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Leisure Facilities

The Herefordshire Council leisure facilities sites are at Bridge Street Sports Centre in Leominster, Hereford Leisure Centre, Hereford Leisure Pool, Ledbury Leisure Centre, Ledbury Swimming Pool, Leominster Leisure Centre, Ross Swimming Pool, The Bromyard Centre (an integrated service site including Customer Services, the library service and leisure facilities) and Hereford Golf Course. These are operated by Halo Leisure as a not for profit charitable Leisure Trust.

Herefordshire Council has a commissioning agreement with Halo which amounts to 14.8% of its income. Core income is from users and hirers. Halo are also looking at operations outside of the county, and widening its remit to cover health intervention.

There are two leisure facilities that are “owned” by separate trusts but managed by the local authority – these are based at Wigmore and Kington. Negotiations are in place to transfer the operation of the Wigmore centre to Halo in April 2011 with Kington following at a later date.

Local Authority Employees

No local authority staff, though on-going payment for job evaluation as a result of TUPE transfer.

Key Performance Indicators / Standards

- Total number of annual visits
- Total annual Gym use
- Total annual Swim use
- Number of concessionary users
- QUEST Quality Assurance scheme scores
- Outcomes of the Halo commissioning framework

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Arts Facilities

The only local authority funded arts facility is the Courtyard Centre for the Arts. The build was completed in 1998 and automatically was operated by a trust. The main house of the Courtyard seats 400, and the Studio seats 120 which makes it a middle scale venue. Current occupancy is on average 65% for live performances and 32% for films (2010 figures). The venue also has a jewellery workshop (run by Alloy), gallery space, office space for Courtyard and other arts organisations and bar/restaurant.

Events are based on live events and theatre, dance, film and visual arts plus range of workshops both at the Courtyard and out in the community. The Courtyard is a Regular Funded Organisation of the Arts Council which gives it status in the region, with an annual grant of £227,319, from 2012 the status will remain as it becomes a National Portfolio Holder. Other grants are received for specific work, as well as income generated from ticket sales and hire of the venue. The local authority commission represents 19% of income (2010 figures, both revenue and capital) e.g. £2.04 per head of population.

Local Authority Employees

No local authority staff

Key Performance Indicators / Standards

- Number of ticket sales
- Number of participatory sessions and attendances
- Number attending three times or more a year
- Number of volunteers
- Number of concessionary users
- High quality, diverse programme
- % of funding (including sponsorship) non-local authority
- Income targets

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Arts Development

The service manages the commission to the Courtyard and ten smaller commissions to the key arts organisations in the county. It also conducts a development function in assessing gaps and needs in services that an arts function can provide (e.g. recently awarded funding to run the y.Art project to engage young people in a range of different art mediums to support their development and confidence). The service also gives advice to internal departments (e.g. public art commissions) and community groups on a range of subjects covering commissioning artists, running activities and events, to giving advice to students. The service has a track record in supporting the creative industries as a particular feature of the county – this work is supported by the Hereford Contemporary Crafts Fair, Hereford Arts Markets and h.Art as a showcase of locally produced work and aiding economic development.

Local Authority Employees

Job Title	Hrs per week	Externally funded
Creative Industries Co-ordinator	37	50% externally funded
Creative Learning Officer	21	
Arts Development Officer	21	
Arts Community Officer	22	
Principal Arts Officer	37	

Key Performance Indicators / Standards

- Increase access and participation by children and young people in arts events and activities to build life skills
- Develop high quality arts initiatives which increase the county’s cultural offer, are important to creative businesses and impact on the local economy
- Audience and participation satisfaction figures
- Develop the range of arts opportunities that target and reach further into communities

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Heritage

The service operates Hereford Museum and Art Gallery, The Old House, Ledbury Heritage Centre and Ross Visitor Centre (a combined heritage centre and TIC). The service also maintains web presence with specialist sub-sites and an on-line catalogue. The service also operates the Museum Resource & Learning Centre, where the county collections of 100,000 objects are held and cared for. The Centre is one of the best designed collection care facilities in the UK and one of the few that provides public access to collections. The documentation of the collection is on-going with more and more objects being digitally catalogued.

The service has a joint arrangement with Marches Network for the operation of Museum on the Move, which from April 2012 will provide Herefordshire with two blocks of tours each of two months per year.

The service also provides advice and support to the network of independent museums via museum mentors drawn from staff, especially supporting them to gain and maintain standards in collections care and access that are key to achieving Accreditation. The role of community heritage ensures that the people in Herefordshire can develop heritage projects locally that celebrate and record local distinctiveness.

Local Authority Employed Staff

Job Title	Hrs per week	Externally funded
Principal Heritage Officer	37	
Visitor Services Officer	37	
Senior Museum Assistant (Hereford)	37	
Museum Assistants (Hereford) mix of contracted hours and casual	42 - winter 57- summer	
Visitor Centre Supervisor (Ross)	35	
Visitor Centre Assistants (Ross)	30.75	
Senior Collection & Access Officers	37	
Collections and Documentation and Registration Officers	92.5	
Community Heritage Officer	37	
Heritage Support Assistant (plus additional externally funded hours)	22.5	
Museum Development Officer	37	Externally funded
Design & Display Officer	37	
Finds Liaison Officer	18.5	Shared with Shropshire
Caretaker/Technician	37	
Museum on the Move Drivers/Interpreters	Casual	
Museum on the Move Interpreters	Casual	

Key Performance Indicators / Standards

- Number of visitors in person (per 1000 of population)
- No of users whether or not in person (per 1000 of population)
- No of children in organised school group visits
- Number of Accredited Museums operated (3)
- % of time the mobile museum is booked out of available days
- Number of events and activities

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Inspire (Cultural Learning)

Inspire is an integrated service for schools, colleges and communities bringing together the learning resources of archives, arts, libraries and museums with the shared goal of optimising cultural learning opportunities in the county for everyone. Inspire provides a cultural offer to early years settings, schools and colleges, providing local resources for Herefordshire teachers to support excellent learning.

Within communities Inspire supports learning by developing projects in intergenerational learning, family learning, IT skills, early years speech and language development, local history, etc. Inspire co ordinates the Bookstart programme in Herefordshire, working with the Wye Valley NHS Trust, Children’s Services and early years settings. The programme supports child development by encouraging book sharing from birth and aims to increase library membership and use.

In January 2012 Inspire launched an integrated cultural offer to schools and colleges. This offer includes the following: Schools Library Service mobile library, Museum on the Move, project loan boxes books and artefacts, bulk loans of books to High Schools, heritage education and archive education sessions; education programmes such as Take One and Moves to Succeed, advice and support.

Local Authority Employees

Job Title	Hrs per week	Externally funded
Principal Officer Young People & Learning (job share)	37	
Early Years Officer	18.5	
Children and Young Peoples Librarian	37	
Heritage Learning Officer	18.5	
Senior Driver/Assistant	37	
Schools Library Service Assistant	37	
Schools Library Service Assistant	21	
Heritage Educators	Casual	Self financing

Key Performance Indicators / Standards

- % of Bookstart packs delivered to eligible children
- % of children completing summer reading challenge
- Take up of events and activities
- Learning outcomes from projects
- Project outcomes designed to meet corporate aims
- % take up of Museum on the Move
- Number of heritage education visits/sessions

Appendix 2

Archives

The core function of the Archive Service is to run the county's Record Office at Harold Street in Hereford, carrying out preservation and conservation of the collections, and enabling members of the public to access the archive material. The collections, dating back to the 12th century, consist of the "corporate memory" of the local authority and its predecessors; a wide range of collections from private depositors, public records held under licence from The National Archives; and the Hereford Diocese records. Some of the collection is also held at the Hatton Gallery in Hereford because of the shortage of space at the Harold Street site.

The service also runs an outreach and a formal and informal education programme with events, classes and talks. A network of volunteers supports the service by undertaking a variety of tasks. Research enquiries and all copies are charged for. Conservation work undertaken for external clients is also charged for.

Local Authority Employed Staff

Job Title	Hrs per week	Externally funded
Information Services Manager	37	
Archive Assistant	35	
Conservation Technician	28	
Archive Assistant	8.5	
Archivist	37	
Senior Archivist	37	
Archive Assistant	37	
Archivist	37	
Caretaker/Cleaner	25	
Archive Service Admin Assistant	20	
Senior Conservator	37	
Archive Assistant	37	
Archive Researcher	Casual	Self financing
Archive Assistant	29	
Archive Researcher	Casual	Self financing
Conservator	21	

Key Performance Indicators / Standards

- Percentage of documents produced within 20 minutes in the search room
- Percentage of distance enquiries answered within 10 working days
- Amount of archives catalogued and made available to the public annually
- Percentage of new users who expressed a preference rating the service as 'good' or 'excellent'
- Percentage of time when temperature in the strong rooms and search room in accordance with guidelines of BS5454
- Percentage of time when Relative Humidity in the strong rooms and search room in accordance with guidelines of BS5454
- Percentage of attendees who expressed a preference rating outreach events overall as very good or excellent
- Percentage of teachers who expressed a preference rating education sessions as good or excellent
- Rating of the Service through the National Archives self-assessment

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Archaeology

The work of the County Archaeology team is closely linked to the planning authority of the Council. Part of the role is to assess and advise on planning applications and to provide briefs to developers for archaeological contractor-based conservation investigation required to meet planning requirements the progress of which is then monitored by the team to ensure satisfactory discharge of planning conditions.

The service also advises on the management of historic sites and landscapes, and conducts archaeological field work partly pooled from the existing resources within the team. The major focus of the field work is on local authority / public interest schemes and projects funded through grant aided partnerships with key agencies such as The National Trust. The team fulfils the statutory duties of maintaining the Sites and Monument Record data-bases, and of operation of the Hereford Area of Archaeological Importance. It also runs a large Heritage Lottery Funded Council web (micro)-site.

The service receives regular but not guaranteed funding from English Heritage, awarded according to the successful negotiation and designing of project bids, and the closely monitored successful completion of existing projects.

Local Authority Employees

Job Title	Hrs per week	Externally funded
Project Archaeologist	37	Externally funded
Project Archaeologist	37	Externally funded
Sites & Monuments Record Officer	18.5	
Project Archaeologist	18.5	Externally funded
Senior Archaeologist	37	Externally funded
Sites & Monuments Record Officer	18.5	
Archaeological Projects Officer	37	
		Half externally funded
Countryside Advisor (Archaeology)	37	funded
Senior Project Archaeologist	37	Externally funded
Archaeology Advisor	37	
Senior Project Archaeologist	37	Externally funded
County Archaeologist	37	

Key Performance Indicators / Standards

- Shared indicators with Planning (e.g. Development Management: NI 157a; 157b; 157c)
- Environmental Stewardship
- National data standards for Historic Environment Records
- Selective National Inventory data (SHINE: Natural England)
- Accreditation as a Registered Organisation with the Institute of Field Archaeologists - a scheme with national benchmarking and PIs (not yet in place).

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Libraries

The front line delivery of library services is delivered by Customer Services through a service level agreement. The retained library service's responsibilities cover the purchase and management of stock, the operation of the home delivery service, running a reader development programme to develop reading through reading groups activities and campaigns as well as providing professional support and advice to the front line service. Currently the service is supporting the development of a number of community run library schemes.

Herefordshire Libraries participated in national government's Future Libraries Programme which reassessed library services to aid improvement and reduce costs. Libraries' central role in supporting Herefordshire Council's localities approach was recognised and developing that role is a central part of the service's work.

Local Authority Employees

Job Title	Hrs per week
Reader Services Librarian	37
Stock Assistant	37
Stock Assistant	34
Assistant Reader Services Librarian	37
Reader Development Librarian	37
Senior Stock Librarian	30
Stock Services Officer	37
Senior Reader Services Librarian	33
Stock Assistant	31
Reader Services Librarian	37
Stock Librarian	30
Driver Assistants	137 hrs

Key Performance Indicators / Standards

- Speed of new stock put into libraries
- New borrowers registered
- Issue figures & trends
- Events-range, attendance
- Visitor figures
- Comments, complaints, enquiries to Stock Services
- Netloan figures % take up

Appendix 2

Sports Development and Physical Activity

Similar to arts development there is a mix of commissioning, enabling and development. The work is very closely linked to the objectives of the Sports Partnership Herefordshire and Worcestershire, which has a sub-regional remit. Both have a strong emphasis on health and well being, whether tackling obesity, keeping older people mobile, and engaging children and adults in fitness. The service holds the commissioning agreement with Halo Leisure and works closely with them to deliver health agendas and facilities based leisure, however their work often takes them beyond static sites with a range of other programmes based on raising participation in sport and physical activity and prevention of future health needs, e.g. current walking campaign.

The service works closely and supports the many voluntary sports clubs in the county and also works with other voluntary groups such as Age UK enabling training for volunteers to increase the voluntary workforce who deliver sport and physical activity. The service receives funding to run specific regional or national campaigns to enable local involvement and expand the range of opportunities available to the local community.

Local Authority Employees

Job Title	Hrs per week	Externally funded
Sports Administrator	22.5	
Sports Development Officer	37	
Senior Sports Development Officer	37	
Outreach Exercise Consultant	4	
Physical Activity Instructor	Casual	
Specialist Activity & Training Development Officer	37	
Lets Walk Co-ordinator	37	Externally funded

Key Performance Indicators / Standards

- Increase participation by adults & young people in sport & physical activity to improve health
- Train / enable volunteers to deliver health related exercise in their own communities
- Increase the number of 14 – 25 year olds taking part in sport & physical activity
- Develop the range of sport & physical activity opportunities throughout the County

Appendix 2

Herefordshire Music Service

The Music Service has gone through significant changes to address reducing grant funded income and to try and reach more children. They currently receive external funding of £260,000 per year, which is used to subsidise whole class instrumental lessons, and provide brokerage between individual learners, schools and tutors, as well as other music support functions. The service offers courses and classes in schools based on individual and paired instrumental lessons (for 32 weeks); wider opportunities/whole class instrumental lessons (for 32 weeks); music centre bands and orchestras (for 19 weeks); numerous vocal projects and various other projects and course. It also offers CPD (continuous professional development) for class teachers and has an extensive instrument hire service. An income is generated for these services as part of traded services.

From September 2012 it is likely that funds will be accessed via a local Music Hub working with like minded providers in the county. This does create some uncertainty over the future funding.

Local Authority Employees

Job Title	Hrs per week	Externally funded
Head of Herefordshire Music Service	37	
Access and Partnership Manager	37	
Office Manager and Resource Co-ordinator	37	
Finance Officer and Ensembles Co-ordinator	30 (term time)	All posts are funded through a mixture of grant funded income and traded service income
Data and Resources Assistant	25 – 35 (term time)	
Music Centre Tutors (16 tutors)	Approx 60 hours per year per tutor	
Wider Opportunities Tutors x 5	11 - 14	

Note: all individual and paired instrumental/vocal teaching is now provided by an ‘Approved Contractor Register’ of Accredited Teachers (self employed). These number approximately 54 tutors.

Key Performance Indicators / Standards

- LA Schools signed up to SLA
- Academies signed up to SLA
- Pupils participating in individual/paired instrumental lessons
- Primary Schools engaging in Wider Opportunities (whole class instrumental lessons)
- Pupils engaged in Herefordshire Youth Music (Music Centre)
- Improvement in Quality Assurance systems and the Quality of Teaching and Learning in Individual/Paired instrumental lessons and also in Wider Opportunities lessons

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Countryside

The countryside service has a dual function of preserving the countryside asset whilst also enabling recreational use and access by the public. The site management and maintenance functions are largely conducted by Rangers, whilst other officers conduct the wider management, promotion and strategic functions of the service.

The key sites are:

- Queenswood Country Park which has over 350,000 visitors each year. There are a number of properties at Queenswood with a shop / visitor information run by the National Trust and an independent café; other facilities accommodate the staff.
- Bodenham Lakes which has limited access because the restrictions of use
- The only public canoe launch sites in the county, in Ross and Kerne Bridge. An estimated 40,000 canoeists use these sites every year
- Newton Coppice and Belmont Pools which are both semi urban sites on the edge of Hereford
- Dinedor Camp which is a scheduled ancient monument

The service also looks after a number of local nature reserves, picnic sites and commons. The strategic function is very much linked to the development and management of open spaces which has been supporting the Local Development Framework.

Local Authority Employees

Job Title	Hrs per week
Countryside Ranger	37
Countryside Ranger (vacant)	37
Countryside Ranger	37
Interpretation & Promotion Officer	22.5
Parks, Countryside & Leisure Development Manager	37
Principal Countryside Officer (Strategy & Development)	37
Principal Countryside Officer (Operations)	37
Parks & Leisure Commissioning Manager (in part)	37
Principal Leisure and Recreation Officer (in part)	37
Cleaner	21
Custodian	5
Technical Support Officer	18.5
Interpretation & Promotion Officer	18.5
Countryside Community and Education Officer (vacant)	18.5

Key Performance Indicators / Standards

- User Satisfaction – Queenswood Country Park
- Environment outcomes
- Green Flag for Queenswood
- Appropriate management of Designated Sites
- Activity/events/education programme

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Positive Activities and Outdoor Education

As part of the youth service Positive Activities engages young people in activity that will support their development needs. This involves intervention work with the young people to find out areas of interest and benefit. This is beyond the school provision and tends to be based on leisure and culture. Activities are facilitated through youth centres and activities provided by the voluntary sector. The activity builds self esteem, confidence, integration and skills that can have a positive effect on family and education life.

Outdoor Education involves the operation of two – the Cannon Centre and Bodenham Lakes. The service also delivers the Evolve database/registration for off-site activities provided by schools. This element also gives advice to schools, head teachers and governors on the health and safety aspects of their off-site activities as well as organising and delivering training for Education Visit Co-ordinators in schools and within other organisations. This is a statutory responsibility.

Local Authority Employees

Job Title	Hrs per week
Assistant Youth Workers (North)	58
Community Youth Worker (North)	148
Assistant Community Youth Worker (North)	16.5
Assistant Youth Worker (South)	52
Assistant Community Youth Worker (South)	28
Community Youth Worker (South)	74
Trainee Youth Worker (Central)	37
Senior Youth Worker (Central)	74
11-19 Facilities Administrator (Central)	37
Duke of Edinburgh's Award Development Officer	18.5
Senior Youth Worker - Extended Activities	37
Warden (Canoe Centre)	7.83
Outdoor Education Advisor	22
Outdoor Education	37

Key Performance Indicators / Standards

- Number of contacts made as a percentage of the 13-19 population
- Number of participants (those attending regularly) as a percentage of the 13-19 population
- Number of targeted youth support cases undertaken from those participants
- Number of accredited outcomes achieved by those participants.