

HEBDEN ROYD TOWN COUNCIL

Meeting of the PICTURE HOUSE COMMITTEE held 16th JULY 2018

MINUTES

PRESENT: Councillors: Fraser (Chair from minute 116), Bampton Smith, Crosland, Fearon, Needham, Phillips & Stow.

HRTC Council Clerk: J Boom

Maggie Woods & Mike Troke (Friends of the Picture House)

Rebekah Fozard (Picture House Manager)

**116. ELECTION OF CHAIR AND DEPUTY CHAIR OF THE PICTURE HOUSE COMMITTEE 2018/19.
CHAIR**

It was **proposed** by Councillor Bampton Smith

Seconded by Councillor Fearon

Unanimously resolved: that the Chair of the Picture House Committee for 2018/19 be Councillor Pat Fraser.

DEPUTY CHAIR

It was **proposed** by Councillor Crosland

Seconded by Councillor Fraser.

Unanimously resolved: that the Deputy Chair of the Picture House Committee for 2018/19 be Councillor Christine Bampton Smith.

117. To receive apologies for absence and any substitutions.

No apologies were due.

118. To receive members' interests relating to agenda items for this meeting.

None were declared at this time.

119. To report on matters arising from the minutes of meeting held 30th April 2018 not itemised on this agenda.

None were raised.

120. FRIENDS OF THE PICTURE HOUSE

a) To receive update on activities of the Friends of the Picture House.

Maggie Woods on the following:

- The Friends would be hosting a stall at the HB Vintage Car Rally following an invitation from the HB Rotary Club as part of the Seat Sponsorship Scheme which also includes the screening of car related films at the Picture House.
- The Making Friends Scheme continues to be successful with two further visits and regular meetings with the St Augustine's Centre in Halifax.

- The most recent poster sale raised £287.00 with the next one planned for Heritage Open Day on the 8th September.
- The 1924 HB Gala film had now been digitalised and would be screened at Heritage Open Day It further reinforces the relationship with the Yorkshire Film Archive, looking towards the 100th Anniversary of the Picture House.
- Mike Troke advised of the links he was forging in Palma which he hoped to share with the Picture House Marketing Officer. Links with the 90k membership of the Arts Society which would add value to screenings, along with programme and practise ideas.
- The Friends had initially been looking to form links with the Cinema in St Pol sur Turnoise, one of Hebden Royd's Twin Towns.

b) To consider communication regarding the Seat Sponsorship Scheme.

The committee discussed this communication at length.

It was **proposed** by Councillor Bampton Smith

Seconded by Councillor Fearon

Resolved: to accept the proposal from the Friends to accept the sponsorship made in good faith prior to the rules of naming seats being adopted. The previously adopted, and implemented, policy is to remain in place and be adhered to.

It was acknowledged that this unforeseen issue should have been avoided and that all attempts in future should be made to ensure schemes are water tight before going 'live'.

121. **PICTURE HOUSE MANAGERS SCREENING DAYS**

The Picture House Manager outlined the use of screening days, networking and meeting with Industry peers. The report focused on the benefits and connections made through both formal and informal sessions.

122. **BALCONY ALCHEMY**

The Picture House Manager reviewed the current position of the scheme as it moves into its delivery phase.

All contractors have been appointed, covering flooring, soft furnishings/upholstery, decoration and ironworks. Cleaning and small scale decoration works were also included.

The scheme had raised £37, 501 with costs standing at £41, 257 leaving a balance of £3, 666 to be funded from trading.

It was confirmed that plaque would be put in place to mark the scheme in the entrance to the upstairs auditorium.

It was **proposed** by Councillor Stow

Seconded by Councillor Fearon

Resolved: that donors with contributions in excess of £1000.00 would be acknowledged on the plaque.

123.

END OF YEAR REPORT

The Picture House Manager presented the 2017/18 Picture House Annual Report with four contributors. It looked at the future with a very positive outlook working with a clear and distinct community focus.

Thanks were expressed specifically for the work of Ben Gwilliam and Lisa Murdoch.

It was **proposed** by Councillor Bampton Smith

Seconded by Councillor Stow

Resolved: to accept the 2017/18 Picture House Annual Report with thanks.

124.

PICTURE HOUSE BANKING ARRANGEMENTS

The committee were advised of a change in charging tariffs as a result of the Picture House banking cash in excess of the limits outlined in the current agreement. Increased charges would be monitored and reviewed and reported back to the committee. Changing arrangements at the Post Office were also discussed.

The External Auditor is to be approached for suggestions regarding minimising bank charges at the Picture House.

Meeting finishes at 8.45pm.

HEBDEN ROYD TOWN COUNCIL

Meeting of the PICTURE HOUSE COMMITTEE held 29th OCTOBER 2018

MINUTES

PRESENT: Councillors: Fraser (Chair), Bampton Smith, Crosland, Fearon, Needham, Phillips & Stow.

HRTC Council Clerk: J Boom

Maggie Woods (Friends of the Picture House)

MINUTES

- 258. To receive apologies for absence and any substitutions.**
Rebekah Fozard who was attending a screening/training day.
- 259. To receive members` interests relating to agenda items for this meeting.**
None were declared at this time.
- 260. To report on matters arising from the minutes of meeting held 16th July 2018 not itemised on this agenda.**
As mentioned previously the Picture House Manager was attending a screening/training day.
It was **proposed** by Councillor Bampton Smith
Seconded by Councillor Phillips
Resolved: that the minutes were an accurate record.
- 261. FRIENDS OF THE PICTURE HOUSE**
Maggie Woods advised the committee of the recent activities of the Friends after initially congratulating the Picture House Manager and the Picture House for their nomination for the UK Cinema Screen Awards.
Activities included:
- The 2018 Christmas raffle which is due to start on the 16th November, again with cash prizes and drawn on the 24th December.
 - Increased social media presence as a result of a young member of the Friends taking on an active role.
 - Local TLC Buses now advertise the Picture House and its programme.
 - A volunteer clean up morning around the Picture House had been held.
 - The Oral History Project continues to develop with Kate Higham working hard on this.

The committee commented on and thanked the Friends for their hard work which always provided impetus for the Picture House.

262. HEBDEN BRIDGE PICTURE HOUSE DRAFT BUSINESS PLAN

The draft Business Plan was discussed at length by the committee. Many differing elements were discussed, areas for further work were considered and were highlighted these included:

- Governance.
- The structure of the plan and the need to differentiate between strategic and the business plan.
- Business decisions made by the Town Council that impact on the Picture House and the need for the Picture House Management Team to make tough business decisions.
- The entering into a new phase in the life of the Picture House.
- Support from external bodies and experts.
- The importance of the continued public ownership of the Picture House.

The Chair of the Picture House Committee, The Picture House Manager and the Town Clerk to meet to discuss the points raised by the committee and amend the plan and present it at a future meeting.

263. COMMUNICATIONS

The communication advising the Picture House of their nomination for a Cinema UK - Screen Awards 2018 was discussed.

Congratulations were made to the Picture House Manager and staff and it was asked that attendance at the awards was revisited with the Picture House Manager.

Rogue Robot were thanked for preparing the promotional video required to promote the Picture House prior to and during the awards.

264. HEBDEN BRIDGE PICTURE HOUSE FINANCIAL INFORMATION

The Town Clerk presented the current statement of account and the Cumulative Analysis as the Picture House enters its busiest time of the year.

265. BALCONY ALCHEMY

The Town Clerk reported that the refurbishment had been completed on schedule and within budget. The committee was encouraged to visit the Picture House and look at the improvements made under the scheme.

A special screening for those who have supported and sponsored the seats is planned for the 10th November.

266. BUDGET REQUEST 2019/20

The committee considered the four capital programmes as suggested in the business plan for delivery in 2019-20.

After discussion, involving the Friends, it was agreed that the refurbishment programme of works and signage on the front façade form the main part of the request this year. This should be budgeted and presented to Strategy & Review at an appropriate meeting. Consideration should also be given to signage/art installation that would mark the 100 anniversary of the Picture House in 2021.

The committee discussed the PA System proposal and asked that a comprehensive business case be developed.

The final two elements, Audio Description and stage lighting to be considered with support from the Friends. It was suggested also that the Rotary Club of Hebden Bridge be approached to support elements of these projects.

Meeting finished at 9.15pm.

HEBDEN ROYD TOWN COUNCIL

Meeting of the PICTURE HOUSE COMMITTEE held 21st JANUARY 2019

MINUTES

PRESENT: Councillors: Fraser (Chair), Bampton Smith, Crosland, Needham, Phillips & Stow.

Picture House Manager: Rebekah Fozard

HRTC Council Clerk: J Boom

Maggie Woods (Friends of the Picture House)

MINUTES

365. To receive apologies for absence and any substitutions.
No apologies were received.

366. To receive members` interests relating to agenda items for this meeting.
None at this time.

367. To report on matters arising from the minutes of meeting held 29th October 2018 not itemised on this agenda.
It was noted that the minutes of the last meeting, accepted at the Full Council meeting of the 7th November 2018, did not include the decision to change the Concessionary Price Band for those aged over 60 to State Retirement Age. This was discussed once again, including information relating to the now non-means tested Passport to Leisure for over 60's as administered by Calderdale MBC with a review at the next meeting of the committee.
It was **proposed** by Councillor Phillips
Seconded by Councillor Bampton Smith
Resolved: that the concessionary band remain linked to State Pension Age and that the Passport to Leisure continue to be accepted at the Picture House.

368. FRIENDS OF THE PICTURE HOUSE
Maggie Woods advised the meeting that the Friends Christmas raffle had generated a surplus which had allowed £2750.00 to be donated to the Picture House with £900 of this to be spent on headsets for the hard of hearing. The Friends have been invited to be involved with the Hebden Bridge Film Festival and would be hosting a screening.
The Friends continue to screen features every two months and would also be hosting a poster sale on the 9th March and holding an AGM on the 30th March. The Making Friends Project continues to attract new attendees.

The Friends were reminded of the donations made to them by Hebden Royd Twin Towns and that when the expected visits are planned/announced that the Friends should make arrangement to welcome them to the Picture House.

369. BOX OFFICE FILM TICKET PRICES

The Picture House Manager reported on the review of ticket prices and the actions taken in line with previous reviews. Competition analysis and discussions with the ICO had helped for an opinion which was endorsed by the Committee Chair, Cllr Pat Fraser to ensure the changes had taken place swiftly.

Discussion about Kiosk Sales, EPOS and average spending at the kiosk also took place.

370. CARD PAYMENT CARD FACILITIES

The Picture House Manager explained a review, triggered from the last review three years ago, had taken place and it was clear, because of several factors (new banking charges, loss of cash points in the town and increasing time needed to count and bank takings) that accepting debit cards at the Picture House was needed. This was communicated to the Committee Chair who was in agreement.

Since introduction the system had worked well at the box office. The roll out would be judged after 6 months with consideration then given to accepting cards at the kiosk.

371. CHANGES TO PROGRAMMING STRANDS

This information was to note as the changes had already been made.

It was commented that some strands may return in the future, 35mm Reel Reels was already being considered for reinvention when a BFI Season of re-releases of classic films on 35mm is launched where had picked prints are made available.

372. FILM PROGRAMMING AND SCREENING REQUEST POLICY

This documents are viewed to be necessary as greater numbers of Charities; interest groups and individuals are approaching the Picture House to screen their features. The policy strengthens the reasoning behind the process and why we say no to an approach.

It was **proposed** by Councillor Needham

Seconded by Councillor Stow

Resolved: to adopt the policy and circulate and place on the HBPH website.

373. STRATEGIC BUSINESS PLAN 2019-21

The Picture House Manager outlined the sections that had been removed from the plan (Risk Analysis, Health & Safety and Stakeholders), the removal of programming strands recommended changes due to completion of the programme and the addition of a business description and executive summary.

Discussion took place regarding the structure and if the plan was strategic or a business. Cllr Stow expressed the need for clear headings, these could include, heading, Aim, How and Achievement.

Cllr Needham was looking for a clear indication on the direction of travel, the 'big' aims that the management committee wants to see and how they intend to reach that target and ensure that recommendations were followed to conclusion. Cllr Needham used Staffing as an example.

The overall theme of the discussion was how to allow the Committee to support the Picture House in the way that it is needed. Cllr Needham suggest a small group to develop and produce a more detailed executive summary, including financial information and build the case for the identified aims.

It was **proposed** by Councillor Needham

Seconded by Councillor Phillips

Resolved: to form a smaller working party comprising Cllrs Fraser and Needham along with the Picture House Manager and the Town Clerk to identify the business imperatives and to action these elements and to give the Picture House the support that it needs to deliver them. The group should also consider a template for a business plan for the future and agree it.

Meeting finished at 9.13pm.

HEBDEN ROYD TOWN COUNCIL

Meeting of the PICTURE HOUSE COMMITTEE held 29th APRIL 2019

MINUTES

PRESENT: Councillors: Fraser (Chair), Bampton Smith, Needham Phillips.

Picture House Manager: Rebekah Fozard

HRTC Council Clerk: J Boom

Kate Higham (Friends of the Picture House)

MINUTES

490. To receive apologies for absence and any substitutions.
Apologies from Maggie Woods with Kate Higham substituting.

491. To receive members` interests relating to agenda items for this meeting.
Cllr Crosland.

492. To report on matters arising from the minutes of meeting held 21st January 2019 not itemised on this agenda.
The committee asked how the introduction of card payment facilities had been welcomed, the Picture House Manager advised that with the exception of issues with the broadband service it had been very successful. Changes to the supplier of broadband were currently being planned.

It was confirmed that Cllr Philips had been a member of the Business Plan Working Party from its inception, Cllr Philips was not listed in minute 373.

493. FRIENDS OF THE PICTURE HOUSE
Kate Higham reported on the recent actions of the Friends of the Picture House:

- AGM had been held, while the attendance was poor the committee remained full and committed.
- Recent poster sales had raised approx. £250.00.
- The Making Friends Project were still holding monthly visits to the Picture House with the most recent seeing a number of groups from the area coming together resulting in 60 people attending.
- The next Friends Presents screening will be The Godfather.
- The Friends had begun talks with the Rotary Club to apply for funding.
- The Friends have funded new Screen Warmers for the Picture House to the tune of £1800.
- Initial discussion had begun regarding the planning of the Centenary of the Picture House in 2021. It was envisaged that a new Working Group would be formed to develop this, this to include the Chairs of the HB Arts Festival, Friends of the Picture House, the Picture House

Committee and the Picture House Manager with meetings to start in the summer of 2019.

494. BUSINESS PLAN WORKING GROUP

Cllr Needham outlined the previous business plans failure to deliver on all the actions it proposed. He recommended the need for the new plan to be focused on its direction of travel. He identified that some decisions in the new plan could not be made confidently due to a lack of clear budgeting information to identify what was possible.

Consequently, the working group recommends that the new business plan cannot go ahead at present, but much progress has been made.

There is a need for improved financial management with monthly management profit and loss accounts needed to help with decision making, to give confidence to predict what can and cannot be achieved. Budgeting accurately will give that confidence. The committee recommends a review of the accounting procedures used to measure the Picture House trading.

The first three meetings of this working group have developed the business plan with five main objectives identified:

- Audience figures should be maintained at c. 50k per annum.
- Research will start upon finding a new website provider by the start of 2020 at a cost of approximately £10k to £12k. Funding is not secured but it is expected that the Town Council, Friends of the Picture House and the HB Rotary Club will be approached to help.
- The façade of the Picture House to be repaired and brought back to its original state. This has already reached the required level of funding with an aspiration that the original sign will be reintroduced with funding from the Friends of the Picture House.
- Additional staff, or a reorganisation of existing staff, is needed to undertake duties presently undertaken by the Picture House Manager in order to enable the Picture House Manager to concentrate on the management role of the Picture House Manager more fully. No funding exists for this currently should extra resources be needed.
- To strengthen the governance of the Picture House, with the Picture House and HRTC Staffing Committees having greater involvement.

The Working Group also initially discussed the numerous offers of help from the Friends of the Picture House and the need for these to be accepted. The Working Group recommend this while seeking to ensure the continuity of staff employment and that it must not be detrimental to any paid member of staff or their position. The committee recommend that a protocol is formulated as to what roles/tasks can be undertaken which is formal and consistent and that this be discussed after the reforming of the Town Council.

Meeting finished at 8.37pm.