b>	<b>442,276</b>	<b>34</b>	<b>2,109,445</b>	<b>120,000</b>	<b>5</b>

Analysis of Variances

**Management and Admin:** The majority of the 2002-03 carry forward has been added to the management head pending the decision on its final allocation.

**Herefordshire Plan:** Contributions to externally funded projects are to be processed to fit into the claim and spend profiles agreed with GOWM.

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

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

## **POLICY AND COMMUNITY DIRECTORATE 2003/04 FIRST SIX MONTHS PERFORMANCE INDICATORS**

**Report By: Directorate Support Manager**

### **Wards Affected**

County-wide

### **Purpose**

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

### **Financial Implications**

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

### **Considerations**

3. As reported previously, Service Managers across Policy and Community (with the exception of Economic Investment and Development) are providing information on sets of key local indicators for their services. Information on those key local indicators, and any national Best Value indicators, where actual performance varies from the target significantly (more than plus or minus 10%) is detailed in Appendix 1.
4. As previously, Members also have an overview of the wider performance of individual service areas, as each Service Manager has provided a brief narrative that summarises the key activities/achievements of their service during the months of August and September 2003/04.
5. It is proposed that the report be read in conjunction with the 2003/04 Guide to Performance Indicators which has been published as a pilot to provide Members with meaningful background information to this report and its appendix. The guide was issued at the last meeting to Members of the Committee.

### **RECOMMENDATION**

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

### **BACKGROUND PAPERS**

- None identified





# Service News

## ***Incorporating Performance Indicator Outputs where 'Exceptional'***



The beautiful Old House Museum in High Town

The Summer was hugely successful for Heritage Services, with record numbers of the public visiting the service's two highest profile sites; The Old House in Hereford and Ledbury Heritage Centre.

The installation of a virtual tour at The Old House - panoramic 360 degree photographs of all of the rooms incorporated into a computer programme - has drawn people in to revisit the house and has attracted mobility impaired visitors. This innovative project means that visitors can now navigate their way around the building while sitting at a computer on the ground floor, allowing even visitors unable to climb the stairs to enjoy the splendours of the upper floors.

Special exhibitions at Broad Street and Ross-on-Wye

proved a big draw. Ross-on-Wye Heritage Centre played a pivotal role in the International Festival by providing a starting point for organised walks, general information and a focal point for activities. Complementary workshops and exhibitions took place.

Museum on the Move also had a great summer and attended galas and carnivals to great acclaim.

The only exception to this pattern is Bromyard, where figures are low due to acute staff shortage. Volunteer staff at this Centre have stated that they are now too old to continue. A campaign to draw new volunteers to the Centre has to date received a poor response.

### The figures:

**Number of visits to museums per 1,000 population has already achieved 578 of the 814 annual target.**

**Those visits that were in person: 544 achieved at half year against 775 target.**

**Number of pupils visiting museums and galleries has already overachieved the annual target of 3,100 by 778.**

**Customer satisfaction rates with sites is currently running at 90% (against the target of 60%, based on last year's output) largely as a result of the range and diversity of temporary exhibitions staged through the summer.**

**Satisfaction levels remain high with heritage service staff at 90%. This is a clear 20% above target.**

### **Quick Guide to this issue:**

Directorate Support Unit	2
Herefordshire Partnership Support Services	2
Parks, Countryside & Leisure Development Services	2
External Liaison	3
Libraries & Information Service	3
Cultural Services	3
Economic Investment & Development	4
Community Youth Service	4

## **Local Development get Big Customer Response**

The Local Development Team undertook their annual customer survey during this period and, by widening their list of customers to include the partnerships they have been developing in the market towns, this year's response has more than doubled the amount of feedback they have available to them. The Team

had 110 questionnaires returned, compared to just 44 last year. The results are currently being analysed and the Team will report on the outcome next time.

Following the award of Market Towns Initiative Funding for the towns of Leominster and Ross-on-Wye (reported last time), the Team have now

secured additional funding enabling the recruitment of support officers to monitor the programme within each of those towns. Angela Williams joined the Authority on 29th September as the Ross-on-Wye Support Officer and the new officer for Leominster has since taken up post.



Audit of the Authority's mobile telephones

## Calling Directorate Support

To enable the Authority to realise the full benefit of the expected £50k per annum savings from I.T. Services Division's negotiation of the new framework contract for mobile telephones a full audit of existing mobiles was necessary. Throughout August and September, members of the Directorate Support Unit provided project support to I.T. Services by completing a full inventory of the 787 existing mobile phones across the Council.

The publication of the first

Guide to Performance Indicators was well received. Results of the satisfaction survey to date indicate that 90% of you rate the value and content of this guide as excellent, with a lower 62% rating its ease of use as excellent. This knowledge enables informed improvements to be made to next year's edition.

The satisfaction survey also revealed that our Performance Indicator reports are less liked. Only 50% of you rated these as excellent which has prompted

this trial of a completely new approach. Your opinions are essential to our work so please keep them coming in.

The Directorate Support Manager began project management work on the 'big move' to the Bulmer's building in Plough Lane. The project plan has been drawn up, which includes an amazing 600 plus tasks as diverse as cancelling the milkman to administering the use of smart card technology. The monitoring and implementation of all these tasks is ongoing.

## Herefordshire Partnership Support Services update Plan

*"re-visit the Herefordshire Plan in order to focus on the achievements that have been made since the original plan was written"*

The Herefordshire Plan has been revisited in order to bring it up to date, focus on some of the achievements that have been made since the original plan was written and ensure it is easier to use and access. The revised Plan will be circulated widely in October and November. The Team have also been compiling the annual consultation calendar. The calendar, which details more than 70 community consultative and involvement actions/events planned for the next twelve months, is available on the Herefordshire Council intranet. Parish Plan support work is gathering

pace, with networking events, training and advice now provided to over 30 local communities. A series of training events is currently underway.

The 9th edition of the Funding Directory was published, and is now available on the Herefordshire Council website. Some of the external funding applications supported by Project Development Officers which were successful during this period, include notable grants to the Anne Frank Exhibition, Age Concern and Hereford Cathedral. Meanwhile further funding to

support the Hereford City Small Project Fund has been secured and projects are being identified.

Significant work is being undertaken to restructure and re-launch the Herefordshire Learning Partnership. Wide consultation was undertaken during the summer regarding the aims, objectives and membership of the Partnership. Consultation findings supported its continuation, and it is hoped that the updated Learning Partnership will hold its first meeting in November.

## Parks, Countryside & Leisure Development positively Blooming



Britain in Bloom a success

The Britain in Bloom successes were announced. Pleasingly, all market towns which entered gained awards, with Ledbury winning the small towns award at national level.

The refurbishment of Queenswood outbuildings into office accommodation was completed.

The North Herefordshire replacement pool project progressed to stage two of a

Prince 2 five stage timetable.

The first build in the County under the new Jarvis Partnership was completed at Lady Hawkins Community Leisure Centre, Kington. It provides a new customer reception and an office, greatly improving the daytime service provided at the Centre, also ensuring that the facility is fully DDA compliant. Included in the build were additional

disabled parking spaces with ramped access and a fully automatic entrance door.

Major restructuring of the Service was undertaken, including the implementation of interim management arrangements until 31.3.04. Certain senior posts were seconded to the Environment Directorate to manage the Herefordshire Jarvis Services and Owen Williams contracts.

## External Liaison help show Racism the Red Card

Final arrangements for the staging of The Anne Frank Exhibition and other fringe events (running for the month of October) were organised during this period. The purpose of these events is to raise the profile of the cultural diversity of the County and raise awareness of specific initiatives such as 'Show Racism the Red Card'.

It is becoming widely recognised that physical activity has a role to play in addressing many agendas and tackling issues concerning health, safety, crime reduction and environment. LIFT, the Herefordshire exercise referral scheme that has been successfully tackling certain of

these issues on a County wide basis, is now in the process of seeking consultants to provide a comprehensive overview of the scheme. Their brief is to identify the strengths, weaknesses and opportunities for the scheme to improve and develop, thus ensuring that LIFT is an economically viable, patient/community-driven scheme which is capable of running for another decade.

The partnership post between Sports Development and the Community Safety Partnership has been appointed. This project does not yet have a name but will use sporting activity as an intervention for young people at risk of offending.

Also during this period:

- Child Advocacy awareness sessions have been arranged for delivery next month.
- A girls Football Development Officer was appointed to promote the ever increasing demand for girls football.
- Herefordshire received 6 months funding to deliver the Active Sports Programme.
- The Footprints Project will continue to develop due to a successful bid for funding from The Forestry Commission.
- Two community gyms are to be developed in South Wye.



Anne Frank

## Libraries improve Services

Feedback gathered from an extensive consultation exercise undertaken in September involving users and non users, will be used to influence service planning and development.

The Division continues to focus on the restructuring necessary to facilitate greater integration of Library and Information Services with INFO in Herefordshire. Project work is underway to enable the delivery of the new multifunctional service access

point at Bromyard early in the new year, which will see INFO in Herefordshire, Library, Leisure and Tourism services all under one roof with a single reception point.

This years Summer Reading Challenge, themed a 'Reading Maze' was launched at Hampton Court in July. The launch included a maze mown into the lawns and various children's activities. The challenge which runs during the school holiday, was hugely successful, many of this years

young readers attained certificates and medals.

Further improvements made to the central library in Hereford included new shelving, displays and furniture which has improved access, provided a new separate computer suite and freed up space in the reference library.

Library on-line services were also further improved, when the new online catalogue went live in September.

*Increasing the take-up and access to information, advice and cultural opportunities*

## Cultural Services raises its Profile

September was Archive Awareness Month. The Archive Service (formerly known as The Records Office) held a host of events including a very successful open day which attracted almost 200 people, generated a great deal of interest and helped to raise the profile of the service. The recruitment of a Principal Archive Officer was also in progress during September.

August and September are traditionally a very busy period for Cultural Services, as it is the height of the visitor season. Tourist Information Centres were traditionally busy and required the arrangement of additional staffing. Business was good and increased income was generated through the Centres.

The Ross International Festival and the Three Choirs Festival both took place in August: these are two events which received funding assistance from the Authority.

H.Art (Herefordshire Art Week) was held during September; it was bigger and better than ever and once again it received satisfyingly positive feedback.



Soup and coal tickets from Leominster

## Economic Investment and Development Team go Public



Work commences on Leominster Access Road

The works contract for the Leominster Access Road was let in to Mowlem Plc in August and work commenced on site in September. A public open day was held to explain what will be happening.

Officers continued work with AWM on the development and marketing of the Leominster Enterprise Park.

Liaison with contractors and other Council departments continued on the construction of a new link from Holme Lacy Road to Netherwood Road which is required as part of the proposed Rotherwas Access Road development.

Likewise, a link road from Netherwood Road to the South Magazine which will release some 9 hectares (23 acres) of development land once the access road is constructed.

Funding of over £700,000 has been secured for the schemes from AWM. The work is scheduled to be completed in November 2003.

The Team continues to manage the development of 6 new industrial units at Twyford Road which are due to be completed by the end of October 2003.

Officers finalised designs for the Rotherwas Business Centre to incorporate office units, a training/conference suite and high-tech units. Consultants commenced production of the business plan for the Centre, and building work is programmed to start in Spring 2004.

During the period the Team experienced an increased number of companies looking for larger premises to expand into. Some of this expansion

is being aided by grants that the Team supports, such as The Prograta Fund scheme (2 new grants for Herefordshire companies), Creative Industries Fund (3 companies awarded grants) and the Start-Up grant scheme (4 new grants).

Other ongoing projects are the rail freight study (reported last time) and the arrangements for a series of business roadshows in the market towns during November.

Development of the new economic strategy for Herefordshire will start soon following the appointment of consultants EDAW to carry out stage 1 of the project. This stage will involve widespread consultation with key Herefordshire stakeholders, as well as the public, and will result in a new vision for the future.



Twyford Road units nearing completion

## Community Youth Service is the Way 2 Go

In September the Community Youth Service launched a range of new information services for young people. 'Way 2 Go' provides a comprehensive range of both local and national information in free and young people friendly formats via book, email, text and a free-phone line. All of the feedback to date has been very positive.

A wide range of summer programmes and events took place throughout the County. Programmes varied from taster days and accredited courses to renewing friendships with international 'exchangees'. Events have included music workshops, sailing, FA coaching, archery, rock climbing and graffiti art.

The summer was the most successful ever for the Hereford Canoe Centre, with 65 young people achieving the BCU 1 star awards (in spite of the very low water levels).

The 'Youth Times' roadshow has been attracting large numbers of young people. An impressive 39 have signed up to become more involved in the editorial or reporter teams that will produce and manage the new magazine for young people. It is planned to publish the magazine in both paper format and electronically, as part of the e-gateway. The Youth Times programme is being delivered in partnership with The Rural Media Company in such a way as to concurrently provide

training for youth workers in the media and arts.



Way 2 Go book—one of the formats used for the new information service

## **PAYMENT OF INVOICES WITHIN 30 DAYS**

**Report By: Directorate Support Officer**

### **Wards Affected**

Countywide.

### **Purpose**

1. To consider the performance against this performance indicator during the period 1st April, 2003 and 31st October, 2003.

### **Background**

2. The Government has set a performance target of 100% for 2003/04 for the payment of undisputed invoices within 30 days.
3. Action has been taken in the Policy and Community Directorate and in the County Treasurer's Department, to achieve preferably the target of 100%, or if not an appreciable improvement in performance over previous years.
4. The latest data for Policy and Community Directorate does show an improvement over 2002/03. The improvement is partly because of appropriate changes in the calculation method of the data. The use of the Purchase Order Processing module of the Council's financial management system (E-financials) in the Directorate is also having its effect. Also, the close monitoring of the indicator allows any necessary action to be immediately taken when problems become evident.
5. All the percentages shown relate to payments to outside suppliers in accordance with the terms of the performance indicator. Internal transfers are not included.
6. The performance in Social and Economic Development for 2001/02 was 82.8% and in 2002/03 the figure improved to 88.5%.
7. The attached Appendix 1 shows the latest performance information for 2003/04. The Committee will note that the performance figures overall for 6 of the last 7 months have each exceeded 94%.
8. The figures for September show a drop to 89.8%. This lowering in the indicator was due to staff absence during the holiday period in August.
9. Further action is being taken within the Policy and Community Directorate during the next 5 months, which will further improve these percentages. The use of Purchase Order Processing is being extended across the Directorate following the move of the majority of staff to new offices, where full training and support can be given to staff during the roll-out of the system.
10. In the new financial year the process of using the Purchase Order Processing system for sites such as Tourist Information Centres and INFO will be developed.

## **RECOMMENDATION**

**THAT the report be noted.**

### **BACKGROUND PAPERS**

- None

## PAYMENT OF INVOICES IN 2003/04

### **Culture, Leisure and Education for Life**

	<b>No. of invoices</b>	<b>No. over 30 days</b>	<b>Indicator</b>
April	368	12	96.7%
May	537	23	95.7%
June	452	18	96.0%
July	469	17	96.4%
August	493	30	93.9%
September	417	43	89.7%
October	562	35	93.8%
	<b>3,298</b>	<b>178</b>	<b>94.6%</b>

### **Community and Economic Development**

	<b>No. of invoices</b>	<b>No. over 30 days</b>	<b>Indicator</b>
April	89	6	93.3%
May	102	14	86.3%
June	80	4	95.0%
July	127	12	90.6%
August	78	3	96.2%
September	113	12	89.4%
October	85	3	96.5%
	<b>674</b>	<b>54</b>	<b>92.0%</b>

### **Policy and Communication**

	<b>No. of invoices</b>	<b>No. over 30 days</b>	<b>Indicator</b>
April	45	7	84.4%
May	50	1	98.0%
June	26	0	100.0%
July	59	2	96.6%
August	32	1	96.9%
September	20	1	95.0%
October	47	3	93.6%
	<b>279</b>	<b>15</b>	<b>94.6%</b>

### **Totals for Social and Economic Development**

	<b>No. of invoices</b>	<b>No. over 30 days</b>	<b>Indicator</b>
April	502	25	95.0%
May	689	38	94.5%
June	558	22	96.1%
July	655	31	95.3%
August	603	34	94.4%
September	550	56	89.8%
October	694	41	94.1%
	<b>4,251</b>	<b>247</b>	<b>94.2%</b>

