

Appendix 1

Detailing: April to July, 2004

Service News

Incorporating Performance Indicators Outputs where 'Exceptional'

Economic Investment and Development

KEY AREAS IDENTIFIED FOR IMPROVEMENT DURING 2004/05

- Improved marketing of services to the business community
 - Improved electronic delivery of services
- Increasing the Team's awareness of current issues facing customers and stakeholders



Cllr Hyde and Mark Pearce of AWM at the official opening of the Twyford Court units.

Achievements and Outcomes to end of July

The official opening of the Twyford Road industrial units took place in June. Two of the six units have already been let.

The Leominster Access Road work has continued on schedule and the new railway bridge was successfully commissioned. The Team is now preparing for the official opening in September.

The drafting and review of the Team's Newsletters and new Business Directory were completed.

Team members were involved in arranging and attending the Three Counties and Herefordshire Business & Technology Shows.

Work on defining and obtaining funding for city centre projects continued with consultation on these to take place this Autumn.

Consultants have continued work on the economic development strategy with Team members in support providing additional information on relevant projects.



New Leominster railway bridge nearing completion.

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Key Issues Arising during the Period

Funding issues, both pre and post project, continue to be a problem. Projects are reviewed after completion in order to

identify lessons to be learnt for the future.

Cultural Services

KEY AREAS IDENTIFIED FOR IMPROVEMENT DURING 2004/05

Through research and consultation which included a cultural questionnaire conducted through the Citizens Panel, consultation with arts and tourism groups, staff involvement in the Service Planning process and feedback received at individual initiatives such as the Hereford Contemporary Crafts Fair, four areas were identified as being the priorities for improvement this year:

- The quality of customer experience in the use of cultural services and facilities
- The quality of collection of feedback and data on customer experience
- The quality of communication with users and potential users to raise awareness of cultural opportunities
- The range and quality of cultural activities available, by supporting businesses and organisations working in arts, tourism, archives and heritage.

Achievements and Outcomes to end of July 2004



One of over 60 walks available in this year's Walking Festival

The Herefordshire Walking Festival took place in June with more than 1300 walkers participating in over 60 different walks. Despite the unfavourable weather, the event achieved an increase of more than 200 in the number of pre-booked places. 31% of walkers were from a non-Herefordshire postcode, with the visitor from furthest away coming from Barbados.

There have been significant capital improvements at the Record Office, specifically for visitors with disabilities. The final stage of the work is the disabled W.C. which is due to be in place for the official launch of the improvements on the 30th September, the eve of the implementation of the Disability Discrimination Act. In response to demand, the Record Office is piloting opening every other Saturday to judge popularity.

An information pack on Herefordshire especially for people with visual impairments, has been produced in collaboration with the Royal National College for the Blind. The pack will be available from Tourist Information Centres.

Questionnaires seeking customers' views were distributed to Tourist Information Centres which will assist to identify where improvements might be made.

The Herefordshire Cultural Strategy was produced following extensive consultation, and it has been widely distributed. Feedback received indicates that it is an attractive and easy to follow document. Accompanying the Strategy is advice to organisations and groups on how to measure the difference their cultural projects make.

Exceptional P.I. Performance

The amount of linear footage of new archive deposits made available to the public each year:



More archive material made available at the Records Office

The year's target of 30 linear feet was almost achieved within these first four months. This is due to the carry forward of an under-spend on the 2003/04 budget, which has been used to hire casual staff to specifically carry out cataloguing work on material which was previously unavailable to the public. A total of 28 linear feet of new material had been made available at the time of writing.

Key Issues Arising during the Period

A number of staff vacancies created problems in covering the Tourist Information Centres during the busy Summer period.

Inclement weather reduced the numbers attending some outdoor events and the overall number of visitors to the County. This will have impacted upon the amount of associated visitor spending.

Work commenced to prepare proposals for extending funding which is due to end in March 2005 for the two major initiatives, 'Creative Industries' and 'Tourism Enterprise'.

Community Youth Service

KEY AREAS IDENTIFIED FOR IMPROVEMENT DURING 2004/05

Staffing continues to be a key area for improvement for the Community Youth Service. More staff have been recruited, but the service still has a vacancy rate of 12%. The remaining vacant posts exist mainly in the key areas of training and senior workers which directly impacts upon the second key area identified for improvement; to **increase the quality of delivery**. An internal inspection, in partnership with the Education Directorate, is scheduled for September and a joint inspection planning team has been set up to prepare for the possibility of an Ofsted inspection of the service next Spring.

The Government have also selected four key focus areas for Youth Services this year:

- The level of 'reach' into the resident population = **Contact Target** (against a national benchmark of 25%)
- The level of participation of the resident 13-19 population in youth work = **Participation Target** (against a national benchmark of 15%)
- The proportion of participants in youth work who gain recorded outcomes = **Recorded Outcome Target** (against a national benchmark of 60%)
- Participants in youth work gaining accredited outcome = **Accredited Outcome Target** (against a national benchmark of 30%)

Achievements and Outcomes to end of July 2004

Hinton Youth Centre, through the local Community Association, received the final part of the £300,000 funding it needs to completely refurbish the building. Building work should start in early November and last for approximately 26 weeks.

The new Outdoor Education Development Worker took up post and very quickly made a major impact on the range and number of youth work courses and programmes delivered in the outdoor education environment. New initiatives to

date include the provision of access to sailing on Bodenham Lake for young people with special needs in a sailing dinghy specifically designed for wheelchair users.

Duke of Edinburgh training and sectional certificate programmes were increased over last year's numbers with many expeditions planned for the Summer.



Young people prepare to 'Go for it!' in Bromyard

Key Issues Arising during the Period

In order to monitor progress towards the achievement of the Government's four key indicators, the Service adopted the new national Management Information System (MIS) developed by the National Youth Association. There have been severe problems with the new system - nationally the software suppliers have lost their contract - and implementation on the Council's IT system proved to be difficult.

investment in staff training during the period; this in turn reduced the capacity for service delivery.

Only partial data is currently available for the first period, however this situation should be rectified by the half year once the backlog of data inputting has been rectified.



Youth Football - Leominster

The new MIS target definitions and Government's standards required high

Heritage Services

KEY AREAS IDENTIFIED FOR IMPROVEMENT DURING 2004/05

- Reaching a wider audience
- Reaching more rural communities
- Increasing access to collections through sites and access projects

Achievements and Outcomes to end of July 2004



Artefacts from the Handling Collection at World War II Event - Croft Castle

The Heritage Services event at the Grange in Leominster, as part of National Archaeology Day, attracted over 300 participants. A successful partnership was formed with Croft Castle to hold a World War II Event in the castle grounds. One of the attractions of the day were artefacts from the Service's Handling Collection. The day attracted just over 1,000 people.

The Service has forged a partnership with Royal National College for the Blind to provide work placements for visually impaired people. This project is improving access to Heritage Sites for visually impaired people. For the first time in the County, tactile images and braille were used at the Scarlett Davis Exhibition, which opened in July. The exhibition

proved to be very successful. The project is on-going, and at time of writing five placements had been completed.

The Ross-on-Wye Heritage Centre continues to attract high visitor numbers with their community-led exhibitions and involvement in local festivals.

The first Community Exhibitions to be held at Ledbury Heritage Centre have proved both successful and inclusive. The first of these exhibited photographs taken by a French resident in the UK. The second (funded by the Arts Council) explored the history of Ledbury and the environs through art and audio. Both have drawn large numbers of visitors, positive feedback and have generated income for the Service through sales.

Exceptional P.I. Performance

Heritage/museum sites rated as good or excellent: satisfaction levels are high for the first period of the year achieving 94% against a target of 85%.

Heritage/museum staff rated as good or excellent: customer satisfaction with staff is also high, again achieving 94% against the target of 85%



'Dig for Victory' - one of the workshops at the World War II Event

Key Issues Arising during the Period

It has been very hot in the Museum and Gallery and visitors complained that it was too uncomfortable to spend much time at Broad Street.

A severe shortage of volunteers to staff at

Bromyard Heritage Centre has meant that it has only been able to open on a very limited basis.

The Old House Museum had to close during lunchtimes due to staff illness.

Herefordshire Partnership Support Services

KEY AREAS FOR IMPROVEMENT DURING 2004/05

- Continued streamlining and improvement of working processes for the Herefordshire Partnership.
- Maximising financial resources into and within the County.

Achievements and Outcomes to end of July 2004

Improvements and increased funding for the European funded Action for Regenerating Communities (ARCH) programme have been successfully negotiated. This will allow more projects to be funded. Examples of current projects are ECHO and Workmatch to run arts and crafts sales and bicycle reconditioning projects in Leominster. These total about £150,000 over two years. They provide productive employment for adults with learning difficulties. Childcare and jobskills training are also being developed in Kington and Leominster through partnership working with SureStart.

The Team has been an active member of the Herefordshire Infrastructure Consortium, which includes key voluntary sector bodies. Its Investment Plan will access around £60,000 a year of DEFRA money to support the Voluntary Sector Assembly, run pilot projects working with

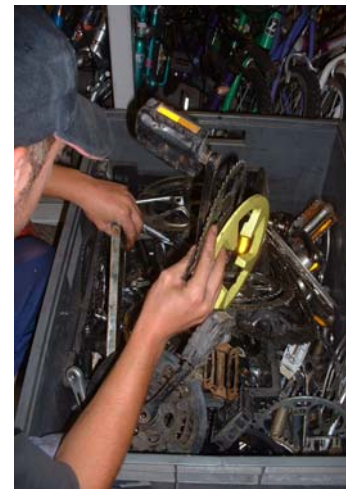
advised over 200 potential funding applicants (40% more than the same period last year) on funding sources and how to meet funders' criteria. The 12th edition of the Funding Directory was published. The Directory now has a print run of 1,000 and it has been used extensively by both local and regional organisations. Work is currently underway to identify the success rates and trends of these applications.

The Lifelong Learning Team has produced 'Learning Link' - a termly newsletter (5,000 copies) distributed to all Learning Partnership member organisations (Councillors, Parish Councils, high school parents, all school head teachers, libraries and museums). The Team works in collaboration with other organisations to provide courses for people facing disadvantages. During the first four months of the year, 39 courses were run - attended by 250 people. The main area of provision is ICT courses. The courses are aimed at particular groups (for example South Wye) or at family based learning (enabling adults and children to learn together) and are delivered in Partnership (for example working with Age Concern to run ICT courses in collaboration with Holme Lacy College). Some courses lead to a nationally recognised entry level qualification.

The section has been part of the team producing the Council's second Local Public Services Agreement submission to the Office of the Deputy Prime Minister, which focuses on the theme of quality of life for an ageing population. The submission will be followed by an eight week negotiation period and further development work.

marginalized people, improve ICT in the voluntary sector and encourage community planning (including Parish Plans).

The Project Development Team, which gives advice about funding sources,



Recycling bike parts as part of the ARCH funded Workmatch Project

PROGRESS MADE ON DELEGATED GRANTS SCHEMES			
Scheme	Offers Made	Offers Value	Matched Funding Secured
Small Projects Fund	4	£3,960	£25,143
Shop Front Grant - Ledbury	5	£2,932	£2,932
Shop Front Grant - Bromyard	3	£4,587	£5,270
Community Pride - Ledbury	6	£3,000	n/a
Community Pride - Bromyard	7	£3,000	n/a
Community Pride - Kington	7	£3,500	n/a



'Learning Link' the termly newsletter from the Lifelong Learning Team has a circulation of 5,000 copies.

Libraries

KEY AREAS IDENTIFIED FOR IMPROVEMENT DURING 2004/05

- Complete the integration of Libraries and INFO to ensure improved communication and increased training and development opportunities for all staff
- Improve access to services through continuing to develop more integrated facilities and further marketing
- Publish the Library Strategy and further improve performance against the Public Library Standards
- Achieve Investors in People accreditation for the whole of CSLI

Achievements and Outcomes to end of July 2004



As part of re-branding, Libraries' customers are now offered a choice of library card

July saw the culmination of nine months of intensive work across the whole division to integrate all existing Library Service and INFO in Herefordshire staff and facilities into a single management and operational structure. This process included extensive consultation work with all staff and Unions and a substantial re-write of existing job descriptions. All Libraries and INFO points are now organised into 3 geographical areas with the Area Managers reporting directly to the Head of Service. Centrally-delivered countywide services (eg Switchboard, Mobile Libraries and Schools Library Service) as well as senior managers, support and development staff are located at 3 sites in Hereford (Plough Lane, Shirehall and The Town Hall).

As part of the major re-branding of the Library Service, all customers are now offered a choice of one of 10 different designs for their library card - a move which has proved very popular with many existing members - especially children. This year's Children's Book Festival was

held in June with 2,500 children attending events with authors, poets, storytellers and illustrators at a range of venues. For the first time, the Festival was held in partnership with The Courtyard, and culminated with an evening event for parents and family members.

In brief:

- Kington Library hosted a book launch for local author Sue Gee
- another DVD collection was launched at Ross Library
- a 'Baby, Bounce & Rhyme' training session for parents and babies was held in conjunction with the Early Years Development and Childcare Partnership
- specialist software designed to assist visually impaired users access computers was made available at the four largest libraries



Baby, Bounce & Rhyme training session—part of the Children's Book Festival



The book launch hosted at Kington Library

Directorate Support Unit (DSU)

KEY AREAS IDENTIFIED FOR IMPROVEMENT DURING 2004/05

- Provision of improved support services to staff within Policy and Community following the facilitation of the Directorate review of support services and the implementation of any resulting recommendations and changes.
- Improving systems and procedures at the Modern Records Unit in order to better support the requirements of the Freedom of Information Act
- Detailing the budget requirements of Herefordshire's CCTV system and working to ensure that there is sufficient revenue budget in place for 2005/06

Main Service Activity up to July 2004



Hereford Retail Radio scheme introduced into the CCTV control room—allowing for the sharing of information on shoplifting and other incidents.

Establishing the work of the new Directorate Facilities Officer regarding Modern Records, GEM, Health & Safety and Data Protection. Also participating in the Council's Information Management Group which is working to prepare the authority for the implementation of the Freedom of Information Act in January 2005.

for CCTV. Introducing the Hereford Retail Radio scheme (a network of walkie-talkies for retailers in the City to share information on shoplifting and other incidents) into the CCTV control room.

Assisting the Head of Culture, Leisure & Education for Life with the collation and dissemination of Job Evaluation results.

Working in partnership with West Mercia Constabulary to prepare revenue budgets

Achievements and Outcomes to end of July 2004

A key 'reason to be cheerful' is the appointment to the DSU's new post - Directorate Facilities Officer. The remit of this job includes the management of the Council's Modern Records Unit, GEM and Health & Safety across the Directorate and also acting as Data Protection Liaison Officer for Policy & Community. Since her appointment, the postholder has also become involved in the Council's work to

prepare for the introduction of the Freedom of Information Act in January 2005.

The Directorate Support Officer achieved the Managing Safely qualification with the Institute of Safety and Health.

Key Issues Arising during the Period



Moves to Plough Lane will allow for greater consistency in service delivery to internal customers

Issues about the different ways that the DSU supports different parts of the Directorate, particularly with regard to administration and other general support functions. The different levels of support have been 'inherited' from before the P&C office move to the Plough Lane offices, and they make it difficult to provide a consistent standard of service to all of our internal customers. It is hoped that the

review of these services (starting in September 2004) will begin to address some of these difficulties.

Lessons learned include the need to be prepared further in advance for areas such as the Freedom of Information Act implications.

Community Regeneration Team

KEY AREAS IDENTIFIED FOR IMPROVEMENT DURING 2004/05

- Increase in customer satisfaction with the services provided by the Community Regeneration Team
- In response to the 2003/2004 customer survey, increase information on the projects and activities undertaken by the team
- Development of Exit/Succession strategies for South Wye Single Regeneration Programme, and the towns involved in the initial tiers of the Market Towns Programme
- Securing Market Towns Initiative funding for Ross-on-Wye and Leominster and their hinterlands through the development and acceptance of ten year Strategic Action Plans
- Maximising spend on delegated grants schemes and all area-based programmes

Achievements and Outcomes to end of July 2004



South Wye Healthy Living Project

A customer research and monitoring exercise was undertaken to better understand who our customers are and how they are accessing the services.

A Team leaflet was drafted to explain the services available.

Working groups from the South Wye and Ledbury Partnerships have been analysing a range of options, including successful programmes elsewhere in the country, in order to develop achievable succession strategies for each area.

The Leominster Partnership has developed and presented its ten year Strategic Action Plan for the town and surrounding parishes. Good progress was made with the development of the Ross Area Strategic Action Plan.

An additional £80,000 DEFRA and EAGGF funding has been negotiated for the Herefordshire Rivers Leader +

Programme. Seven new projects have been approved e.g.:

- Frome Valley Archaeology - a project to carry out an overview of how the landscape has changed, through completion of a geomorphological study of the ancient landscape and site investigations on archaeological sites which will involve members of the community who can then learn about survey techniques, site interpretation and information.
- Rivers and Flat Water recreational Study - an assessment of the feasibility of a number of identified sites/support initiatives to increase the opportunities for participation in outdoor water-based activities.

All 2004 funding for the Leader + programme was fully allocated.

Key Issues Arising during the Period



South Wye Skate Park opening

Announcements made by Advantage West Midlands advised that although the Market Towns Initiative (MTI) programme required an holistic social, environmental and economic regeneration programme to be developed for eligible market towns, MTI funding could now only be released against capital projects with economic outputs. This has caused serious

problems for the local partnerships as there are few alternative sources of funding that could be attracted to progress the range of projects included in the Strategic Action Plans. A subsequent delay in completed implementation plans has resulted. Negotiations with AWM to find a solution to this problem are in train.

Parks, Countryside & Leisure Development

KEY AREAS IDENTIFIED FOR IMPROVEMENT DURING 2004/05

The main efforts of staff have been directed towards work with partners - principally Herefordshire Jarvis Services (HJS) and Halo Leisure - to improve service delivery and public confidence. Following a shaky start, HJS have begun to consolidate their operations and plan for integrated service delivery in the Grounds Maintenance sector. The Council, in partnership with Halo, have completed the procurement and commissioning of refurbishment to each of its nine fitness suites. Attention is now being focussed on plans to improve disabled access.

Main Service Activity up to July 2004



Britain in Bloom in full swing during this period

The Parks Service has been fully committed to the preparation and delivery of five Britain in Bloom campaigns in the market towns.

The Countryside Service has principally concentrated on the preparation of access sites (areas of Countryside open to public use) in anticipation of record use this

holiday season.

Work progresses on preparation for the adoption of CRoW Act access land (areas of Countryside which the service is likely to take over responsibility for next year).

The annual ROSPA Safety Inspections have been completed for this year.

Achievements and Outcomes to end of July 2004

The refurbishment of nine fitness suites with major financial benefits accruing from a robust procurement process.

The award of Woodland Grant Schemes and Certification for Council Managed Woodlands.

The ten year Management Plan was approved for Queenswood Country Park.

Significant progress with Aylestone Park project including £100k commuted sum secured via Planning Policy.

A very good (post-completion) Lottery Monitoring Inspection report was received for Ledbury Leisure facilities.

Improved Quest Assessment scores for all inspected leisure sites.

Key Issues Arising during the Period



Contamination of land at Aylestone Park has caused unforeseen problems to the project.

Major unforeseen problem with the contamination of land at Aylestone Park (bed of former canal).

Financial problems encountered with long term capital financing of Leisure premises. Asset structure review initiated.

Significant early season mobilisation problems for HJS resulted in poor standards of grounds maintenance for the months of April and May.

Resource needed to continue with increased annual demands of Britain in Bloom campaigns is leading to impingement on core service maintenance.